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Exploring the Authentic Leadership of Small Business Owners: Understanding its Antecedents and Outcomes

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EXPLORING THE AUTHENTIC LEADERSHIP OF SMALL BUSINESS OWNERS:
UNDERSTANDING ITS ANTECEDENTS AND OUTCOMES

ORLD Dissertation
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November 3, 2014

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EXPLORING THE AUTHENTIC LEADERSHIP OF SMALL BUSINESS OWNERS

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Abstract

The authentic leadership framework was explored within the context of U.S. small business owners to determine whether interference between gender and leader identities was an antecedent to authentic leadership and whether owner gender functions as a moderator. Additionally, associates within these small businesses were assessed to determine whether their job satisfaction and performance was an outcome of authentic leadership and whether gender identity, work identity, and identity interference function as mediators within the authentic leadership framework. A total of 155 owners and associates from 63 small businesses from Ohio, Maryland, and California were studied. Structural equation modeling was used at the individual level of analysis. Three leader models, which included the owner and their associate(s), were investigated: all genders \((n = 155)\), women only \((n = 75)\), and men only \((n = 65)\). For each leader model, a unique trimmed path analysis was developed based upon goodness of fit indices. Findings were mixed and varied by leader model. As hypothesized for all leader models, interference was revealed to be an antecedent; the less interference between gender and leader identities the owner experienced, the more the owner was considered an authentic leader. Leader identity interference was significantly related to the authentic leadership subscales of relational transparency, for the all gender and male only models and, to self-awareness, balanced processing, and internalized moral perspective, for the women only model. Leader identity interference was revealed to be negatively related to associate satisfaction. As hypothesized, leader gender was revealed to moderate authentic leadership: female owners experienced more identity interference than male owners, and female owners’ associates reported greater job satisfaction. All leader models revealed
that associate job satisfaction was a significant outcome of authentic leadership. However, no support was found that job satisfaction mediated the relationship between authentic leadership and performance. Finally, only the male leadership model revealed the presence of mediation. Gender identity and work role identity had a small positive affect on the covariance between authentic leadership and associate satisfaction. The implications of these results are discussed relative to authentic leadership, role incongruity, relational authenticity, gender, and leadership development.
Chapter 1

Introduction

1.1 Background of the Problem

Starting a new venture is often considered an authentic act and a means by which women and men business owners can be true to their personal values and beliefs (Biggart, 1989; Cooper & Artz, 1995; Hmieleski, Cole, & Baron, 2012; McMullen, Bagby, & Palich, 2008). Due to their gender, women business owners may uniquely face role conflicts and identity interferences that may prohibit their ability to be authentic (Karelaia & Guillen, 2012). Women must confront the interpersonal definitions of leadership ascribed to them by others and the personal identities they attribute to themselves (Korabik & Ayman, 2007). At the heart of this challenge is women leaders’ ability to define leadership on their own terms for themselves and for their organization (Eagly, 2005; Eagly & Karau, 2002).

These challenges may be encountered because leadership has often been defined by values that are considered more masculine than feminine (Eagly & Karau, 2002), thus there may be a “cultural mismatch, or role incongruity, between women and the perceived demands of leadership” (Eagly, 2005; Eagly & Karau, 2002; Koenig, Mitchell, Eagly, & Ristikar, 2011, p. 416). In these instances, the leader must negotiate, persuade and ultimately inspire her followers to accept her values and goals and thus accord her the right to lead (Eagly, 2005).

In prior research it has been argued that, because authenticity is a “transaction between leaders and followers” (Avolio & Gardner, 2005; Eagly, 2005, p. 463), leaders
who successfully minimize their role incongruity will be more likely to have associates who experience reduced role conflict and consider their leaders more authentic.

As they conduct their businesses, women and men owners must integrate their dual identities of gender and leader (Karelaia & Guillen, 2012). Unique to women business owners is the task of integrating the expectations associated with their gender and leader identities (Eagly & Karau, 2002; Karelaia & Guillen, 2012; Koenig, Mitchell, Eagly, & Ristikar, 2011). Identity interference may result when leaders are unsuccessful in managing the demands of both their gender and leader roles. As a result of identity interference, businesses owned by women may be unable to experience and benefit from authentic leadership (Jensen & Luthans, 2006a; Kernis & Goldman, 2006, Lewis, 2013). To address this problem, this study explored the extent to which identity interference influences the enactment and perception of authentic leadership within small businesses as a function of owner gender. This chapter extends the discussion on the problem and introduces authentic leadership in general and specifically as it relates to U.S. small businesses and the role of gender and identity on owner and associate behavior.

1.2 Authentic Leadership

An increased interest in authentic leadership is a response to calls for “a new kind of leader…to bring us out of the current leadership crisis” (George, 2003, p.9) “[who is] …committed to … making a difference in the lives of the people they serve” (George, 2003, p. xviii). Both practitioners and academic scholars have embraced the concept of authentic leadership by encouraging it in the workplace and conducting research to examine this theory (Avolio & Gardner, 2005; Avolio, Gardner, Walumbwa, Luthans, & May, 2004; George, 2003; Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008).
Authentic leadership is based upon the framework of positive organizational behavior and psychology (May, Hodges, Chan, & Avolio, 2003). Moreover it is suggested that “authentic leadership can provide a comprehensive, theory-driven framework for studying the leadership process of business founders” (Jensen & Luthans, 2006, p. 257). This study answered that call by exploring whether establishing a business is an act of authenticity on the part of a small business owner and whether the small business owners in this study were authentic leaders.

Authenticity is at the core of authentic leadership (May et al., 2003). The essence of authenticity is to know, accept, and remain true to one’s self (Avolio et al., 2004). Authentic leaders are characterized as “those who are deeply aware of how they think and behave and are perceived by others as being aware of their own and others’ values/moral perspectives, knowledge and strengths; aware of the context in which they operate; and, who are confident, hopeful, optimistic resilient, and of high moral character” (Avolio et al., 2004, p. 4).

According to the theoretical framework for authentic leadership (Avolio et al., 2004), authentic leadership results in follower outcomes that are attitudinal and behavioral. One attitude that should be positively elicited from authentic leadership is job satisfaction (Avolio et al., 2004; Avolio & Gardner, 2005; Walumbwa et al., 2008). One behavior which results from authentic leadership is job performance (Avolio et al., 2004). There is an expectation that followers will be willing to put forth extra effort in exchange for the value they receive from their enhanced authentic relationship with their leader and that leader authenticity heightens follower performance (Avolio et al., 2004; Walumbwa, 2008). Thus, authentic leadership (Gardner et al., 2005) may be an appropriate
framework by which to investigate how small U.S. business owners may make a difference in their ventures and the lives of their associates.

Little is known of the specific characteristics that might predict the strength of authenticity and authentic leadership in general and authenticity in small business owners in particular. Antecedents to authentic leadership that have been studied within different subject populations are few (Peus, Wesche, Streicher, Braun, & Frey, 2012; Randolph-Seng & Gardner, 2012), and only psychological capital has been researched relative to authentic leadership within small businesses (Jensen & Luthans, 2006). Thus, more research is needed to determine the antecedents associated with authenticity and authentic leadership.

The outcomes of authentic leadership have been more extensively studied and were found to be related to a variety of positive organizational and personal consequences, including several which focused on associate job satisfaction and performance (Giallonardo, Wong, & Iwasiw, 2010; Jensen & Luthans, 2006a; Leroy et al., 2012; Walumbwa et al., 2008), group job performance (Walumbwa, Luthans, Avey, & Oke, 2011), supervisor-rated associate job performance (Peterson, Walumbwa, Avolio, & Hannah, 2012), associates’ extra effort (Ilies, Curseu, Dimotakis, & Spitzmuller, 2013; Peus et al., 2012), and firm performance (Hmieleski, Cole, & Baron, 2012). Thus, there is much precedence to the study of associate outcomes from authentic leadership.

Relative to the authentic leadership literature, numerous studies have been based upon full-time employees and leaders in a cross-section of organizations (Caza et al., 2010; Ilies et al., 2013; Leroy et al., 2012; Peus et al., 2012; Woolley et al., 2011; Walumbwa et al., 2008). Only a handful of studies empirically researched leaders of
small businesses and associates (Hmielseki et al., 2012; Jensen & Luthans, 2006; Jensen & Luthans, 2006a) or sought to determine if there were gender differences associated with the enactment of authentic leadership (Jensen & Luthans, 2006a; Leroy et al.,; Wooley et al., 2011). Little attention has been given to studying small businesses and exploring the role of owner gender within the authentic leadership framework (Jensen & Luthans, 2006a).

In brief, it has been advanced that authentic leadership can provide unique value to modern organizations (Avolio et al., 2004; Avolio & Gardner, 2005; George, 2003, Walumbwa et al., 2008); however, there has been little focus on determining the antecedents (Peus et al., 2012; Randolph-Seng & Gardner, 2012) that might contribute to the presence of authentic leadership in organizations. In addition, there has been a limited examination of the impact of authentic leadership within small business and its effect on associates (Hmielseki et al., 2012; Jensen & Luthans, 2006; Jensen & Luthans, 2006a). Therefore, this study sought to assess small business owners’ ability to be authentic leaders within their organizations. We also wanted to know if the owners’ ability to experience higher levels of authentic leadership would be negatively affected when owners are unable to successfully align their personal values, beliefs and identities and thus reduce the possible interference resulting from enacting their business and social roles. These topics are explored in the following sections.

1.3 Navigating authenticity, gender and identity

Being authentic is beneficial because “the act of starting a new venture is perceived as an authentic and intrinsically motivated undertaking by an individual” (Hmielseki et al., 2012, p. 1471; McMullen, Bagby, & Palich, 2008). New businesses are
a means by which an individual can “live a life consistent with their values and beliefs” (Biggart, 1989; Cooper & Artz, 1995; Hmielseki et al., 2012, p. 1477). Moreover, some new venture owners’ business models are a manifestation of “their pursuit of being authentic, of being true to self”; these owners achieve authenticity by examining their personal identities and roles and incorporating them into the broader social context of their business (Lewis, 2013, p. 266).

The process which Eagly (2005) termed relational authenticity may be the means by which business owners successfully navigate their gender and leader roles. It is suggested that owners who are able to extend the boundaries of what it means to be a leader and incorporate behaviors associated with both their gender and leadership roles may reduce their organization’s level of role incongruity (Eagly 2005; Koenig et al., 2011) and expand the endorsement of their leadership values by others (Eagly, 2007).

One way to measure the extent to which owners achieve gender and leadership integration is to assess the amount of identity interference between these identities or roles. Identity interference occurs when the demands of one identity or role interfere with the enactment of another (Karelaia & Guillen, 2012; Settles, Jellison, & Pratt-Hyatt, 2009). Specifically when the roles of gender, identity interference and leadership was explored, Karalaia and Guillen (2011) asserted that fundamental to authenticity in women is a positive female identity which can then be integrated with a leadership identity into women’s core selves. Women who are able to reap the benefits of cohesive gender and leader roles are more likely to be authentic leaders (Eagly, 2005; Karelaia & Guillen, 2012; Kernis & Goldman, 2006). Thus identity interference may function as an
antecedent to authenticity and authentic leadership. In addition, the role of identity interference may vary based upon the owner’s gender.

In summary, the business problem examined in this study began by establishing that little is known about authenticity and starting a new venture – is business ownership an authentic act and a means by which founders can express their true, personal values and beliefs (Biggart, 1989; Cooper & Artz, 1995; Hmieleski, Cole, & Baron, 2012; McMullen, Bagby, & Palich 2008)? Though authentic leadership is theorized to be a useful framework by which to study U.S. small business ventures (Hmieleski et al., 2012; Jensen & Luthans, 2006a), limited research uses this framework to study this audience. This limitation extends to a dearth of research on the role of gender and identity within the authentic leadership framework. Specifically, it is not known the extent to which business owners are able to mitigate the amount of interference they might experience as they enact their leader and gender identities (Eagly & Karau, 2002; Karelaia & Guillen, 2012; Koenig, Mitchell, Eagly, & Ristikar, 2011), As a result, businesses may not be able to benefit from authentic leadership (Kernis & Goldman, 2006; Jensen & Luthans, 2006a; Lewis, 2013). Moreover, owner gender may act as a moderator within the authentic leadership framework.

1.4 Purpose of Research

This study sought to answer the following research questions. To what extent: 1) does small business owners’ identity interference affect their authentic leadership behaviors, 2) does associates' gender identity, work role identity, and identity interference mediate the relationship between authentic leadership behaviors and associates’ job satisfaction, 3) does associates’ job satisfaction mediate the relationship between
authentic leadership behaviors and job performance, and 4) does leaders’ gender moderate the effect of authentic leadership on associate job satisfaction?

This study investigated: 1) leaders’ identity interference and authentic leadership, 2) whether associates’ identities mediate the relationship between authentic leadership, and associate behavioral outcomes of job satisfaction and job performance, 3) authentic leadership and associates’ job satisfaction and performance, and 4) whether leader gender moderates leader and associate behavior and job satisfaction.

This research examined U.S. small business owners to determine whether identity interference reduces the strength of authentic leadership as it interacts with owner gender. Stated positively, it was proposed that small business owners who were more successful in integrating their leader and gender roles would experience less identity interference and thus are more likely to be authentic leaders. Moreover, the study aimed to determine whether the relationship between identity interference and authentic leadership functions differently based on leader gender. Also explored was whether owners who were more authentic leaders had associates with greater job satisfaction and whether owner gender moderated this relationship. Associate job satisfaction was researched to determine its linkage to job performance. Finally, this study explored whether the relationship between authentic leadership and associate job satisfaction was mediated by associates’ gender identity, work role identity, and identity interference.

1.5 Summary

Authentic leadership research has investigated a few antecedents (Jensen & Luthans, 2006; Peus et al., 2012; Randolph-Seng & Gardner, 2012) and many positive organizational and personal outcomes (Caza et al., 2010; Giallonardo et al., 2010;
Hmielaki et al., 2012; Ilies et al., 2013; Jensen & Luthans, 2006a; Leroy et al., 2012; Peterson et al., 2012; Peus et al., 2012; Walumbwa et al., 2008; Walumbwa et al., 2011; Wooley et al., 2011). Most authentic leadership studies were focused on employees in a variety of large organizations (Caza et al., 2010; Giallonardo et al., 2010; Ilies et al., 2013; Leroy et al., 2012; Peus et al., 2012; Walumbwa et al., 2008; Walumbwa et al., 2011; Woolley et al., 2011). There is little empirical research, however, on authentic leadership in small business organizations (Hmielaki et al., 2012; Jensen & Luthans, 2006; Jensen & Luthans, 2006a), how authentic leadership may be enacted differently by gender (Jensen & Luthans, 2006a; Leroy et al., 2012; Wooley et al., 2011), and in what way authentic leadership interacts dynamically with business ownership and gender (Jensen & Luthans, 2006a). This research sought to fill that void in the literature by determining whether business owners who are authentic and true to their values make a positive difference to their businesses and associates.

Starting a new venture may be considered an act of authenticity (Hmielaki et al., 2012; McMullen et al., 2008), a means by which an individual can align their values and beliefs (Cooper & Artz, 1995; Hmielaki et al., 2012), and a catalyst within small business owners to examine and incorporate their personal identities into their business’ broader social context (Lewis, 2013). Yet, business owner may face unique role conflicts and identity interference that may prohibit them from being authentic due to their gender. Women leaders in particular may be challenged to define leadership on their own terms for themselves and their organization (Eagly 2005; Eagly & Karau, 2002; Koenig et al., 2011), including negotiating how to integrate their female and leadership identities (Karelaia & Guillen, 2011). Women who are able to reap the benefits of cohesive gender
and leader roles are more likely to be authentic leaders (Eagly, 2005; Karelaia & Guillen, 2012; Kernis & Goldman, 2006). Thus this study explored the authentic leadership processes within small U.S. businesses and the role of gender and identity.

1.6 Organization of the Study

In Chapter 2, the components of the theoretical model are described and a review of the relevant literature is conducted. In Chapter 3, Theoretical Framework and Hypotheses, the proposed framework and associated hypotheses are presented. In Chapter 4, Methodology, the study is detailed. This proposal was accepted and once finalized, data collection commenced. Chapter 5 lays out the findings, and Chapter 6 provides a discussion of theoretical and practical implications that arose from the study.
Chapter 2

Review of the Literature

This chapter is organized to address the four research questions of this study. It begins with question 1) to what extent does small business owners’ identity interference affect authentic leadership behaviors. The construct of authentic leadership is introduced, starting with its theoretical foundation and includes relevant quantitative and qualitative research. Then, to address the extent to which leaders’ identity interference affects their authentic leadership behavior, the function of antecedents in general and interference between leader and gender identities in particular is presented. Also included in this discussion is why identity interference was appropriate for this study to investigate as an antecedent to authentic leadership. Lastly, to provide a context for the subjects of this study, a review of the literature of authentic leadership and business ownership concludes this section.

The next section addresses research questions 2) to what extent do associates' gender identity, work role identity, and identity interference mediate the relationship between authentic leadership behaviors and their job satisfaction; and 3) to what extent does associates’ job satisfaction mediate the relationship between authentic leadership behaviors and job performance? These questions are addressed together because they are both informed by the framework which links authentic leadership to associate outcomes, including the role of identification as a mediator within the framework (Avolio et al., 2004). After the theory and research that established this framework is introduced, a summary is provided of specific findings that investigated associates’ job satisfaction and job performance as an outcome of authentic leadership. Also summarized in general are
studies which investigated the role of social identification and identities as mediators between authentic leadership and follower outcomes. Last, the foundation of the role of followers’ gender identity, work role identity, and identity interference between gender and work role identity is established.

Figure 2.1. Theoretical Framework: Authentic Leadership within U. S. Small Businesses.

Finally, I address research question 4) to what extent does leader gender moderate the effect of authentic leadership on associate job satisfaction. This section focuses on the role of leader gender as a moderator of authentic leadership behavior and associate job satisfaction. In order to inform the reader’s understanding of gender differences in leadership, the concepts of relational authenticity and role incongruity are introduced.
The literature on gender and leadership is summarized, followed by a more specific discussion of gender as a moderator of authentic leadership.

This literature review will address the four research questions of this study and concurrently describe the authentic leadership processes within the framework - antecedents, mediators, outcomes, and moderators. A diagram of this study’s theoretical framework is provided in Figure 2.1. A summary of the theoretical framework is included in Chapter 3. Because this study’s subjects were U.S. small businesses, business-related literature is included where available. The literature review begins with the focus of this study, authentic leadership.

2.1 Authentic Leadership

This study focused on the authentic leadership of small businesses. To inform the first research question, to what extent does a small business owner’s identity interference affect their authentic leadership behaviors, this section addresses authentic leadership and the relationship of gender and leader roles within the authentic leadership process. To provide a context for authentic leadership, a brief history of its foundation of authenticity, its modern meaning, and how it relates to authentic leadership is presented. How authentic leadership compares to other modern leadership theories is explored. The definition of authentic leadership and descriptions of its major conceptual components are provided. Particular attention is paid to the antecedents of leadership including those that address the role of self and identity. Additionally, relevant quantitative and qualitative studies are cited to support the research question.

Though Shakespeare’s character in Hamlet extols “to thine own self be true”, this maxim was also based upon “Gnothi seauton”, or “Know thyself!” inscribed above the
ancient Greek temple of Delphi. Authenticity as a construct has its historical roots in Socratic philosophical traditions.

According to Avolio et al. (2004), “The essence of authenticity is to know, accept, and remain true to one’s self” (p. 802). When one is authentic, one owns her or his personal experiences, acting in a way that is consistent with one’s true self. Moreover, the authors continued, “…authenticity exists on a continuum and that the more people remain true to their core values, identities, preferences and emotions, the more authentic they become” (Avolio et al., 2004, p. 802). As one grows and develops over time, each individual’s level of authenticity increases along the continuum of levels of inauthenticity to authenticity (Gardner, Avolio, Luthans, May, & Walumbwa, 2005). In short, the extent to which a small business owner is less or more true to their personal values and beliefs in the enactment of their business may be a manifestation of their relative levels of authenticity (Gardner et al., 2005).

Authenticity is at the core of authentic leadership, a concept based upon the framework of positive organizational behavior and psychology (May et al., 2003). The positive organizational behaviors of confidence, hope, optimism and resilience “can be measured, developed, and effectively managed for performance improvement in today’s workplace” (Luthans, 2002, p. 60) within leaders and associates.

Authenticity as it relates to leadership has evolved over time. Bass and Steidlmeier (1999) described the need for authentic transformational leaders who are grounded in their own moral obligations to themselves and their communities “and suggest that authenticity is an extension of transformational leadership” (Neider & Schrisheim, 2011, p. 1146). Authentically transformational leaders display the four
major dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Bass, 2008). Current elaborations consider authentic leadership as a “root concept” that underlies the positive aspects of charismatic, transformational, spiritual, and ethical leadership (Avolio et al., 2004, p. 805; Ilies, Morgeson, & Nahrgang, 2005).

Authentic leadership is a relatively new theory (Avolio & Gardner, 2005; Avolio et al., 2004; Eagly, 2005; Gardner et al., 2005; Ilies et al., 2005; May et al., 2003) that has only had the benefit of an operationalized instrument in the last several years (Walumbwa et al., 2008). As such, the theory of authentic leadership is at this point supported by a limited amount of empirical research as compared to earlier, more studied leadership theories of transformational and transactional leadership defined by Burns (1978) in the late twentieth century. Burns distinguished between two types of leadership: transactional (exchanges that occur between leaders and associates) and transformational (the process whereby a person engages with others and creates a connection that raises the level of motivation and morality in both leader and the associate). Bass provided this definition of transformational leadership: “[T]he leader elevates the follower morally about what is important, valued, and goes beyond the simpler transactional relationship of providing reward or avoidance of punishment for compliance” (Bass & Bass, 2008, p. 1217).

Other key differences that distinguish authentic leadership from other leadership theories are that: it’s foundation rests in both positive psychology and ethics which are “the best possible antecedents and/or consequences of authentic leadership” (Avolio & Gardner, 2005, p. 324); it “influences followers and their development through the process of emotional contagion which is not associated with transformational,
charismatic, servant and spiritual leadership” (Avolio & Gardner, 2005, p. 326); and it defines performance with the expectation that there will be veritable results from “genuine and ethical values used to attain sustained performance and growth” (Avolio & Gardner, 2005, p. 328). Also, authentic leaders, unlike transformational leaders, do not necessarily need to be charismatic (Avolio & Gardner, 2005).

Authentic leadership is defined as “a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing information, and relational transparency on the part of leaders working with followers, fostering positive self-development” (Walumbwa et al., 2008, p. 94).

**Self-Awareness.** A description of the first component of authentic leadership, self-awareness, is:

an attention state where the individual directs his or her conscious attention to some aspect of the self (Duval & Wicklund, 1972, Hannah, 2005), without indicating whether the individual is accurate or inaccurate in his or her self-perception. Yet, by learning who they are and what they value, authentic leaders build understanding and a sense of self that provides a firm anchor for their decisions and actions, and we would argue a more authentic self. They continually ask themselves, Who am I? (Gardner, et al., 2005, p. 347)

Leaders and associates become more authentic as they become more self-aware of key elements within themselves - their values, identities, emotions, motives and goals. As leaders become more aware of and committed to their values, their values become salient over time, resulting in the leaders’ self-identities being activated (Gardner et al., 2005).
Gardner et al. (2005) characterized individuals as possessing self-identities that are both personal (based upon characteristics and traits unique to that individual) and, social (resulting from individuals’ seeing themselves as a member of certain social groups upon which they attach value and emotional significance). Authentic leaders will “incorporate the role of leader into their identity and come to see themselves as positive models for others” (p. 352). Gender is another social role or identity to which business owners attach value; its relevance to this study will be discussed in more detail.

To conclude, self-awareness refers to demonstrating an understanding of how one derives and makes meaning of the world and how that meaning-making process impacts the way one views herself or himself over time. Self-awareness refers to showing an understanding of one’s strengths and weaknesses and the multifaceted nature of the self, which includes gaining insight into the self through exposure to others, and being cognizant of one’s impact on others (Kernis, 2003). Authentic leaders are individuals who are self-aware because they know what they value and possess a good understanding of their self and collective identities, emotions, motives and goals. Authenticity is a function of self-awareness; the more an individual is aware of their self-identities, the more authentic they are likely to be. This study will focus on the level of authentic leadership and self-awareness of business owners, focusing on their identities as leaders and as women and men.

**Self-Regulation.** In addition to self-awareness, authentic leaders are thought to be characterized by self-regulation, which is discussed next. Authentic leaders self-regulate through relational transparency, balanced processing, and internalized moral perspective. Conceptually, leader self-regulation is based on self–determination theory: “the
integrative processes of self-development are motivated by fundamental needs for autonomy competence and relatedness” (Gardner et al., 2005, p. 354). “Satisfaction is found in the leader identity when it: helps the leader feel connected to others; elicits feelings of efficacy; and, provides a means for expressing his/her true self” (p. 355).

There are four, progressive types of regulation theorized to be associated with higher levels of internalization and integration (Gardner et al., 2005). The first level, external regulation, exists when the impetus for the behavior is derived externally. The second, introjected regulation, occurs when the impetus for the behavior is based upon one’s thoughts of what should be done. The third, identified regulation is present when one values the behavior because it is part of the self. The last and fourth, integrated regulation, occurs when one has fully integrated the values and regulations into one’s self.

Authentic leaders are expected to pursue an “integrated set of goals that reflect personal standards of conduct” (Gardner et al., 2005, p. 355). Goal striving is based on the self-concordance model: “people achieve higher levels of personal adjustments and growth when they set goals that align with their true or actual values, needs and interests” (Gardner et al., 2005, p. 355). Self-concordant identities are more authentic and operate at the integrated or highest level of self-regulation. Non-self-concordant identities and goals are associated with less authentic behavior and subjective well-being; “As authentic leaders gain self-knowledge and awareness, they achieve self-concordant identities as their decisions and actions become increasingly self-determined and consonant with their internalized values and goals” (Gardner et al., 2005, p. 356). Authentic leaders are more
likely to possess identities that are consistent and integrated expressions of business owners’ true thoughts and deeds (Gardner et al., 2005).

Authentic leaders self-regulate through the use of relational transparency. Relational transparency refers to presenting one’s authentic self (as opposed to a fake or distorted self) to others. Such behavior promotes trust through disclosures that involve openly sharing information and expressions of one’s true thoughts and feelings while trying to minimize displays of inappropriate emotions (Kernis, 2003).

Balanced processing is also used by authentic leaders to self-regulate (Gardner et al., 2005). Balanced processing refers to leaders who show that they objectively analyze relevant data before coming to a decision. Such leaders also solicit views that challenge their deeply held positions (Gardner, et al., 2005). The Kernis (2003) model of authentic leadership references unbiased processing and relational authenticity. These concepts are similar to balanced processing and relational transparency just discussed. Relational authenticity will be discussed in more detail later in this literature review.

The last self-regulatory behavior associated with authentic leadership is internalized moral perspective, which is an internalized and integrated form of self-regulation (Ryan & Deci, 2003). This type of self-regulation is guided by internal moral standards and values versus those identities from external groups, organizations, and society, and it results in expressed decision making and behavior that is consistent with these internalized values (Avolio & Gardner, 2005, Gardner, et al., 2005).

In summary, authentic leadership is comprised of the components of self-awareness and self-regulatory behavioral processing (Avolio & Gardner, 2005; Gardner et al., 2005; Walumbwa et al., 2008). Self-awareness is a state of knowing who you are
and how others perceive you, thus resulting in the leader’s being considered authentic. The other three factors are self-regulatory authentic processes leaders use to manage and align their actions. These factors are: making sure they stay true to who they are and withstand external pressures (internalized moral perspective); actively seeking and truly considering alternate opinions as part of their decision-making process (balanced processing); and, allowing others to see the real leader and relating authentically with associates (relational transparency). Authentic leadership is not an absolute; it functions along a continuum. Leaders demonstrate lower or higher levels of authentic leadership behaviors (Gardner, et al., 2005). Thus, a leader may be considered less or more authentic.

In conclusion, the purpose of this section was to explain the first construct associated with the first research question, authentic leadership. The second construct of the research question, identity interference, is discussed next. The topic presented describes the role of antecedents to leadership in general, and why identity interference was appropriate to study as an antecedent to authentic leadership in small business owners in particular. This section closes with a discussion of the relationship of gender and leader role interference.

2.2 Antecedents to Leadership

An antecedent is a leader characteristic, event and/or circumstance that can cause or predict leadership development and evolution (Avolio et al., 2004). Authentic leadership is still a relatively new operationalized theory (Walumbwa et al., 2008). The study of the antecedents of authentic leadership is important because it may provide empirical evidence to support the theory and, from a practical perspective, help determine
how best to support the development of authentic leadership. This study sought to examine whether a specific leader characteristic of identity interference is a potential antecedent to authentic leadership in small business owners.

Though needed, there is limited research which has examined antecedents to leadership theories. Research studies have examined these constructs: self-knowledge and self-consistency to authentic leadership (Peus et al., 2012); implicit/explicit self-esteem and authentic leadership (Randolph-Seng & Gardner, 2012); positive psychological capital and authentic leadership (Jensen & Luthans, 2006); core self-evaluation and transformational leadership (Hu, Wang, Liden, & Sun, 2012); and, self-concept and transformational leadership (Oliver, et al., 2011). Relative to authenticity and authentic leadership, research revealed that self-knowledge (Peus et al., 2012) and self-satisfaction due to optimal and fragile self-esteem (Randolph-Seng & Gardner, 2012) were antecedents to leadership. This study extended the scholarly literature by examining a specific leader characteristic – the extent to which leader and gender identities interfere with the ability of the business owner to experience authentic leadership.

**Identity Interference.**

The discussion on identity interference as an antecedent to authentic leadership begins by providing the business context associated with the study of women and men business owners in the U.S.; introduces why role consistency should predict higher levels of authentic leadership; discusses identity interference at it relates to authenticity in general and to authentic leadership in particular; describes why the variables of leader and gender are appropriate to study as potentially interfering identities; and, addresses the
proposed consequences that may result when gender and leader identities integrate positively and negatively.

As women have transitioned to dominant roles in the workplace (Rampell, 2010), including an explosion of women business owners (Economic & Statistics Administration, 2010), similar to men, there has been an increased need for women to define themselves based upon their occupation and employment (Goldin, 2006). Business owners are faced with the challenge of incorporating multiple core identities associated with gender and leadership.

To be an authentic leader, one must be authentic (May et al., 2003), view themselves as a leader (Gardner et al., 2005; Shamir & Eilam, 2005), and act in a manner that is consistent with their values and identities (Shamir & Eilam, 2005). Being able to integrate one’s identities and exhibit role consistency requires an individual to be aware of their self-identities; consciously act to balance the values, motives, emotions, and goals they ascribe to their self-identities, which is characterized as self-awareness (Gardner, et al., 2005); and, actively seek to align their decisions and actions with their true values and goals and present their authentic selves to others, which is characterized as self-regulation (Gardner, et al., 2005). It could be argued that individuals who exhibit role consistency are more likely to demonstrate self-awareness and self-regulation, the core components of authentic leadership (Avolio & Gardner, 2005; Gardner et al., 2005; Walumbwa et al., 2008).

Conversely, what happens to authenticity when an individual is unable to experience role consistency due to identity interference? Authenticity requires an individual to have “strong self-beliefs, self-confidence, self-acceptance and agency rather
than self-doubt, confusion, and conflict” (Kernis & Goldman, 2006, p. 296). Identity interference occurs as a result of role conflict (Karelaia & Guillen, 2012; Settles et al., 2009) which is characterized as the

…extent to which one’s role-identities are personally chosen and experienced as authentic. When enacting roles that foster feelings of choice and authenticity, perceived stress within such roles should be low, and individuals should more fully integrate these roles into their self-systems… individuals high in authenticity seemingly are capable of self-selecting appropriate niches in their interpersonal milieu that sustain and promote their interpersonal and psychological adjustment. (Kernis & Goldman, 2006, p. 320)

Authentic individuals are those who are able to freely express themselves, choose their identities, and positively integrate their identities (Kernis & Goldman, 2006). Due to a greater level of self-awareness and self-regulation, these individuals are able to successfully adjust and resolve external and internal conflicts and behave in a self-concordant manner (Kernis & Goldman, 2006). To review, in general individuals who are able to successfully negotiate their identities and reduce the conflict associated with identity interference will be more authentic (Kernis & Goldman, 2006), and individuals who are authentic are more likely to be authentic leaders (Gardner et al., 2005; Shamir & Eilam, 2005). Now that the relationship between authenticity, authentic leadership and identity interference is established, the discussion will next address identity interference between leader and gender identities.

Of particular relevance to this study was research from Karelaia and Guillen (2012) which sought to integrate identity interference, gender dynamics, and leadership
research. This European study of over 500 women leaders in a variety of industries and countries examined “how women leaders see themselves and how they experience leadership roles” (p.3). The authors found that women who scored higher on identity conflict between leader and gender identities “had lower scores on affective motivation to lead and higher scores on social-motivation to lead” (Karelaia & Guillen, 2012, p. 26). Therefore, identity interference was established as a precursor to the women’s leadership behaviors (Karelaia & Guillen, 2012).

This study proposed to study the identity interference between leader and gender, because it was revealed that having multiple identities might lead to role conflict (Karelaia & Guillen, 2012; Settles, 2004; Settles, 2006; Settles et al., 2009). Theory and research have suggested that the characteristics and behaviors expected of women and leaders are different (Eagly & Karau, 2002). Role incongruity (Eagly & Karau, 2002) was used to capture this phenomenon. A woman might perceive that leader and gender identities are under threat because how she acts or believes she should act conflicts with the meaning attached to her female or leader identity (Karelaia & Guillen, 2012; Petriglieri, 2011); consequently, identity threat (Petriglieri, 2011), a form of identity interference, may reduce a woman’s ability to be authentic (Kernis & Goldman, 2006; Shedon, Ryan, Rawthorne, & Ilarid, 1997). Identity interference is associated with negative psychological outcomes (Karelaia & Guillen, 2012; Settles, 2004).

Under identity threat, the individual may choose to minimize one of the conflicting identities to reduce the interference they may experience (Dutton et al., 2010). It is advanced that individuals more firmly commit to an ascribed identity like gender, which is involuntary. Than to an acquired identity like leader (Deaux, 1991). A potential
negative consequence of identity interference may result if an individual determines that being woman is inconsistent with being a leader: she may be more likely to devalue her leader identity and experience identity interference (Karelaia & Guillen, 2012). Having a strong leader identity is necessary for one to be a more authentic leader (Gardner et al., 2005; Shamir & Eilam, 2005).

Conversely, a potential negative consequence of identity interference may result when it is perceived that a strong leader identity may need to come at the expense of one’s gender identity. This is likely to result in an individual with a “fragmented self-concept…and make women feel inauthentic” Karelaia & Guillen (2012, p. 10). To review, identity interference may result in the negative consequences of reduced self-identification as a leader and/or with one’s gender identity and may thereby prevent small business owners and women owners in particular from experiencing themselves as leaders and authentic (Gardner et al., 2005; Shamir & Eilam, 2005).

Therefore, it is not clear the extent to which business owners’ gender and leader roles interfere negatively to reduce or positively to increase their ability to be authentic leaders. It is suggested that owners who are able to extend the boundaries of what it means to be a leader and incorporate behaviors associated with both their gender and leadership roles may reduce their organization’s level of role incongruity (Eagly 2005; Koenig, Mitchell, Eagly, & Ristikar, 2011) and expand the endorsement of their leadership values by others (Eagly, 2007).

Extending the boundaries of leadership was reported through the blending of leadership styles characterized as feminine and masculine (Lewis, 2013), boss versus mother figure (Ezzeden & Zikic, 2012), and the use of an androgynous leadership style
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(Korabik & Ayman, 2007). Research has shown that having multiple roles can prove to be beneficial (Ruderman et al., 2002), and the more positive a woman’s identity “…the less likely the woman will perceive these identities as incompatible” (Karelaia & Guillen, 2012, p. 12). Leaders, women in particular, who are able to reap the benefits of cohesive gender and leader roles are more likely to be authentic leaders and successfully capitalize on their multiple identities (Eagly, 2005; Karelaia & Guillen, 2012; Kernis & Goldman, 2006).

In summary, antecedents to authentic leadership include being authentic and having a leader identity. This study proposed that when an individual is able to experience role consistency, they are more likely to be a more authentic leader. Conversely, the presence of identity interference in general and the experience of conflict with one’s gender identity in particular, are likely to result in feelings of less authenticity and thus hinder the development of authentic leadership. Moreover, the concept of role incongruity and identity threat for female leaders is likely to result in lower levels of leader identity due to identity interference. Without a strong leader identity, individuals are likely to be less authentic leaders. However, leaders who are able to successfully integrate their gender and leader identities are less likely to experience identity interference and are more likely be more authentic leaders.

Therefore, this study sought to determine whether identity interference between leader and gender identities is an antecedent to authentic leadership. The next topic addresses the last component of the first research question, business ownership.
2.3 Authentic leadership and business ownership

As mentioned previously, little is known about authenticity and starting a new venture. This study sought to determine whether starting a new business is an authentic act and a means by which founders can express their true, personal values and beliefs (Biggart, 1989; Cooper & Artz, 1995; Hmieleski et al., 2012; McMullen et al., 2008). Authentic leadership has been theorized to be a useful framework by which to study U.S. small business ventures (Hmieleski et al., 2012; Jensen & Luthans, 2006a). Thus, authentic leadership was proposed as a useful framework by which to study small businesses. This section briefly describes the field of business ownership. It then provides brief summaries of recent quantitative and qualitative research on small businesses in the U.S. and other countries. It concludes by describing the advantage of using authentic leadership to study small businesses.

Currently, business ownership is a distinct and separate field in the academic literature. Business ownership is a means by which society develops services and products from information, and produces innovation that changes goods and services (Vecchio, 2003). Furthermore, business ownership is the study of the people who lead these businesses and thus a behavioral lens is necessary to examine this field (Vecchio, 2003).

There were a limited number of empirical studies that examined authentic leadership and business ownership (Hmieleski et al., 2012; Jensen & Luthans, 2006; Jensen & Luthans, 2006a; Jones & Crompton, 2009). These studies sought to determine the relationship of authentic leadership relative to the psychological capital of the leaders and positive emotional states (Jensen & Luthans, 2006; Jensen & Luthans, 2006a); other
studies (Hmieleski et al., 2012, Jones & Crompton, 2009) focused on the resulting attitudes and behaviors followers of authentic leaders would demonstrate.

Focusing on the impact of authentic leadership on businesses’ associates, one study surveyed business owners and their employees and found that employees’ perception of authentic leadership predicted their job satisfaction, organizational commitment and work happiness (Jensen & Luthans, 2006a).

In another study, these same authors (Jensen & Luthans, 2006) focused on the leaders of new businesses, including venture firms to determine the antecedents and other conditions that might impact or result from authentic leadership. Relative to authentic leadership and its antecedent psychological capital, this study of U.S. midwest business founders determined that authentic leadership was significantly positively related to psychological capital and its components of optimism, resiliency and hope.

A more recent study (Hmielseki et al., 2012) surveyed a random sample of new venture top management teams in the U.S., and found that authentic leadership had a positive indirect relationship on firm performance and, the enactment of authentic leadership encouraged positive emotional states.

These findings were complemented by a few qualitative studies of women business owners. Jones and Crompton (2009) interviewed leaders of eight small manufacturing companies in the United Kingdom to determine the presence of authentic leadership within business owner. The study concluded that the adoption of an authentic leadership approach grounded in ethical practices was associated with higher levels of innovation in small firms. Ezzeeden and Zikic (2012) focused on women business owners in Canadian high technology firms, finding that leadership was a key variable in the
success of these firms and that employee perceptions of leadership differed by gender. The last study conducted by Garcia & Welter (2011) sought to determine how women construct their identities in relationship to their business ownership and, in the process, redo gender.

These studies (Ezzeeden & Zikic, 2012; Garcia & Welter, 2011; Hmielseki et al., 2012; Jensen & Luthans, 2006; Jensen & Luthans, 2006a; Jones & Crompton, 2009) used the authentic leadership framework to study small businesses; business owners who lead authentically, positively impacting for themselves and their associates the job behaviors associated with job satisfaction, organizational commitment, work happiness, and positive emotional states. Moreover, leadership is a factor that contributes to the success of small businesses and could “turn out to be the key to the advantage to new venture viability and growth” (Jensen & Luthans, 2006a, p. 661).

For a small business to be successful it needs to leverage all of its assets, especially those of its owner and associates. Based on the model that links authentic leadership to associates’ attitudes and behaviors (Avolio et al., 2004), the small business owner who is a more authentic leader is more likely to benefit a positive work environment, attitudes and behaviors of its organization’s members.

The authentic leadership framework creates an organization with a leader who is able to clearly articulate personal values and characteristics with how they align and drive the business venture’s goals (Jensen & Luthans, 2006), creating an environment of trust, positive emotions, hope and optimism (Avolio et al., 2004) that leverages emotional contagion and advantageous identification processes (Ilies et al., 2005). Within the authentic leadership framework, followers: become more authentic over time and also
more self-aware; are able to identify and build upon their strengths; are more positive overall; and, come to view task accomplishment as a form of personal development (Jensen & Luthans, 2006). Authentic leaders model the way by exhibiting balanced processing, which encourages followers to seek diverse inputs, add organizational value, and develop themselves over time (Avolio et al., 2004; Jensen & Luthans, 2006). As a result of interacting with a more authentic leader, followers’ attitudes and job performance are enhanced as compared to followers’ who interact with a less authentic leader (Avolio et al., 2004).

Ultimately authentic leaders will result in veritable organizational performance (Avolio et al., 2004). Thus, a small business founder who exhibits more authentic leadership may be better equipped to withstand the challenges typically faced by new business ventures and may be more likely to realize their organization’s vision (Jensen & Luthans, 2006).

In summary, support was provided to address the first research question, to what extent does small business owners’ identity interference affect their authentic leadership behaviors. The components of authentic leadership, identity interference, and business ownership were introduced and expanded upon based upon the research literature. Now that the first research question has been addressed, the literature review will turn to the second and third proposed research questions.

### 2.4 Linking authentic leadership to followers’ attitudes and behaviors

To provide the foundation for these research questions: 2) To what extent do associates’ gender identity, work role identity, and identity interference mediate the relationship between authentic leadership behaviors and their job satisfaction; and, 3) To
what extent does associates’ job satisfaction mediate the relationship between authentic leadership behaviors and job performance? The authentic leadership framework is introduced.

Authentic leaders influence followers’ attitudes and behaviors through the key psychological processes of identification, hope, trust, positive emotions, and optimism, as depicted in Figure 2.2 (Avolio et al., 2004). All mechanisms are briefly discussed and then the key focus of this study, identification, is addressed in detail.

The first mechanism leaders use to affect associates is identification. Authentic leaders “are likely to initially stimulate personal identification among their followers” (Avolio et al., 2004, p. 806) and “evoke followers’ self-concepts in the recognition that they share similar values with leader” (Avolio et al., 2004, p. 807); and, “authentic leadership is positively related to followers’ personal identification with the leader and social identification with the collective” (Avolio et al., 2004, p. 808). To summarize, associates’ beliefs about a leader become self-defining. Associates may then socially identify with the collective or organization.

Once identification is complete, the leader needs to sustain this relationship to achieve positive outcomes (Avolio et al., 2004). Personal and social identification by associates mediates the relationship between authentic leadership and the three constructs critical to building long-term relationships – followers’ hope, trust in the leader, and positive emotions, and optimism (Avolio et al., 2004). Optimism mediates the relationship between followers’ positive emotions and followers’ work attitudes and behaviors.
Figure 2.2. Framework Linking Authentic Leadership to Followers' Attitudes & Behaviors (Avolio et al., 2004)

The framework as theorized by Avolio et al., (2004) specifies that followers’ work attitudes resulting from authentic leadership include commitment, job satisfaction, meaningfulness, and task engagement. Follower work attitudes lead to these follower behaviors (Avolio et al., 2004). This framework focuses on the follower outcome behaviors of job performance, extra effort, and withdrawal behaviors e.g., turnover, tardiness and absenteeism (Avolio et al., 2004). Ultimately, authentic leadership provides a foundation for “veritable and sustainable organizational performance” (p. 805).

Unique to this framework, it is theorized that positive modeling from the leader enhances associates’ levels of self-awareness and self-regulation (Gardner et al., 2005). This framework stresses that there is an ongoing pattern of interaction and mutual influence between leaders and associates (Gardner et al., 2005; Walumbwa et al., 2008).
Authentic leadership and followership is developed as a result of personal history and trigger events (Gardner et al., 2005; Walumbwa et al., 2008). The developmental processes that both leaders and associates use to develop authentically are the same (Gardner et al., 2005; Walumbwa et al., 2008). The theory of authentic leader and associate development uses a self-based model derived from the literature on self and identity (Gardner et al., 2005; Ilies et al., 2005).

The research proposed for this present study will focus on a subset of the authentic leadership framework. Only the components of authentic leadership, identification, associate work attitudes, and associate behaviors will be investigated. The intervening states of hope, trust, positive emotions, and optimism will not be addressed in this present study. Where inferences can be made on the intervening states within the framework linking authentic leadership to associate’s attitudes and behaviors (Avolio et al., 2014), they will be addressed in Chapter 6, Conclusions and Recommendations for Future Research.

Now that a general overview of the authentic leadership framework’s mechanisms has been established, the key mechanism of identification will be addressed. The authentic leadership framework theorizes that associates’ identification mediates the relationship between authentic leadership and associate outcomes, which is the focus of the second research question. There are several mechanisms unique to authentic leadership through which associates come to identify with authentic leaders. These processes along with a complimentary model of authentic leadership, eudemonic well-being, and relational authenticity, a boundary condition of authentic leadership, will be presented.
The authentic leadership framework Avolio et al., (2004) detailed is derived from “existing theories and research on leadership, emotions, social identity and identification, and their outcomes” (p. 814). As an authentic leader leads by example, their associates, according to Avolio and Gardner (2005) “… come to identify with authentic leaders and their values. Positive modeling of the various components of authenticity … has been consistently identified as a primary mechanism whereby authentic leaders influence and develop their followers” (Avoilo & Gardner, 2005, p 325). Part of the influence process is the positive emotions the leader espouses which become “contagious” to their associates and thus increases the associates’ identification with the leader and the associates’ development. Authentic leaders “establish positive social exchanges with followers” (Avolio & Gardner, 2005, p. 326). Followers “come to know and accept themselves and self-regulate their behavior to achieve goals that are, in part, derived from and congruent with those of the leader” (Avolio & Gardner, 2005, p. 327). In brief, authentic leadership is a dynamic process of mutual authentic exchanges and development between leader and followers that relies upon identification processes (Avolio & Gardner, 2005; Avolio et al., 2004).

A complementary model of authentic leadership focused “on influence processes through which authentic leaders enhance associates’ eudemonic well-being” (Ilies et al., 2005, p. 377). This model included these authentic leadership processes: personal and organization identification, positive emotions contagion, positive behavioral modeling, supporting self-determination, and positive social exchanges (Ilies et al., 2005). The eudemonic well-being theory provides additional theoretical support on the role of identification in influencing associates and how identification is a function of the strength
of value congruence – the more similar the leader’s and associates’ values, the stronger the identification (Ilies et al., 2005).

The concept of relational authenticity, discussed next, also addresses the role of value congruence at the group level. Authentic leadership is a process which emanates dynamically from the leader to her or his followers (Avolio et al., 2004; George, 2003; Walumbwa, 2008). Eagly (2005) and Kernis (2003) discussed authentic leadership from a relational perspective in which both the behavior of the leader and that of the associate need to be considered in the authentic leadership process.

Relational authenticity begins when the leader’s values are determined to be supportive and consistent, and thus authentically representative, of the broader organization (Eagly, 2005). The process of relational authenticity is enacted when the leader is able to transparently convey their values within the organization, and when the organization’s members are willing to support the leader’s values and possess the ability to personally identify their leader’s values as their own (Eagly, 2005). Eagly’s (2005) discussion of relational authenticity extends the concept of relational identity within the authentic leadership framework and provides boundary conditions for the theory of authentic leadership.

Based upon these theories, associates will come to identify with their business owners through the process of modeling, emotional contagion, and identification (Ilies et al., 2005). Associates will incorporate goals and align their values with those of the owner (Eagly, 2005; Ilies et al., 2005). Thus associates’ identities and identification will mediate their relationship between authentic leadership and job satisfaction (Avolio et al., 2004).
Now that the authentic leadership behaviors that affect associates’ identification in general have been addressed, the next section addresses associates’ identities and identification specific to this study. It begins by describing the relationship among self-identification, identity, and self-concept to identification theory. It then provides a summary of relevant quantitative research on authentic leadership and its effect on social identity.

It is through the process of self-identification that an individual is able to express themselves to be a particular type of person and thereby specify their identity (Schlenker, 1984, 1985a). Self-identification is an active process that occurs within the contexts of interactions an individual experiences (Schlenker, 1986). Moreover Schlenker asserted that, “self-identification constructs and expresses an identity… identity can be regarded as a theory of self that is formed and maintained through actual or imagined interpersonal agreement about what the self is like” (p. 23). Briefly stated, “identity is how an individual defines himself or herself” (Rothbard & Ramarajan, 2007, p. 127).

Additionally, identity “is socially constructed and refined through years of social relations and becomes a relatively stable part of the ‘self-system’” (Ladkin & Taylor, 2010, p. 66).

From this social construction of self over time, an individual’s self-concept becomes formed (Schlenker, 1986). One’s self-concept is affected by recognizing that one may share similar or dissimilar values and beliefs with an entity; one can also change and develop the self-concept so that one’s values and beliefs become more similar to an entity (Pratt, 1998).
Identification is both a state and a process. As a state, “…identification is that part of an individual’s identity that derives directly from his or her association with an entity such as a group or organization As a process, identification refers to aligning one’s identity with some entity, such as one’s work group” (Walumbwa, Wang, Wangh, Schaubroeck, & Avolio, 2010, p. 904). Iles et al., (2005) advanced that authentic leadership and identification is a function of the relative level of similarity between leader and associate values; the more congruent or similar the values, the stronger the amount of identification.

Self-identities include both personal identities, like gender, which are based upon characteristics and traits unique to that individual, and, social identities, such as work, which result from individuals seeing themselves as a member of certain social groups or roles upon which they attach value and emotional significance (Rothbard & Ramarajan, 2007; Gardner et al., 2005). Role identity is defined as, “the characteristics and expectations that simultaneously create meaning an individual derives from his or her self in specific roles” (Caza & Wilson, 2007, p. 102). Identities can drive one’s attitudes and behaviors.

In summary, it is through the process of self-identification and the active interactions with others that self-identities and an individual’s self-concepts are formed and modified (Schlenker, 1986; Ladkin & Taylor, 2010). Within the authentic leadership framework (Avolio et al., 2004), followers’ self-concepts are activated as they personally identify with the authentic leader and socially identify with the group through the followers’ recognition of the values they share with the leader and the group. This study seeks to determine the role of identities within the authentic leadership framework and
investigate whether followers’ identities mediate the relationship between authentic leadership and associates’ job satisfaction.

Next, support in the literature will be provided for the social identification processes associated with authentic leadership by referencing relevant empirical studies. Five research studies are described in which authentic leadership was examined in relationship with social identity (Fox, 2011; Zhu, 2006; Sims, 2012; Walumbwa et al., 2010). The social identities examined included personal identification with supervisor/leader, moral identity, and gender and professional technical role. Four of these studies sought to determine whether social identity acts as a mediator between authentic leadership and related outcome variables for associates and leaders. These studies will provide further support for the second research question, which seeks to better understand the links between authentic leadership and associates’ identities.

Walumbwa et al. (2010) conducted a cross-sectional study of two telecom companies, one owned in its entirety by the state and the other whose ownership was both private and public. The companies were located in separate major cities in China. This large study (Walumbwa, et al., 2010) included supervisors and their immediate direct reports. The study found that authentic leadership significantly predicted organizational citizenship behavior and followers’ self-rated work engagement (Walumbwa, et al., 2010). In addition, authentic leadership predicted followers’ level of identification with supervisors and followers’ feelings of empowerment (Walumbwa, et al., 2010). Further findings supported that followers’ identification with their respective leader and feelings of empowerment fully mediated the relationship between authentic leadership and
organizational citizenship behavior and followers’ work engagement (Walumbwa, et al., 2010).

Walumbwa, et al. (2010) supported the premise that social identity, in this instance, identification with the supervisor, mediated the relationship between authentic leadership, at the group level, and follower job behavior, at the individual level, both of which were associated with organizational citizenship and work engagement. Of particular relevance, this study was the first to suggest that “one’s interpersonal identification with his or her supervisor may be a critical intervening variable linking leader and follower outcomes” (Walumbwa, et al., 2010, p. 910).

Another relevant U.S. study that examined the identification process associated with authentic leadership conducted a survey of elementary and secondary school teachers. Fox (2011) sought to assess, at the individual level of analysis, the teachers’ perception of their principal’s authentic leadership, personal identification with their principal, social identification with their school, and trust in the principal.

This study found that authentic leadership influenced teacher’s trust in the principal. Additionally, authentic leadership was significant for its effect on both personal and social identification. There was no support revealed between social identification and faculty trust in the principal. Relative to mediation, the study did find that personal identification partially mediated the relationship between authentic leadership and trust. Social identification was not found to mediate the relationship between authentic leadership and trust. Teachers were found to have trust in principals who were authentic leaders. The process of trust partially depended upon personal identification with the leader; social identification, was not found to be a factor present in the research subjects.
The Fox (2011) study is relevant to this research, because it, like the Walumbwa et al. study (2010), provides additional, if partial support, that personal and social identification with the supervisors, as theorized, mediates authentic leadership and follower outcome behaviors.

Another school study of principals and, respectively, sets of their teachers from the Nebraskan Public School system in the U.S. researched authentic leadership and moral identity. Relevant findings from Zhu (2006) concluded that authentic leadership was found to have a significant positive relationship on follower moral decision making intention and follower moral identity. Moreover, it was revealed that follower moral identity mediated the relationship between authentic leadership and follower moral decision intention. The researcher wrote: “The results showed that, when leaders demonstrated more authentic behavior, or consistency between their words and behaviors specifically in this study, they were more likely to influence moral identity and consequently moral decision making intention” (Zhu, 2006, p. 93). The author concluded, “To influence follower moral decision making, authentic and transformational leaders need to help establish follower moral identity by substantiating the belief that they are moral people” (Zhu, 2006, p. 93). This study’s findings supported the theory that personal social identity is a mechanism thru which authentic leaders influence followers.

Franklin (2010) examined the moral issues and authentic leadership within a sample of leaders and followers from organizations of all sizes in the Western U.S. The researcher sought to determine the “theoretical integration of moral judgment, moral identity and moral affect as contributing factors to moral development” (p. 128). The findings were mixed; where findings were significant, it was found that social identity
was a mechanism through which individuals develop their authentic selves (Franklin, 2010).

Franklin (2010) and the Zhu (2006) sought to determine the relationship between authentic leadership and moral identity. Both studies found that moral identity mediated authentic leadership in relationship with followers’ outcome behaviors.

Sims (2012) conducted a survey of diverse organizations across the U.S. to determine the role of authentic leadership and social identity focusing on the level of congruence associated with the amount of identity interference between the gender identity and functional technical roles of entrepreneurial and non-entrepreneurial business leaders and individual contributors and their identity satisfaction. Also explored was the relationship between authentic leadership and identity satisfaction on job satisfaction and performance at the individual level of analysis. An analysis of variance and multiple regression were performed. Sims (2012) determined that job satisfaction and identity satisfaction was significantly correlated with authentic leadership. Other relevant results from the study’s analysis of variance and regression models revealed that there was a significant effect of authentic leadership on gender and professional technical role satisfaction (Sims, 2012).

In summary, several research studies found that authentic leadership was positively associated with social identity (Fox, 2011; Sims, 2012; Walumbwa et al., 2010; Zhu, 2006). The social identities examined included personal identification with supervisor/leader (Fox, 2011; Walumbwa et al., 2010), moral identity (Franklin, 2010; Zhu, 2006), and gender and professional technical role (Sims, 2012). Also, social identity was found to act as a mediator between authentic leadership and related outcome
variables for associates and leaders. These studies concluded by pinpointing the need for future research to explore the identification mechanisms on authentic leadership in relationship to associate outcomes (Walumbwa et al., 2010; Zhu, 2006).

In closing, the literature that links authentic leadership and social identity is presently limited to date (Fox, 2011; Sims, 2012; Walumbwa, et al., 2010; Zhu, 2006). This study will add to the literature by providing additional insights into the identification process, both personal and social, between associates, and it will assess whether “…authentic leadership is positively related to associates’ personal identification with the leaders and social identification with the collective” (Walumbwa, 2008, p. 808). The cited studies also support the need to examine whether social identity, as suggested by Avolio et al. (2004), acts as a mediator between authentic leadership and associate work attitudes and behaviors, providing context for the second research question proposed for this study.

The research literature discussed so far has addressed associate gender and work role identity, but a third type of identity, associate identity interference, also needs to be established. Organizational research has discussed that individuals perform much more effectively in their roles when they do not experience role strain (Van Sell, Brief, & Schuler, 1981). Though identity interference is the preferred term here, it is often used interchangeably with role conflict. Of specific relevance to this study is “inter-role conflict, the role pressures stemming from one position incompatible with the role pressures arising from a different position” (Van Sell et al., 1981 p. 44). Role conflicts also occur when an individual receives conflicting information of what is expected and how their role should be performed (Tubre & Collins, 2000). Extending this definition
further, role conflict is said to occur between women who are “subjected to conflicts between expectations associated with traditional roles... and occupational or professional careers” (Biddle, 1986, p. 82). Tubre and Collins (2000) meta-analyses found that those in professional and managerial jobs were somewhat more likely to experience role conflict than other job types of clerical, sales and service. However, Tubre and Collins’ (2000) results revealed for this group of studies that there were no differences associated between role conflict and job performance.

Role conflict may be a frequent experience within organizations (Biddle, 1986). It is theorized that role conflict will result in lower levels of performance from a cognitive perspective, due to information overload and lowered motivation, due to weakened effort to performance and performance-to-reward expectancies (Jackson & Schuler, 1985). This assertion supports this study’s goals of examining the impact of identity interference as a mediator between authentic leadership and associate job satisfaction and authentic leadership and job performance. Studies of identity interference and role conflict found in the literature examined a variety of leadership styles and theories; however, research on authentic leadership and identity interference was quite limited. An overview of these studies on leadership will be provided next.

When focusing specifically upon leadership and identity interference, it was advanced “that one of the major psychological functions a leader performs for his subordinates is the reduction of role conflict” (House & Rizzo, 1972, p. 499). Contemporary research in the field of role conflict and general leadership within organizations is limited to studies of associate role conflict and leader behavior (Dale & Fox, 2008), passive leadership (Chenevert, Vandenberghe, Doucet, & Ayed, in press),
situational leadership (deVries, Roe, & Taillieu, 2002), and laissez-faire leadership (Skogstad, Einarsen, Torsheim, Aasland, & Hetland, 2007). Using the LMX social exchange theory of leadership, a Canadian study (Lapierre, Hackett, & Taggar, 2006) of public administrators in non-profit organizations determined that leadership and inter-role conflict were related and associated with negative associate attitudes and work related experiences. Jiang (2012) sought to determine the level of transformational leadership associated with employees’ supervisors in relationship to the level of work-life conflict, employee attitudes and behaviors as well (and other variables not addressed here); this study did not find that transformational leadership was related to work-life conflict. Thus, there is precedence established for the study of associate identity interference and leadership.

There were a few qualitative studies that addressed identity construction and gender in professional women. One study (Kyriakidou, 2012) interviewed 33 prominent Greek women engineers focused on how over time these women professionals were able to construct their possible selves resulting in positive self-identities through a self-redefining process. The author found that the women engineers were able to “develop their own unique set of values and goals based on a positive sense of female identity” (Kyriakidou, 2012, p. 38). For example, women were able to leverage their gender identity to offer “unique perspectives on engineering projects” (Kyriakidou, 2012, p. 38). A precursor to this process was women identifying with their gender and beginning to see the “…professional value in the disadvantaged identity, and finding balance between the disadvantaged identity and professional identity” (Kyriakidou, 2012, p. 38). In this instance, gender was the disadvantaged identity. The author found that
Professional identity for minority women may involve the processes and tasks of redefinition …which include redefining disadvantage, redefining the profession, and redefining the self. In short, our research suggests that redefinition becomes a key process of professional identity construction for the professional who must navigate multiple and competing identities” (Kyriakidou, 2012, p. 39).

Another study focused on women as information technology (IT) professionals in the United Kingdom (Adam et al., 2006). A total of 11 women were interviewed, and questionnaires were administered to 37 more individuals. The goal was to “explore how women in the IT sector perceive their gender identities in relation to technological work” (Adam et al., 2006, p. 373). These authors found that their subjects had to deny their own gender and that it was difficult for them to “…to get comfortable, to feel at ease, to feel that they belong” (p. 375). Women who affirmed their gender by their attire or attending women IT meetings, met with additional challenges in the workplace that denied them professional status (Adam et al., 2006).

These two qualitative studies (Adam et al., 2006; Kyriakidou, 2012) supported the premise that women with professional roles may experience identity interference in organizations. How women negotiate their gender and professional role identities requires further study. Identifying and being able to enact their gender identity was a precursor to finding balance and value within their professional identity; and, those who were unable to integrate their gender and professional identities in the workplace experienced discomfort at work.

In summary, this study examined the role of associate identification within the authentic leadership framework. It was proposed that identity is an outcome of
identification and self-identity is influenced by social processes (Schlenker, 1986; Walumbwa, 2010). The more associates identify with their business owners (Avoilo et al., 2004), the more likely the associate will consider the leader to be authentic and the more job satisfaction the associate will experience. This study sought to determine whether associate gender identity, work role identity, and identity interference between gender and work role identities acted as mediators between authentic leadership and associate job satisfaction.

Now that the foundation for the second research question has been established, this review will address the third research question: to what extent does associate’s job satisfaction mediate the relationship between authentic leadership behaviors and job performance. Authentic leadership research is summarized that studied these constructs: satisfaction with the supervisor (Peus, et al., 2012; Walumbwa et al., 2008); associate job satisfaction and performance (Giallonardo et al., 2010; Leroy et al., 2012; Sims, 2012; Walumbwa et al., 2008); group job performance (Walumbwa et al., 2011); supervisor-rated associate job performance (Peterson et al., 2012); and, associates’ extra effort (Ilies et al., 2013; Peus et al., 2012).

Giallonardo et al. (2010) examined the relationships between authentic leadership on work engagement and job satisfaction in new graduate nurses, determining “that 20% of the variance in job satisfaction was explained by authentic leadership and work engagement” (p. 993). Walumbwa et al. (2011) examined a large financial institution “at the group level of analysis (to determine) the role that collective psychological capital and trust play in the relationship between authentic leadership and work groups’ desired outcomes” (p. 4); the desired outcome was group performance. In this study, participants
rated their supervisors’ level of authentic leadership; the leaders rated their group’s performance; group job performance was found to be positively related to authentic leadership.

Job performance was addressed by Peterson et al. (2012) with a sample of leaders and associates in a police department in a major Western U.S. city with a group of police lieutenants and sergeants. The immediate supervisor provided a performance rating of their associates (Peterson et al., 2012). The results of the structural equation model determined that authentic leadership was positively related to supervisor-rated associate job performance (Peterson et al., 2012).

A fourth study by Leroy et al. (2012) of Belgian companies examined the relationship of authentic leadership, behavioral integrity, affective organizational commitment, and work performance. The findings supported the hypothesis that role performance was significantly related to authentic leadership and leader integrity (Leroy et al., 2012). The findings also determined that behavioral integrity mediated associate work role performance (Leroy et al., 2012).

Authentic leadership relative to individual follower’s job satisfaction and performance was the focus of a fifth study (Walumbwa et al., 2008) of diverse U.S. multinational companies operating in Kenya. This study found that “follower perceptions of the leader’s authentic leadership behavior were statistically significant and positively related to individual follower job satisfaction and job performance” (Walumbwa et al., 2008, p. 115). The more the leader was found to exhibit behaviors consistent with authentic leadership, the more satisfied was the follower with the leader’s performance and the better the follower performed (Walumbwa et al., 2008).
Sims (2012) also found that authentic leadership was positively related to job satisfaction and performance of entrepreneurial women and other leaders in technology and other industries across the U.S. Moreover, additional analysis determined that the more authentic the leader, the greater their job satisfaction.

In summary, relative to authentic leadership and job behavior, there have been examinations of associate job satisfaction and performance (Giallonardo et al., 2010; Sims 2012; Walumbwa et al., 2008); group job performance (Leroy et al., 2012; Walumbwa et al., 2011); and, supervisor-rated associate job performance (Peterson et al., 2012). This body of research determined that job satisfaction and job performance was positively related to authentic leadership. Therefore, this section provides support for this study’s third research question, to what extent does associate’s job satisfaction mediate the relationship between authentic leadership behaviors and job performance. The next section addresses the fourth and final research question in this study.

2.5 Authentic leadership and gender

This section provides the foundation for the fourth research question – to what extent does leader gender moderate the effect of identity interference on authentic leadership and authentic leadership on associate job satisfaction – by first describing gender and leadership in general, both theory and research, and then addressing gender and authentic leadership in particular.

According to Eagly (2005) “…in many contexts, female leaders, more than male leaders, face challenges in achieving legitimacy as spokespersons for values that advance a community’s interests” (p. 463). As a way to examine relational authenticity, discussed earlier herein, Eagly uses the mechanism of role incongruity: “prejudice often follows
from the mismatch between beliefs about the attributes typically possessed by members of a social group (that is, their stereotype) and beliefs about the attributes that facilitate success in valued social roles” (Eagly, 2005, p. 465). She goes on to state “studies of leaders’ effectiveness have shown consistent role congruity effects, such that leaders performed more effectively when the leader role that they occupied was congruent with their gender role” (Eagly, 2005, p. 466). Another source of relational inauthenticity is value inconsistency, which occurs when a leader’s values “are genuinely inconsistent with those of the leaders that have traditionally occupied certain leadership roles” (Eagly, 2005, p. 466).

In summary, associates can support or reject a leader based upon how well they feel the leader typifies the values of the organization (Eagly, 2005). When there is incongruity of roles – when the requirements of the role are inconsistent with the leader’s social roles e.g., gender, race, geography, etc., prejudice may occur resulting in the leader’s performance being devalued (Eagly, 2005). The more congruent the leader role is with their gender role, the more effective the leader will be (Eagly, 2005). This study explored the role of leader gender in small businesses within the authentic leadership framework.

Though there are limited studies that researched authentic leadership and gender, gender and leadership has been more broadly investigated. Earlier meta-analyses (Eagly & Carli, 2003) indicated that women demonstrated a more democratic (or participative) style and less autocratic (or directive) style than men in relationship to the exercise of power. Relative to leadership style, when compared to men, women leaders were more transformational and used contingent reward (Eagly & Carli, 2003). These behavioral
differences were small but consistent. As authentic leadership is considered a root construct of transformational leadership (Avolio et al., 2004; Ilies et al., 2005), it is therefore anticipated that, when specifically researched, authentic leadership may be enacted differently according to leaders’ gender and may result in different experiences for their associates.

Two groups of authors researched the effect of leader gender in combination with subordinate gender (Johnson, Murphy, Zewdie, & Reichard, 2008; McColl-Kennedy & Anderson, 2005). The first authors used a mixed method of four studies of different combinations of undergraduate business students, management students and community members (Johnson et al., 2008). These studies sought to test the theory of role incongruity (Eagly, 2005) using eight dimension of leadership along with a sex role inventory and other methods. Together these studies’ found That the leadership prototype dimensions differ in importance for male and female leaders, supporting role congruity theory, and underscoring the importance of gender in leader prototypicality. In addition…individuals’ sex-type (masculine or feminine) affected their beliefs about leaders’ gender consistent behaviors (Johnson et al., 2008, p. 55).

The second group of researchers (McColl-Kennedy & Anderson, 2005) conducted a study of Australian workers using a Bayesian network approach. This study asked participants to categorize their managers to determine their style along the transactional-transformational leadership continuum. Findings revealed that there was not a direct relationship between gender and leadership style; what was significant was the gender combination of manager and subordinate “…as the interaction between manager and
This study determined that female managers produced the highest levels of optimism in their employees regardless of subordinate gender; male subordinates experienced the highest amount of self-esteem and received the highest level of commitment from subordinates of both gender.

These studies suggest that leader gender may be important to examine in leadership research. The “difference between male and female leaders is not necessarily in their behavior, but in the interpretation of that behavior” (Johnson et al., 2008, p. 56). It is this dynamic, of how women and men leaders in small businesses interact and influence female and male associates that will be examined in this study. Now that a foundation has been established on women and leadership in general, the next section will review research on gender and authentic leadership in particular.

It has been asserted that, “gender has repeatedly been shown to have important effects on the leadership process” (Wooley, et al., 2011, p. 440). However, there are scant studies that have examined gender and authentic leadership beyond control variables. A review of those authentic leadership studies that used gender as a moderator is presented next.

Wooley et al., (2011) sought to determine whether gender moderates the effects of authentic leadership. Wooley et al. found that there was a difference in magnitude for men than for women relative to psychological capital. The results suggested that the same leader behavior may produce different outcomes in male and female associates. The authors theorize that “the negative path for women, and not men, is a direct identification effect” (Wooley et al., 2011, p. 445).
A Belgian study (Leroy et al., 2012) examined the relationship between authentic leadership and leader behavioral integrity on associate affective organizational commitment and work role performance. Using structural equation modeling, the results revealed that authentic leadership was significantly related to leader behavioral integrity; that behavioral integrity mediated the relationship between authentic leadership and associate affective commitment; and, affective organizational commitment was significantly related to associate work role performance. This study found that gender was significantly correlated with ethical organizational culture and affective organizational commitment.

Jensen and Luthans (2006a) examined authentic leadership within business owners to determine its impact on employees’ job satisfaction, organizational commitment, and work happiness. Further analyses revealed that a “significant correlation was found between employee work happiness and gender” (Jensen & Luthans, 2006a, p. 660), which indicates that women associates respond differently to authentic leadership than male employees.

Caza et al. (2010) sought to determine whether gender influenced perceptions of authentic leadership, specifically whether women would be perceived as more authentic than men. This New Zealand study measured psychological capital and authentic leadership; it found that women had “a lower mean self-efficacy and weaker association between hope and leader balanced process, as well as between psychological capital and authentic leadership, relative to men” (Caza et al., 2010, p. 63). The authors’ concluded that “while psychological capital and authentic leadership have the same fundamental
structure for men and women, the relationship between the two constructs is weaker for women” (Caza et al., 2010, p. 66).

Collectively, these studies provide support for Jensen and Luthans’ (2006a) conclusion that gender may impact the effect of authentic leadership within organizations. Future studies should examine this relationship to better understand the mechanisms behind these gender differences. This current study determined whether gender functions as a moderator of authentic leadership and associate job satisfaction.

2.6 Literature Review Summary

This chapter was organized to address the four research questions of this study. It began with question 1) to what extent does small business owners’ identity interference affect their authentic leadership behaviors. The construct of authentic leadership was introduced. Authentic leadership is based upon positive organization behavior and psychology with the goal to effect veritable organizational performance (Avolio et al., 2004; Gardner et al., 2005; Walumbwa et al., 2008). The components of authentic leadership discussed included self-awareness and the self-regulatory processes of balanced processing, internal moral perspective and relational transparency (Avolio et al., 2004; Gardner et al., 2005; Walumbwa et al., 2008).

To address the extent to which leaders’ identity interference affect their authentic leadership behavior, the function of antecedents in general and interference between leader and gender identities in particular were presented. Antecedents to leadership were found to be limited in general and investigations on identity interference as an antecedent to authentic leadership was found to be limited in particular (Hu et al., 2012; Jensen & Luthans, 2006; Oliver et al., 2011; Peus et al., 2012; Randolph-Seng & Gardner, 2012).
Identity interference as an antecedent to authentic leadership was also researched. It was found that individuals who have multiple roles that may be central to their identity, including gender, may be associated with role conflict or identity interference (Karelaia & Guillen, 2012; Settles, 2004; Settles, 2006; Settles et al., 2009; Sims 2012). Identity interference may result in the negative consequences of reduced self-identification as a leader and/or with one’s gender. Small business owners, and in particular women, may be unable to experience themselves both as leaders and authentic to their gender identities; therefore they may experience identity interference between their gender and leader identities, which may in turn decrease these business owners’ ability to be authentic leaders (Gardner et al., 2005; Karelaia & Guillen, 2012; Shamir & Elilam, 2005). Thus support was found in the literature to examine identity interference as an antecedent to leadership (Karelaia & Guillen, 2012; Settles, 2004; Settles, 2006; Settles et al., 2009; Sims 2012).

In order to provide a context for the subjects of this current study, a review of the literature of authentic leadership and businesses ownership concluded this section. Though limited, there is precedence established for using the construct of authentic leadership to examine small businesses (Ezzeeden & Zikic, 2012; Garica & Welter, 2011; Hmielseki et al., 2012; Jensen & Luthans, 2006; Jensen & Luthans, 2006a; Jones & Crompton, 2009).

Also addressed were research questions 2) to what extent do associates’ gender identity, work role identity, and identity interference mediate the relationship between authentic leadership behaviors and their job satisfaction; and 3) to what extent does
associate’s job satisfaction mediate the relationship between authentic leadership behaviors and job performance.

These questions were addressed together because they were both informed by the theoretical framework that linked authentic leadership to associate outcomes including the role of identification as a mediator within the framework (Avolio et al., 2004). The function of identification and identity was found to be the primary mechanisms by which authentic leadership is associated with follower behaviors; and, identification and identities was found to act as mediators between authentic leadership and follower outcomes (Fox, 2011; Sims, 2012; Walumbwa et al., 2012; Zhu, 2006). This research (Fox, 2011; Sims, 2012; Walumbwa et al., 2012; Zhu, 2006) provided support for the inclusion of gender identity and work role identity as mediators within this proposed study. Also discussed was whether associates’ identity interference acted as a mediator between leadership and associate outcomes. Research was found that examined different leadership styles and theories, and precedence were established for the study of associate identity interference and leadership in general (Chenevert et al., in press; Dale & Fox, 2008; deVries, et al., 2002; Lapierre, et al., 2006). Support was also found, but was limited, for the specific study of identity interference between work role identity and gender identity (Adam et al., 2006; Kyriakidou, 2012).

Related to the second and third research questions, this section presented theory, research and findings that investigated associates’ job satisfaction and job performance as an outcome of authentic leadership. There was an abundance of research that supported the theory that more authentic leaders were positively associated with associate attitudes
and job behaviors (Giallonardo, et al., 2010; Ilies et al., 2013; Leroy et al., 2012, Peterson et al., 2012; Peus et al., 2012; Sims, 2012; Walumbwa, 2008).

Finally, research question 4) to what extent does leader gender moderate the effect of identity interference on authentic leadership and authentic leadership on associate job satisfaction, was addressed. Thus research on gender as a moderator of authentic leadership behavior and associate job satisfaction was reviewed. In addition, the concept of relational authenticity and role incongruity were introduced to provide a foundation on why there is a need to study gender differences in leadership.

Relational authenticity (Eagly, 2005; Kernis, 2003) and role incongruity (Eagly & Karu, 2002) were determined to be a boundary condition of authentic leadership. Moreover, authentic leadership was found to be a dynamic process between leader and followers (Avolio et al., 2004; Gardner et al., 2005; Ilies et al., 2005). Research was presented that described authentic leadership as an appropriate lens by which to study gender, and gender was found to be a moderator of leadership behavior (Caza et al., 2010; Jensen & Luthans, 2006a; Leroy et al., 2012; Wooley et al., 2011), leadership, and associate interactions within small businesses (Hmieleski et al., 2012; Jensen & Luthans, 2006; Jensen & Luthans, 2006a; Jones & Crompton, 2009).

In conclusion, this literature review addressed the four research questions of this study and concurrently described the authentic leadership processes of antecedents, mediators, outcomes, and moderators. Now that the literature review has been established, the next chapter introduces the theoretical framework and hypotheses.
Chapter 3

Theoretical Framework and Hypotheses

This chapter briefly summarizes the problem statement, the research questions, the theoretical framework, hypotheses, and the variables and their relationships in this study. The theoretical framework was generated based upon a literature review of theory and quantitative and qualitative studies. A discussion of the value of this research to the scholarly community and communities of practice will also be addressed.

Little is known about business owners’ ability to be: authentic when starting a new venture (Biggart, 1989; Cooper & Artz, 1995; Hmieleski, Cole, & Baron, 2012; McMullen, Bagby, & Palich 2008), mitigate the amount of interference they are likely to encounter when enacting their leader and gender identities (Eagly & Karau, 2002; Karelaia & Guillen, 2012; Koenig, Mitchell, Eagly, & Ristikar, 2011), and benefit from authentic leadership (Jensen & Luthans, 2006a; Kernis & Goldman, 2006; Lewis, 2013).

This study sought to fill this knowledge gap by answering the following questions: 1) Does a small business owner’s identity interference affect their authentic leadership behaviors? 2) Do associates' gender identity, work role identity, and identity interference mediate the relationship between authentic leadership behaviors and their job satisfaction? 3) Does an associate’s job satisfaction mediate the relationship between authentic leadership behaviors and job performance? 4) Does leader gender moderate the effect of identity interference on authentic leadership and authentic leadership on associate job satisfaction? A model of the variables associated with this study is presented in Figure 2.1.
3.1 Antecedent to authentic leadership: identity interference

To address the first research question, a summary of these major concepts and theories were examined: authenticity, authentic leadership, antecedents to leadership and identity interference. Authenticity begins this summary.

Central to authentic leadership are authenticity and leadership. Authenticity (May et al., 2003) is acting in a manner that is consistent with one’s values and identities (Shamir & Eilam, 2005) and having a firm, confident, accepting and thorough grasp of what one believes (Kernis & Goldman, 2006). Also, holding the self-view of being a leader (Gardner et al., 2005; Shamir & Eilam, 2005) is necessary. An authentic leader is authentic and a leader (Kernis & Goldman, 2006).

As theorized, the components of authentic leadership are self-awareness and self-regulatory behavioral processing of relational transparency, balanced processing, and internalized moral perspective all used by leaders to manage and align their actions (Avolio & Gardner, 2005; Gardner et al., 2005; Walumbwa et al., 2008). One is considered less or more of an authentic leader because authentic leadership exists along a continuum, from lower to higher levels (Gardner et al., 2005; Walumbwa et al., 2008).

Authentic leadership was found to be an appropriate lens through which to examine the authenticity and authentic leadership of business ventures (Hmieleski et al., 2012; Jensen & Luthans 2006; Jensen & Luthans 2006a; Jones & Crompton, 2009).

There are only a few studies that have examined antecedents to authentic leadership (Jensen & Luthans, 2006; Peus et al., 2012; Randolph-Seng & Gardner, 2012) and transformational leadership (Hu et al., 2012; Oliver et al., 2011). The study of the antecedents to authentic leadership is important because it may provide empirical
EVIDENCE TO SUPPORT THE THEORY AND, FROM A PRACTICAL PERSPECTIVE, TO HELP DETERMINE HOW BEST TO SUPPORT THE DEVELOPMENT OF AUTHENTIC LEADERSHIP.


In summary, antecedents to authentic leadership include being authentic and having a leader identity. The presence of identity interference in general and a perception of conflict with one’s gender identity in particular are likely to result in feelings of less authenticity and thus hinder the development of authentic leadership (Kernis & Goldman, 2006). Without a strong leader identity, individuals are less likely to be authentic leaders. However, business owners who are able to successfully integrate their gender and leader identities are less likely to experience identity interference and will be more authentic leaders. Therefore, identity interference between leader and gender identities may be an antecedent to authentic leadership. This study will assess the relationship between the variables of authentic leadership and identity interference. Based upon the literature and these assertions, the following was proposed:

_Hypothesis 1._ For small business owners, less identity interference between gender and leader role is related to higher levels of authentic leadership.

### 3.2 Mediators to authentic leadership: identities and identity interference

To provide support for the second research question, a summary of the authentic leadership framework and the mechanism of identification are addressed.

The theoretical framework of authentic leadership asserted that authentic leadership affects associates’ attitudes and behaviors by the process of identification (Avolio et al., 2004). Identification by associates mediates the relationship between authentic leadership and the intervening states of hope, trust and positive emotions (Avolio et al., 2004). It is through identification with the leader that associates form their identities (Avolio et al., 2004). Identification is considered a function of the strength and
level of congruence between the leader’s and associates’ values (Eagly, 2005; Ilies et al., 2005; Kernis, 2003)

Avolio and Gardner (2005) asserted that associates “come to know and accept themselves and self-regulate their behavior to achieve goals that are, in part, derived from and congruent with those of the leader” (p. 327). Associates’ self-concepts are activated as they personally identify with the authentic leader and socially identify with the group through the associates’ recognition of the values they share with the leader and the group (Avolio et al., 2004).

Research on the authentic leadership framework found that authentic leadership was mediated by identification with supervisor (Fox, 2011; Walumbwa et al., 2010), social identification with the organization (Fox, 2011), and moral identification (Franklin, 2010; Zhu, 2006). In summary, authentic leadership was found to affect associates’ attitudes and behaviors through the process of identification.

This study will add to the literature by determining whether associate identities function as mediators between authentic leadership and associate work attitudes and behaviors. It sought to investigate the impact of authentic leadership on gender identity, work role identity, and identity interference. The foundation for each identity is addressed next.

3.2.1 Gender identity a mediator of authentic leadership.

The study of gender identity as a mediator of authentic leadership and job satisfaction has its basis in theory and research. Within the theoretical framework: more authentic individuals are characterized by high self-esteem (Ilies et al. 2005; Kernis & Goldman, 2006); self-esteem is the manifestation of positive self-regard (Schlenker,
1986) and is derived from an individual’s self-concept (Avolio et al., 2004); and, self-concept is based upon core identities of which gender is one (Avolio et al., 2004; Karelaia & Guillen, 2012). Thus having a stronger gender identity is associated with greater authenticity (Kernis & Goldman, 2006).

More authentic leaders are likely to set a personal example of stronger gender identity (Karelaia & Guillen, 2012; Kernis & Goldman, 2006). These leaders may evoke, within their associates, deeper identification and emulation of the leader’s strong embrace of their gender identity, while heightening associates’ own gender self-awareness (Avolio et al., 2004). Thus, the extent to which an associate is able to identify with their gender may be influenced by the authentic leadership process (Avolio et al., 2004). The strength of an identity will vary by person based upon the value individuals place on that identity.

Research has found that having a stronger gender identity is associated with a stronger work role identity (Settles 2004; Settles et al., 2009), leader identity (Karelaia & Guillen, 2012), role satisfaction (Settles 2004; Settles et al., 2009), work performance (Settles 2004; Settles et al., 2009), and life satisfaction (Karelaia & Guillen, 2012; Settles, 2004; Settles et al., 2009).

Within the authentic leadership framework, gender was found to be a significant variable. Wooley et al., (2011) asserted that the differences between male and female associates’ outcomes of authentic leadership were “a direct identification effect” (p. 445). Leroy et al., (2012) found gender to be associated with ethical organizational culture and affective organizational commitment. Jensen & Luthans (2006a) determined that there was a “significant correlation…between employee work happiness and gender” (p. 660). Caza et al., (2010) found that the construct of psychological capital was weaker for
women than men. Collectively, this research supported this current study’s goal to
determine the impact of gender within the authentic leadership framework and better
understand the mechanisms behind these gender differences (Jensen & Luthans, 2006a).
The present study assessed the relationship among gender identity, authentic leadership,
and job satisfaction. Based upon the literature and these assertions the following was
proposed:

_Hypothesis 2.a._ For associates, the relationship between their leader’s authentic
leadership and job satisfaction is mediated by gender identity.

### 3.2.2 Work role identity a mediator of authentic leadership.

Work role identity as a mediator of authentic leadership and job satisfaction is
considered to be a function of social identification within the authentic leadership
framework and results from job involvement. These concepts are presented next.

Social identification is the “process by which individuals identify with the group,
feel pride in belonging, and see membership in the group as an important aspect of their
identity” within the authentic leadership framework (Avolio et al., 2004 p. 807). One
derives a social identity from seeing themselves as a member of a certain group or roles,
such as a professional role, upon which they attach value and emotional significance
(Gardner et al., 2005; Rothbard & Ramarajan, 2007). Authentic leaders increase social
identification by strengthening their values in their interactions with associates and
engaging their associates as a benefit for the collective (Avolio et al., 2004). Leaders
activate intrinsic values in their associates as they instill the need to follow them (Avolio
et al., 2004).
As women have transitioned in the last century to dominant roles in the workplace, there has been an increased need for women to “define one’s fundamental identity and societal worth” based upon their occupation and employment (Goldin, 2006, p.1). Work related identities provide value and meaning to the individual, and are often positive. Individuals are tasked with sorting out the relationship among their important identities (Dutton, Roberts, & Bednar, 2010). Identifying with a role may provide an individual with self-esteem and opportunity for self-actualization (Mael & Ashforth, 2001).

Job involvement is defined as the extent to which an individual psychologically identifies with their work and the extent to which their work role is central to the individual and their identity (Brown, 1996). Job involvement as conceptualized is the state of identification the individual has with their specific work role and is based on saliency of intrinsic and extrinsic needs and perceptions of the ability of the role’s potential to meet their needs (Brown, 1996; Kanungo, 1982). Consequently, work role identity can be measured by job involvement (Brown, 1996; Kanungo, 1982).

Brown’s (1996) meta-analysis found that leader and supervisory behaviors were positively associated with job involvement, and were characterized by: positive relationship with supervisor, receipt of ample supervisor feedback, participatory decision maker, and leader consideration (creation of support environment). Job satisfaction was an outcome of job involvement. Too much job involvement was associated with role conflict. Employees with lower job involvement were found to be more influenced by leader behaviors than employees with high job involvement (Brown, 1996). Work
identity, which varied by gender, was found to be significantly related to supervisor support and job satisfaction (Aryee & Luk, 1996).

In summary, the research found that leader behavior can positively influence associates’ level of identification with their work role, and that strength of work role identity is associated with positive job satisfaction (Brown, 1996). Therefore, by extension, authentic leadership should also result in positive job involvement as expressed in work role identity (Avolio, et al., 2004; Gardner et al, 2005). This study will assess the relationships among authentic leadership, work role identity and job satisfaction. Based upon the literature and these assertions the following was proposed:

_Hypothesis 2.b._ For associates, the relationship between their leader’s authentic leadership and job satisfaction is mediated by work role identity.

### 3.2.3 Identity interference a mediator of authentic leadership.

Interference between gender identity and work role identity, as a mediator of authentic leadership and job satisfaction, is addressed by discussing associates’ identity interference, the role of leadership on associate identity interference, and relational authenticity. These topics are presented next.

Associates perform much more effectively in their roles when they do not experience role strain (Van Sell et al., 1981), also known as identity interference. Identity interference is the level of congruence versus incongruence perceived to exist between an individual’s defined identities and role behavior and the individual’s values, capabilities, enactment of multiple conflicting roles, and/or inputs from others (House & Rizzo, 1972; Ilgen & Hollenbeck, 1991; Van Sell et al., 1981). Identity interference occurs when pressures from one role or identity are incompatible with the pressures from a different
identity (Van Sell et al., 1981), including when there is conflict between traditional social roles and work roles (Biddle, 1986). Role conflict can reduce the psychological satisfaction one can derive from their work role (Brown, 1996; Karelaia & Guillen, 2012; Settles, 2004).

One function a leader performs is to help reduce the role conflict, and thus the identity interference, of their associates (House & Rizzo, 1972). Research determined that the relationship between leadership and identity interference (de Vries et al., 2002) was negatively associated with these associate outcomes: attitude (Lapierre, Hackett, & Taggar, 2006), commitment (Dale & Fox, 2008; Chenevert et al., 2013), and job satisfaction and job performance (de Vries et al., 2002). Though presently there is no research on authentic leadership and role conflict, it was postulated that, similar to other leadership theories, the relationship between these variables is also likely to lead to negative associate outcomes.

This proposal was based on the theory of relational authenticity (Eagly, 2005; Kernis & Goldman, 2006), which asserted that associates grant support to leader’s values, consider the leaders values authentically representative, and identify their leader’s values as their own (Eagly, 2005; Kernis & Goldman, 2006). Through the authentic leadership processes, leader’s identities are extended to associates (Avolio et al., 2004). Associates’ perception of their personal level of interference between their work role identity and gender identity may be influenced by those of the leader.

This study sought to determine associates’ ability to negotiate their identities and manage the interference between their gender and work role identities. To the extent that
these identities interfere, the less likely the associate will be able to identify with the authentic leader and consider the leader to be less authentic.

In summary, when associates find that their significant identities of gender and work role are congruent or interfere with one another, associates’ ability to identify with their leader may be impeded (Schlenker, 1986; Walumbwa et al., 2008). Additionally, identity interference will likely reduce the job satisfaction and ultimately the job performance of the associate (Brown, 1996; Karelaia & Guillen, 2012; Settles, 2004). The present study assessed the relationship among the variables of identity interference, authentic leadership, and job satisfaction. Based upon the literature and these assertions, the following was proposed:

Hypotheses 2.c. For associates, the relationship between their leader’s authentic leadership and job satisfaction is mediated by identity interference between gender and work role identities.

3.3 Outcomes of Authentic Leadership - Job Behavior and Job Performance

To address the third research question, job satisfaction and job performance within the authentic leadership framework were reviewed and relevant research presented.

According to the authentic leadership framework, authentic leadership leads to follower outcomes that are both attitudinal and behavioral (Avolio et al., 2004). The attitudes elicited from authentic leadership include job satisfaction, which may result in job performance (Avolio et al., 2004). Followers are more willing to put forth extra effort in exchange for the value they receive from their enhanced authentic relationship with their leader, and that leader authenticity enhances follower performance (Walumbwa,
2008). Authentic leadership was examined and has been found to positively influence follower job satisfaction (Giallonardo et al., 2010; Sims, 2012; Walumbwa et al., 2008).

Several studies examined associate performance within the authentic leadership framework including: associate job performance (Giallonardo et al., 2010; Sims, 2012; Walumbwa et al., 2008); group job performance (Leroy et al., 2012; Walumbwa et al., 2011); and, supervisor-rated associate job performance (Peterson et al., 2012). Such research determined that job performance was positively related to authentic leadership.

This study presented here assessed the relationship between authentic leadership, job satisfaction and job performance. Based upon the literature and these assertions, the following was proposed:

*Hypothesis 3.* Associate job satisfaction will mediate the relationship between authentic leadership behaviors and job performance.

### 3.4. Moderators of Authentic Leadership – Gender

To address the fourth research question, we examined relational authenticity (Eagly, 2005), role incongruity (Eagly & Karu, 2002), and research on authentic leadership and gender.

Relational authenticity (Eagly, 2005) and role incongruity (Eagly & Karu, 2002) suggest that how a leader is perceived is a function of how the leader’s characteristics, values, and beliefs align with those of their organization and its members. A leader is able to expand and thus decrease the level of role incongruity that might be present in an organization by expanding the roles deemed appropriate and acceptable for themself (Eagly 2005). The greater extent that owners of small businesses are able to integrate their gender and leader roles and express them authentically, the more likely that they
will be considered more authentic leaders (Eagly 2005). Relational authenticity also asserts that associates may embrace the owners’ expanded characterization of leadership, and that this acceptance may differ based upon the associates’ beliefs, values, and characteristics, including gender (Eagly, 2005).

Research on authentic leadership found that associates’ behaviors, beliefs and/or values differed by gender (Caza et al., 2010; Ezzedeen & Zikic, 2012; Wooley et al., 2011). Female associates were more likely to identify with female leaders and view the leader as more relationally authentic (Jensen & Luthans, 2006a; Leroy et al., 2012; Wooley et al., 2011). Conversely male associates may be less likely to identify with a female leader and view the leader as less authentic (Caza et al., 2010; Ezzedeen & Zikic, 2012; Wooley et al., 2011). Gender of the business owner may impact the effects of authentic leadership within organizations on both the leader and their associates. This study examined the effects of gender on authentic leadership and job satisfaction. Based upon the literature and these assertions, the following was proposed:

**Hypothesis 4.** For associates, the relationship between a leader’s authentic leadership behavior and associates’ job satisfaction will be moderated by leader gender.

### 3.5 Theoretical Framework and Hypotheses Summary

The relationship of the variables and hypotheses are depicted in Figure 2.1. To summarize, the current study’s hypotheses were:

**Hypothesis 1.** For small business owners, less identity interference between gender and leader role is related to higher levels of authentic leadership.

**Hypothesis 2.a.** For associates, the relationship between their leader’s authentic leadership and job satisfaction is mediated by gender identity.
Hypothesis 2.b. For associates, the relationship between their leader’s authentic leadership and job satisfaction is mediated by work role identity.

Hypothesis 2.c. For associates, the relationship between their leader’s authentic leadership and job satisfaction is mediated by identity interference between gender and work role identities.

Hypothesis 3. Associate job satisfaction will mediate the relationship between authentic leadership behaviors and job performance.

Hypothesis 4. For associates, the relationship between a leader’s authentic leadership behavior and associates’ job satisfaction will be moderated by leader gender.

This study contributed to the literature by testing the authentic leadership framework, including the processes of antecedents, mediators, outcomes, and moderators. An understudied population, small business owners and their associates were the subjects of this research. Findings of this study may also assist practitioners by identifying the profile characteristics of authentic business owners and their associates and by suggesting practices that may lead to better business performance. The next chapter describes the research design and methodology used to assess the theoretical model.
Chapter 4

Research Design and Methodology

This chapter includes the research design, subject characteristics, sampling procedures, data collection, instrumentation, survey administration, data analysis, limitations and delimitations, and summary.

4.1 Research Design

This study used a quantitative cross-sectional design using survey methodology that included several instruments. Individual business owners and their associates were the units of analysis.

4.2 Subject Characteristics

The U. S. Small Business Administration defines “a small business concern as one that is independently owned and operated, is organized for profit, and is not dominant in its field” (SBA.gov., U.S. Small Business Administration). Study participants were women and men owners of certified small businesses in the states of Ohio, Maryland and California. Businesses were selected from these states because they were in the top ten for having the largest number of women owned businesses (American Express, 2011). From most to least impactful, small businesses in: California comprise 99.2% of all private employers and employ 50.4% of the private sector; Maryland comprise 97.5% of all employees and employ 51.6% of the private sector; and, Ohio comprise 98.1% of all employers and employed 47.7% of the private sector, according the U.S. Small Business Office of Advocacy (Small Business, 2013).

Additional groups were contacted via Twitter, Facebook, LinkedIn, Tech Savvy Women, but very few survey responses resulted from these social media groups.
4.3 Sampling Procedures

Small business owners registered in the states of California, Maryland, and Ohio formed the basis of this study. E-mail addresses were obtained for small businesses from the U.S. Federal registry. These registries contained the following number of businesses: California, over 19,000; Maryland, close to 6,000; and Ohio, over 1,000. Initially, this study planned to conduct a random sample to yield 1,000 survey participants from each state. Based, however, upon the response to the initial survey email solicitation for participation, all businesses that had a valid email address were contacted. The survey was sent to the email contact person listed in the state’s registry for that business.

Associates were defined as employees of the business. Additionally, because many small businesses owners direct the work of others in their organization but may choose not to have employees, those with whom they provided income as reported on a 1099 U. S. Tax Form are also considered associates and were asked to participate in the present study.

The small business owners received a link to the survey. The owners were asked to forward the link to the survey to two associates of their choice. Also, the owners were able to return the survey with the names and email addresses of the direct reports they would like the researcher to survey. In these instances, the researcher forwarded by email a survey link to the associates.

Based upon power analysis for hypothesis testing (MacCallum, Browne, & Sugawara, 1996), a test of fit for a power of .80 for degrees of freedom of 100 requires a minimum of 154 subjects. For analysis purpose, this study sought a minimum of 200 business owners, or 100 women and 100 men. Since each business owner was asked to
identify two associates, a net number of responses needed was 200 from leaders and 400 from associates.

4.4 Data Collection

The participants were invited to access via a web survey link to complete a web questionnaire using the commercial Question Pro internet web site. The following steps detailed the data collection process.

1) Sent e-mail to certified small business and/or receive permission from associations to contact member businesses.

2) Received permission of businesses to conduct research.

3) Received approval from the University of Maryland Eastern Shore International Review Board.
   a. Created an online survey/dedicated website
   b. Created demographics questions
   c. Inputted content scales

4) Created an introduction and direct link to website.

5) Sent three e-mail requests asking for participation in the survey, one each week 1, week 2, and week 3. Also, the researcher and an assistant made follow-up calls to businesses where the owner had completed the survey but the associates had not, in order to encourage associate participation in the survey.

6) Gave survey participants the choice to be entered in a drawing to receive one of
several $25 gift cards to Panera.

7) Opened website for 3 months.

8) Closed website.

9) Exported results to SPSS and Excel

4.5 Instrumentation

The web-based survey included a section that collected demographic data as well as content scales. Both individual and organizational demographic data was collected including: gender, age, marital status, dependents under age 18 in the home, race/ethnicity, education, and personal zip code. Organizational information collected included business name of organization, business industry, organizational type, organizational role or title, organizational tenure, leader name, leader gender, and number of employees/ and/or number of independent contractors in the organization.

Authentic leadership. Business owners were asked to complete the authentic leadership questionnaire (ALQ, Walumbwa et al., 2008) for themselves, and their associates were asked to rate the small business owner. This 16-item survey used a five-point Likert-type scale asking the leader or associate to assess the frequency from (0) not at all to (4) frequently, if not always. Groups of items corresponded to the four components of authentic leadership: self-awareness (items one through four), relational transparency (items five through nine), internalized moral perspective (items ten through thirteen), and balanced processing (items fourteen through sixteen). These subscales’ internal consistency alphas were acceptable and ranged from .76 to .92 (Walumbwa et al., 2008). Findings were reported for all four subscales as well as the combined scores.
Identity interference. Business owners were asked to complete survey items identical to the ones used in the Karelaia and Guillen (2012) study that assessed the level of interference between being a woman and being a leader. A similar survey was administered to men with the word “woman” replaced by the word “man.” These 5 items were based on a 7-point Likert-type with a rating scale from (1) strongly disagree to (7) strongly agree. This instrument had an \( \alpha = .67 \), Karelaia & Guillen, 2012) internal consistency that was found to be acceptable.

To assess the level of interference associates may experience between their work and gender roles, associates were asked to complete a modified version of the (Karelaia & Guillen, 2012) 5-item survey. In this version, the word “leader” was replaced with the word “associate.”

Job Satisfaction. To assess job satisfaction, associates were asked to complete a subscale of the Michigan Organizational Assessment Questionnaire, (as cited within Bowling & Hammonds, 2007). This survey has 3 items and uses a 7-point Likert-type scale with ratings from (1) strongly disagree to (7) strongly agree.

Gender Identity. Using the questions from the Karelia and Guillen (2012) study, associates were asked to complete an 8-item survey on a 7-point Likert-type scale with ratings from (1) strongly disagree to (7) strongly agree. The Cronbach alphas values for this scale were acceptable \( \alpha = .69 \), Karelaia & Guillen, 2012). These survey items were adapted from the Private and Public Collective Self-Esteem Scale (CSES, Luthanen & Crocker, 1992).

Work role identity. To assess associates’ work role identity, the Job Involvement Questionnaire (Kanungo, 1982) was used because it is well established in the literature as
an acceptable instrument to measure associate work role identity (Brown, 1996). This scale reliability was found to be acceptable ($\alpha = .81$, Kanungo, 1982). This 10-item survey was on a 6-point Likert-type scale with ratings from (1) strongly disagree to (6) strongly agree.

*Job Performance.* To assess associates’ level of job performance, the sub scale individual task proficiency was used (Griffin, Neal, & Parker, 2007). These 3 items employed a 5-point Likert-type scale with ratings from (1) very little to (5) great deal, and had an acceptable level of internal consistency ($\alpha = .87$, Griffin et al., 2007).

**Table 4.1** Instruments by Audience

<table>
<thead>
<tr>
<th>Instruments</th>
<th>Leader</th>
<th>Associates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authentic Leadership Questionnaire (ALQ) (16 items)</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Identity Interference, Gender and Leader (5 items)</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Identity Interference, Gender and Associate (5 items)</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Job Satisfaction (3 items)</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Gender Identity (8 items)</td>
<td></td>
<td>8</td>
</tr>
<tr>
<td>Work Role Identity (10 items)</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>Job Performance (3 items)</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>21</td>
<td>45</td>
</tr>
</tbody>
</table>
All survey items are included in the Appendix. Table 4.1 provides a summary of the instruments that were administered to leaders and/or associates. Study participants were asked to complete 27 (leaders) or 45 items (associated).

4.6 Survey Administration

An informed consent form was obtained from the University of Maryland Eastern Shore Institutional Review Board and provided electronically prior to the survey. Participants were asked to confirm that they consented to completing this survey. All survey questions were replicated using the Question Pro tool. Depending upon gender, the participants received slightly different wordings of twenty items from the identity interference and identity satisfaction scales. At the end of the survey, participants were thanked for completing the survey and given the choice to forward it to associates or other businesses. The surveys of participants who reached the end of the survey, were considered complete. Those participants who dropped out before reaching the end of the survey were considered incomplete. Business owners who returned their completed surveys and also returned one to two of their associates’ completed surveys were included in the study. Owners without returned associate surveys were excluded from the Structural Equation Modeling data analysis.

4.7 Data Analysis

IBM’s Statistical Packages for the Social Sciences (SPSS 22) and AMOS 22 software were used to analyze the data. To assess the preconditions by which to analyze the data relevant to the stated hypotheses, a correlational analysis was completed. To test the hypothesized directional relationship, structural equation modeling or path analysis
was performed. Structural Equation Modeling (SEM) (Tabachnick & Fidell, 2007) was conducted to analyze the hypothesized framework.

SEM (Tabachnick & Fidell, 2007) is a set of statistical techniques that supports theory testing. SEM is a multivariate technique that is used to test an overall theoretical model using multiple regression analyses of factors (Tabachnick & Fidell, 2007). SEM is useful because it can analyze complex theoretical models that are comprised of multiple measured or observed variables, as well as factors or unobserved variables or constructs (Tabachnick & Fidell, 2007). These observed and unobserved variables are depicted graphically with measured variables indicated by rectangular shapes and unobserved variables represented by circular shapes (Tabachnick & Fidell, 2007).

SEM as a multiple regression technique does not predict perfectly, therefore there is residual or error that needs to be addressed (Tabachnick & Fidell, 2007). SEM accomplishes this by associating Es (errors) with dependent measured or observed variables. Independent variables do not have residual or error and thus do not have an E or D associated with them (Tabachnick & Fidell, 2007).

Variables along with Es were arranged in a diagram along with connecting lines and arrows to depict the hypothesized relationships (Tabachnick & Fidell, 2007). When no line is present, no theorized relationship is implied. Ultimately a path diagram of a structural model was developed that included sequenced variables of observed factors (Tabachnick & Fidell, 2007).

Another characteristic of SEM is that it can be used to determine direct and indirect effects associated with mediating variables (Tabachnick & Fidell, 2007). Thus a structural model can be developed to test a process of alternate paths which is
accomplished by path analysis. The graphical depiction of a SEM model will include a structural model of factors, the unobserved variables or constructs, and the measurement model, which includes all of the observed measured variables.

For this study, the variables were arranged based upon the theoretical framework, with identity interference as an antecedent, job satisfaction and job performance as outcomes of authentic leadership, and gender identity, work role identity and identity interference between gender and work role identities as mediators. This study sought to test the direct relationship for leaders between identity interference and leadership; and for associates between leadership and job satisfaction, and job satisfaction and job performance. Also for associates, this study assessed the indirect relationship of the mediating identification variables of gender identity, work role identity, and identity interference between authentic leadership and jobs satisfaction. Using group analysis, leader gender was assessed to determine if it moderates the relationship between authentic leadership and the three associate identification variables and job satisfaction. In summary, this analyses assessed whether there is no, partial, or full mediation of the effect of authentic leadership on the outcomes variable of job satisfaction.

The SEM analysis process began by specifying the theorized model (Tabachnick & Fidell, 2007). SEM is a confirmatory technique that was used to test the hypotheses associated with the path diagram of the structural model (Tabachnick & Fidell, 2007). SEM analysis examined the relationships among factors at the same time as it estimated, captured, and removed measurement error leaving only common variance (Tabachnick & Fidell, 2007). Additionally, SEM was able to address incomplete data sets. SEM analyses employed chi-square test statistics and resulted in multiple between subjects’ group tests.
of coefficients (Tabachnick & Fidell, 2007). SEM analysis described the amount of variance associated with the dependent variable, both observed and unobserved, resulting from the independent variables. SEM findings were used to confirm whether the research data tested was consistent or “fit” the theorized model. SEM analyses generated multiple models. Based upon how well the resulting data models fit the theorized model, the theorized model was revised.

SEM analysis was performed using the IBM’s SPSS22 and AMOS 22 software package. Data was generated from the Question Pro website in an SPSS format. The structural model was drawn using AMOS 22 software and included all factors, variables, errors, connecting lines and arrows. The software functions were used to address missing data by selecting estimate means and intercepts and to generate standardized estimates and squared multiple correlations.

The output was analyzed to determine chi square goodness of fit and levels of significance (Tabachnick & Fidell, 2007). Additionally, the goodness of fit indices were examined for the model being tested or the default model, the saturated model, the resulting new model, and the independence model, when a value of zero correlation is returned among variables (Tabachnick & Fidell, 2007). To determine how good a fit there was between the sample and the estimated population covariance matrices, several indices were selected (Tabachnick & Fidell, 2007).

Several indices were used to determine fit: NFI (normed fit index), CFI (comparative fit index), RMSEA (root mean square error of approximation), and AIC (Akaike information criterion) (Tabachnick & Fidell, 2007). The normed fit index (NFI) evaluates models by comparing the returned estimated model to the independence model
and is indicated with a value between 0 and 1. The higher the value, the more indicative it is that the model is a good fit. Also, the CFI uses an alternative approach based upon noncentral $\chi^2$ distribution with noncentrality parameters (Tabachnick & Fidell, 2007). Similar to NFI, CFI returns values between 0 and 1; the larger the value, the better the model is considered to fit. For both NFI and CFI, values of .95 and better indicate a good-fitting model. RMSEA estimates fit using the perfect or saturated model as a means of comparison. RMSEA is appropriate for more complex models (Tabachnick & Fidell, 2007). Returned values of .06 or less indicate a good-fitting model and values of .10 or more indicate a poor-fitting model. AIC uses parsimony adjustment to assess fit, and it is also a function of $\chi^2$ and degrees of freedom. However, AIC is not normed to the 0-1 scale (Tabachnick & Fidell, 2007). AIC is useful for cross-validation because it is not dependent on sample data (Tabachnick & Fidell, 2007).

In summary, goodness of fit required comparison of several indices (Tabachnick & Fidell, 2007). The more consistent the findings of the indices, the more confidence there is that the model is a good fit (Tabachnick & Fidell, 2007). When indices findings diverge, it is more likely that the model does not represent a good fit and the model should be revisited (Tabachnick & Fidell, 2007).

If the fit indices proved inconsistent, then model modification was needed (Tabachnick & Fidell, 2007). Modification occurred to improve fit and to test hypotheses. To make adjustments required the use of the chi-square difference tests, the Lagrange Multiplier (LM) test, and the Wald tests (Tabachnick & Fidell, 2007). Chi-square difference test is appropriate for nested models and can help improve the model fit by adding new variable’s covariance to the model that was not associated with the initial
model (Tabachnick & Fidell, 2007). In this instance, the new variable is added to produce a second model and tested to determine if the fit improves. The LM test also is appropriate for nested models. It can improve a model by identifying what parameters might be improved in the existing model that would result in a better fit. The tool EQS was used in AMOS to perform LM test. The resulting output was used to determine what changes were required to achieve a better-fitting model. To address the moderator variable of gender in the model, multiple group analysis was conducted using means (Tabachnick & Fidell, 2007). To estimate means in SEM models, a special intercept variable was used. The group means was analyzed using a z test.

4.8 Limitations and Delimitations

Limitations of this study included the use of one method, surveys, to test the hypothesis associated with common method bias. This study’s cross sectional design advances a proposed structural model which may be just one of other possible equivalent causal models, thus drawing definitive causation was limited (MacCallum et al., 1993). Other limitations included the use of an online survey approach, for which it can be difficult to attract survey subjects. Based upon the number of hypotheses and data analysis, a sufficient number of companies and associates were needed to successfully draw conclusions from the study. Because this study conducted significance testing, the magnitude of the difference was considered. Also, the relevance of this study’s variables and findings to the theory and practice of leadership was limited.

There were a few delimitations associated with this current study. The research findings may have limited generalizability because all small businesses do not seek state certification: this population is therefore a subset of the total small business population in
these states, and these businesses may have unique characteristics that distinguish them from those business who do not seek certification. These businesses were in the U.S. West, Midwest and East coast, which may limit the generalizability of this study to other U.S. regions. In addition, it may be difficult to generalize this study to countries beyond the U.S. Finally, this study used an electronic website and email methods to administer this survey, so that only those businesses that have access to computers, had firewalls that allowed access to the emails, and had access to the internet and other levels of technological sophistication were included.

4.9 Summary

This section described the research design, subject characteristics, sampling procedures, data collection, instrumentation, survey administration, data analysis, and limitations and delimitations. This study sought to examine the authentic leadership framework and the related processes of antecedents, mediators, outcomes, and moderators in an understudied population, small U.S. businesses owners and their associates. This study used a quantitative cross-sectional design using survey methodology and included several established instruments. A census of over 26,000 California, Ohio, and Maryland certified small businesses received solicitations to participate in the web base survey. The expected findings from structural equation modeling will confirm or fail to confirm the study’s hypotheses.
Chapter 5

Findings

This chapter begins with a description of the survey sample and data preparation. The sample’s personal and organizational demographics are presented. Next, a summary of the instruments used in this study and their reliability is detailed. The inferential statistics of correlational analyses and structural equation modeling (SEM) was performed to investigate the hypotheses of the study. A description is provided of how well the initial model supported the data and the actions taken to trim the model to improve the overall fit of the data. Descriptions of the model and regression results are provided. Because this study was interested in determining whether leader gender functioned as a moderator, models were developed for leaders of all genders, women only, and men only. The results of the SEM data analysis are provided for all three leader models. Conclusions are provided on whether the findings fully supported, partially supported, or did not support one or more of the three leader models.

5.1 Survey Sample and Data Preparation

5.1.1 Survey sample.

In 2014, a list of certified small businesses that were eligible to participate in federal procurement opportunities were generated from state government websites for the states of Ohio, Maryland, and California. For Ohio and Maryland, the owners of these businesses were identified as minorities and/or women. The California list did not reference the owner’s minority or gender status but identified businesses as micro or not. The number of small businesses contained on the state’s list was 1,092 for Ohio, 5,812 for Maryland, and 19,241 for California. All of these businesses with valid email
addresses (26,145) were invited to participate in the survey by email. The email was addressed to the person referenced as the contact from the state’s list. The business contact received two reminders and one final notification within a 30-day period. Those who responded and identified that they had employees and/or contractors received additional follow-up emails and phone calls encouraging these associated to also complete the survey. A total of 1,823 or 6.9% of the total population across the three states accessed the survey; 1,189 started the survey, and 665 or 56% completed the survey. The average time to complete the survey was 12 to 13 minutes.

5.1.2 Data preparation.

A review of survey responses resulted in further reductions in the study’s population. Individuals were deleted who: did not complete one or more of the instruments; provided the same numeric values for all items; identified themselves as an associate but answered leader questions; and, identified themselves as one gender but answered the questions developed specifically for the other gender. As a result, the survey had 541 usable responses. Reliability statistics were conducted on this broader population. Of this group, there was a subset of 155 individuals from 63 businesses where either one or more of the business’s owner’s and one or more of their associates completed the survey. The businesses’ owners were considered the leaders and their employees and/or contractors were considered associates. Besides reliability, all other statistics were based upon the matched groups of business leaders and associates that totaled 155 individuals.

Subsequent SEM analyses were conducted on three groups: those led by all genders, women only, and men only. Businesses led by a mixed gender team were
excluded from the women only and men only data set. The all genders leader group included 63 businesses, of which there were 69 owners and 86 associates for a total of 155 individuals. The women-only led leader group included 34 businesses of which there were 34 owners and 41 associates for a total of 75 individuals. The men-only led leader group included 25 businesses of which there were 27 owners and 38 associates for a total of 65 individuals. There were 4 businesses owned by both a man and a woman. These businesses were considered a mixed gender leader team and were not included in the woman only and men only analyses. The mixed gender owned businesses included 8 owners and 7 associates for a total of 15 individuals.

Except for demographic information, the leaders’ and associates’ surveys were different. To enable analyses at the individual level, aggregated means for each business were calculated for each instrument so all respondents would have a common set of variables. For the leaders, mean scores from the surveys completed by all associates from their business were calculated and added to the leader’s data and were as follows: Associate Gender, ALQ Rater Transparency subscale, ALQ Rater Internalized Moral Perspective subscale, ALQ Rater Balanced Processing subscale, ALQ Rater All Items, Satisfaction, Performance, Associate Identity Interference, Gender Identity, and Work Identity. For the associates, mean scores from the surveys were also calculated for all leaders in their business and added to the associates’ data. The added variables for associates were as follows: Leader Gender, ALQ Self Transparency subscale, ALQ Self Internalized Moral Perspective subscale, ALQ Self Balanced Processing subscale, ALQ Self All Items, and Leader Identity Interference. To enable modification indices, individuals with any missing data needed to be addressed. A total of nine businesses or
twenty-two individual leaders and associates had mean data added to the scales or items that were missing. In summary, mean scores for survey instruments were calculated for respondents in each business and added respectively to the leaders and associates data to enable statistical analyses at the individual level.

5.2. Demographics

5.2.1 Personal demographics.

This study collected personal demographics from study participants, including gender, age, marital status, number of dependents in the home under age eighteen years of age, race and ethnicity, and education. Not all participants answered all demographic questions. A summary of the personal demographics of this sample is provided in Table 5.1. Of the leader group, 39 or 56% were female and 31 or 44% were male; and, of the associate group, 51 or 61% were female and 33 or 39% were male. In total, 90 or 58% of the sample were women and 64 or 42% were male. In brief, almost three out of five (59%) of all leaders and associates were female, and over three-fourths were between the ages of 35 and 64; over two-thirds were married and with one or more children under eighteen years of age in the home. Slightly more than half (55%) identified themselves as Caucasian European Americans, and the balance were African American (29%), Asian American (3%) or Hispanic/Latin (3%). Almost four out of five (79%) had an associates or higher degree. These survey respondents were highly tenured with more than half (53%) having worked at their organizations for six or more years.
Table 5.1  Number, Percentage and Mean of Sampled Subjects in Each Personal Demographic Category

<table>
<thead>
<tr>
<th>Demographic Category</th>
<th>N</th>
<th>Percent</th>
<th>Mean</th>
<th>Demographic Category</th>
<th>N</th>
<th>Percent</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
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<td></td>
<td></td>
<td>Education</td>
<td>5.09</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leader</td>
<td></td>
<td></td>
<td></td>
<td>1) &lt; high school</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>39</td>
<td>56</td>
<td></td>
<td>2) High school</td>
<td>5</td>
<td>3</td>
<td></td>
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<tr>
<td>Male</td>
<td>31</td>
<td>44</td>
<td></td>
<td>3) Some college</td>
<td>24</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Associate</td>
<td></td>
<td></td>
<td></td>
<td>4) Associate</td>
<td>6</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>51</td>
<td>61</td>
<td></td>
<td>5) Bachelors</td>
<td>59</td>
<td>38</td>
<td></td>
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<tr>
<td>Male</td>
<td>33</td>
<td>39</td>
<td></td>
<td>6) Masters</td>
<td>37</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Leader &amp; Associate</td>
<td></td>
<td></td>
<td></td>
<td>7) Professional</td>
<td>11</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>90</td>
<td>58</td>
<td></td>
<td>8) Doctorate</td>
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<td>6</td>
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<tr>
<td>Male</td>
<td>64</td>
<td>42</td>
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<td>Age</td>
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<td>Marital Status</td>
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<td></td>
<td>1) 18 to 24</td>
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<td>1) Single</td>
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<td>17</td>
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<td>2) 25-34</td>
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<tr>
<td>2) Married</td>
<td>99</td>
<td>64</td>
<td></td>
<td>3) 35 to 44</td>
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<tr>
<td>3) Domestic partnership</td>
<td>7</td>
<td>5</td>
<td></td>
<td>4) 45 to 54</td>
<td>40</td>
<td>26</td>
<td></td>
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<tr>
<td>4) Widowed</td>
<td>5</td>
<td>3</td>
<td></td>
<td>5) 55 to 64</td>
<td>38</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>5) Divorced</td>
<td>16</td>
<td>10</td>
<td></td>
<td>6) 65 or older</td>
<td>10</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7) Prefer not to</td>
<td>3</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>answer</td>
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</table>


<table>
<thead>
<tr>
<th>Demographic Category</th>
<th>N</th>
<th>Percent</th>
<th>Mean</th>
<th>Demographic Category</th>
<th>N</th>
<th>Percent</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Race &amp; Ethnicity</td>
<td>2.61</td>
<td></td>
<td></td>
<td>Tenure</td>
<td>3.51</td>
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<td></td>
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<tr>
<td>1) African American</td>
<td>45</td>
<td>29</td>
<td></td>
<td>1) &lt; 1 year</td>
<td>16</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>2) Asian American</td>
<td>4</td>
<td>3</td>
<td></td>
<td>2) 1 - 2 years</td>
<td>26</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>3) Caucasian European</td>
<td>85</td>
<td>55</td>
<td></td>
<td>3) 3 - 5 years</td>
<td>28</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>4) Hispanic Latin</td>
<td>5</td>
<td>3</td>
<td></td>
<td>4) 6 - 10 years</td>
<td>29</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>5) Choose not to</td>
<td>13</td>
<td>8</td>
<td></td>
<td>5) &gt; 10 years</td>
<td>53</td>
<td>34</td>
<td></td>
</tr>
<tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Children &lt; Age 18</td>
<td>2.44</td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>in Home</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>1) 0</td>
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<td>2) 1</td>
<td>30</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3) 2</td>
<td>28</td>
<td>18</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4) 3</td>
<td>15</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>5) 4-10</td>
<td>7</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
5.2.2 Organizational demographics.

This study collected the organizational role, organization name, industry type, organization type, business annual gross revenue, tenure, and number of employees or 1099 associates that worked with the organization. See Table 5.2, Organizational Demographics. A little less than half (45%) of the sample were the businesses’ CEO, president, founder or owner. This group was considered the leader(s) of their organization. The remaining survey participants were either employees or 1099 associates who worked with the organizational leader. This group was referred to as associates. A total of 41, or 27% of the associates, listed their title as executive, manager or supervisor; eight, or 5%, were individual contributors; thirteen, or 8%, were 1099 Contractors; and, 23, or 15%, listed their titles as other.

Privately owned small business was the dominant category selected as business type by 90% of the sample. The industry types most selected were consulting services (28%), other (24%), information technology (10%), marketing sales (8%), government services (7%), and technical services (6%). The most prevalent characterization of how many individuals work in this business including the owner was two to seven (43%), followed by eight to twenty (31%), and 21 to 99 (23%). Relative to the businesses’ gross revenue from the prior year, the categories most selected were less than one-quarter million dollars (32%), $6 to $25 million (16%), $1 million to $1.9 million (11%), one-quarter to one-half million (10%), $2 to $5 million (10%), and do not know (17%).

In summary, almost half of the sample identified themselves as president, founder, or owner; the associate portion of the sample was almost equally divided between executives, managers or supervisors, or individual contributors/contractors.
Table 5.2  Number, Percentage and Mean of Sampled Subjects in Each Organizational

<table>
<thead>
<tr>
<th>Demographic Category</th>
<th>N</th>
<th>Percentage</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role/ Title</td>
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<td></td>
<td>2.21</td>
</tr>
<tr>
<td>1) CEO/ President/ Founder/ Business Owner</td>
<td>70</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>2) Executive, Manager, Supervisor</td>
<td>41</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>3) Individual Contributor</td>
<td>8</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>4) 1099 Contractor</td>
<td>13</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>5) Other</td>
<td>23</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>No. in Organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1) 1</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>2) 2 to 7</td>
<td>66</td>
<td>43</td>
<td></td>
</tr>
<tr>
<td>3) 8 to 20</td>
<td>48</td>
<td>31</td>
<td></td>
</tr>
<tr>
<td>4) 21 to 499</td>
<td>38</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>Business Type</td>
<td></td>
<td></td>
<td>1.17</td>
</tr>
<tr>
<td>1) Privately owned small business</td>
<td>139</td>
<td>90</td>
<td></td>
</tr>
<tr>
<td>2) Privately owned medium business</td>
<td>7</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>3) Not for profit/ Other</td>
<td>6</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Annual Gross Revenue Last Year</td>
<td>3.81</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1) &lt;$1/4 million</td>
<td>49</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>2) $1/4 - 1/2 million</td>
<td>15</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>3) $1 - 1 9/10 million</td>
<td>17</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>4) $2 - $5 million</td>
<td>16</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>5) $6 - $25 million</td>
<td>25</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>6) $26 - $99 million</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>7) $100 -$999 million</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>8) Do not know/</td>
<td>26</td>
<td>17</td>
<td></td>
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</tbody>
</table>
Table 5.2  Number, Percentage and Mean of Sampled Subjects in Each Organizational Demographic Category (continued)

<table>
<thead>
<tr>
<th>Demographic Category</th>
<th>N</th>
<th>Percentage</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders &amp; Associates</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>No. Leader(s)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>1</td>
<td>41</td>
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<tr>
<td></td>
<td>2</td>
<td>2</td>
<td>15</td>
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<td>2</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>No. Associate(s)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>1</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>2</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>1</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business/ Industry</th>
<th>N</th>
<th>Percentage</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Advertising</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>2) Consulting</td>
<td>43</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>3) Education</td>
<td>5</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>4) Financial Services</td>
<td>5</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>5) Gov. Services</td>
<td>10</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>6) Healthcare</td>
<td>5</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>7) Human Resources</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>8) Info. Technology</td>
<td>16</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>9) Marketing Sales</td>
<td>12</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>10) NonProfit</td>
<td>4</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>11) Public Relations</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>12) Technical</td>
<td>10</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>13) Travel</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>14) Other</td>
<td>38</td>
<td>24</td>
<td></td>
</tr>
</tbody>
</table>
These businesses characterized themselves overwhelmingly as small businesses in the industry of consulting or other services. Most of these businesses had between two and twenty workers, including the leader, and made in the last calendar year an average of $2 to $5 million dollars.

There were 62 businesses that had at least one leader and one of their direct associates complete a survey. Of this group with completed leader and associate surveys, 41 businesses had one leader and one associate survey, fifteen businesses had one leader and two associate surveys, one business had one leader and three associate surveys, and five businesses had two leaders and one or more associate(s) complete the survey. Where two or more leaders were identified, the businesses were partnerships.

5.3. Instrument Reliability

Initial analysis was performed on all survey instruments to confirm reliability. Cronbach’s alphas were conducted on all survey scales and subscales and are listed in Table 5.3. The ALQ was administered in two slightly different versions, one for the self or the organization’s leader, and the other for the rater(s) of the organization’s leader. The Cronbach alpha for both scales with all sixteen items was acceptable with values of .85 for the ALQ self-instrument, and .93 for the ALQ rater instrument. Analyses of the four subscales of the ALQ self-instrument were lower and ranged from .62 to .75. For the ALQ self-instrument, item five, display emotions exactly in line with feelings, received a low score of .229 for the corrected item-total correlation for the entire sixteen-item scale and a score 0.196 in the Self Transparency subscale. The Self Transparency subscale’s reliability would improve to .65 if this item were deleted. In summary the ALQ self-instrument with all 16 items
### Table 5.3 Instrument Reliability

<table>
<thead>
<tr>
<th>The Instrument</th>
<th>No. Cases</th>
<th>No. Items</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALQ Self, All (Items 1-16)</td>
<td>340</td>
<td>16</td>
<td>.85</td>
</tr>
<tr>
<td>Subscale: Transparency (1-5*)</td>
<td>360</td>
<td>5</td>
<td>.62</td>
</tr>
<tr>
<td>Subscale: Internalized Moral Perspective (6-9*)</td>
<td>355</td>
<td>4</td>
<td>.71</td>
</tr>
<tr>
<td>Subscale: Balanced Processing (10-12*)</td>
<td>359</td>
<td>3</td>
<td>.58</td>
</tr>
<tr>
<td>Subscale: Self Awareness (13-16*)</td>
<td>355</td>
<td>4</td>
<td>.75</td>
</tr>
<tr>
<td>ALQ Rater, All (1-16*)</td>
<td>165</td>
<td>16</td>
<td>.93</td>
</tr>
<tr>
<td>Subscale: Transparency (1-5*)</td>
<td>172</td>
<td>5</td>
<td>.84</td>
</tr>
<tr>
<td>Subscale: Internalized Moral Perspective (6-9*)</td>
<td>174</td>
<td>4</td>
<td>.76</td>
</tr>
<tr>
<td>Subscale: Balanced Processing (10-12*)</td>
<td>174</td>
<td>3</td>
<td>.81</td>
</tr>
<tr>
<td>Subscale: Self Awareness (13-16*)</td>
<td>172</td>
<td>4</td>
<td>.85</td>
</tr>
</tbody>
</table>
*Items numbers are listed in parentheses

**Identity Interference**

- Woman and Leader: 182 cases, 5 items, Cronbach’s Alpha = .59
- Man and Leader: 100 cases, 5 items, Cronbach’s Alpha = .73

**Identity Interference**

- Woman and Associate: 92 cases, 5 items, Cronbach’s Alpha = .71
- Man and Associate: 52 cases, 5 items, Cronbach’s Alpha = .79

**Gender Identity**

- Woman and Associate: 83 cases, 12 items, Cronbach’s Alpha = .77
- Man and Associate: 49 cases, 12 items, Cronbach’s Alpha = .67
Table 5. 3 Instrument Reliability (continued)

<table>
<thead>
<tr>
<th>The Instrument</th>
<th>No. Cases</th>
<th>No. Items</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Role Identity</td>
<td>145</td>
<td>10</td>
<td>.84</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>152</td>
<td>3</td>
<td>.81</td>
</tr>
<tr>
<td>Job Performance</td>
<td>171</td>
<td>3</td>
<td>.82</td>
</tr>
</tbody>
</table>

had acceptable reliability, none of the subscales met the .8 threshold, and the scale and instrument would be improved if item five was removed.

The reliability of the ALQ rater instrument and subscales had much higher reliability than the ALQ self-instrument and subscales. Only one of the subscales, Internalized Moral Perspective, had a low reliability score of .767. Item eight, *asked you to take positions that support his or her core values*, received an unacceptable corrected item-total correlation of .273. In summary, all items of the ALQ Rater instrument had acceptable reliability, but the scale and instrument would be improved if item eight were removed.

Test of reliability was conducted on both the women and men versions of the Identity Interference Leader Gender instrument. The reliability of the women’s version of the instrument had low reliability with a Cronbach alpha of .59. Item three, *Being a manager makes me less feminine*, had a corrected item total correlation of .199; thus this instrument’s α would improve to .612 if this item were removed. Compared to the women’s version of the instrument, the men’s version of the instrument’s reliability was in the low range of acceptable α = .725. For the men’s version, all items corrected item-total correlations were higher than three-tenths.
Similar to that of the leader, the associate identity interference was measured with a unique scale for women and men. The Cronbach alpha for the women’s scale was .71 and the men’s scale was .79. For both scales, all items corrected item-total correlations were higher than three-tenths, thus all had acceptable reliability.

Gender identity was measured with a unique scale for women and men. For women, gender identity had an acceptable Cronbach alpha of .77. This instrument could be improved if one of the items, *Overall being a woman is considered good by others* were removed; it had a corrected item total of .147. All other items were above .30.

For men, gender identity had a lower Cronbach alpha of .67. Based upon corrected item total correlations, this instrument could be improved if these six of the eleven items were removed: *Overall being a man is considered good by others* (.186); *In general I’m glad to be a man* (.133); *In general others respect me* (.001); *Overall being a man has very little to do with how I feel about myself* (.219); *Being a man is unimportant to my sense of what kind of person I am* (.262); and, *Overall I often feel that being a man is not worthwhile* (.262). The other five items received corrected item total correlation scores above .3. The remaining instruments, scales, and question items had acceptable reliability: Work Identity scale ($\alpha = .84$), Satisfaction ($\alpha = .81$), and Performance ($\alpha = .82$).

For the instruments, the following means were established for the items for all genders: ALQ self (4.28 on a 1-5 scale), ALQ rater (4.16 on 1-5 scale), Identity Interference Leader (2.61 on a 1-7 scale), Identity Interference Associate (2.17 on a 1-7 scale), Gender Identity (4.88 on a 1-7 scale), Work Role Identity (3.48 on a 1-6 scale),
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Job Satisfaction (5.78 on a 1-7 scale), and Job Performance (4.68 on a 1-5 scale). See Table 5.4. Summary of Instruments Mean Score.

Table 5.4. Summary of Instruments Mean Scores

<table>
<thead>
<tr>
<th>Instrument</th>
<th>Mean</th>
<th>Scale</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALQ Self</td>
<td>4.28</td>
<td>1 - 5</td>
<td>0.36</td>
</tr>
<tr>
<td>ALA Rater</td>
<td>4.17</td>
<td>1 - 5</td>
<td>0.62</td>
</tr>
<tr>
<td>Identity Interference Leader</td>
<td>2.61</td>
<td>1 - 7</td>
<td>1.01</td>
</tr>
<tr>
<td>Identity Interference Associate</td>
<td>2.18</td>
<td>1 - 7</td>
<td>0.91</td>
</tr>
<tr>
<td>Gender Identity</td>
<td>4.89</td>
<td>1 - 7</td>
<td>0.73</td>
</tr>
<tr>
<td>Work Role Identity</td>
<td>3.49</td>
<td>1 - 7</td>
<td>0.93</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>5.79</td>
<td>1 - 7</td>
<td>1.19</td>
</tr>
<tr>
<td>Job Performance</td>
<td>4.69</td>
<td>1 - 5</td>
<td>0.45</td>
</tr>
</tbody>
</table>

5.4 Correlational Analyses

Statistical analysis conducted on the study’s data began with correlational analysis of the study’s demographic data and hypothesized variables. A Pearson’s one tail test of significance was conducted because of the directional hypotheses in this study. Correlations significant at the .05 level were indicated with an asterisk (*), and correlations at the .001 level of significance were indicated with two asterisks (**). See Table 5.5 of Variable Correlational Analyses and in Appendix C.

Correlational analysis resulted in several variables’ being statistically significant with one another. Among the demographic variables of leader gender, associate gender,
EXPLORING THE AUTHENTIC LEADERSHIP OF SMALL BUSINESS OWNERS

age, marital status, children in the home, race/ethnicity, and education, the following was found: Leader gender was found to be significantly positively correlated with associate gender (.216**) and negatively associated with leader identity interference (-.391**) and ALQ rater (-.171*). Associate gender was significantly positively correlated with leader gender (.216**) and children in the home (.274**), and negatively correlated with title (-.147*), ALQ self (-.147*), ALQ rater (-.342**), job performance (-.147), and associate identity interference (-.153*). Age had positive significant correlations with marital status (.237**), education (.190*), tenure (.278**), and performance (.160*), and negative correlations with title (-.275**) and children in the home (-.306**). Marital status was significantly positively correlated with age (.237**) and race/ethnicity (.196*) and was negatively correlated with title (-.152*). The variable children in the home correlated: positively with associate gender (.274**), number of company employees (.169*), and job performance (.202*), and negatively with age (-.306**). Race/ethnicity was significantly positively correlated with marital status (.196*), and negatively correlated with company size and type (-.169*), ALQ rater (-.272**), and job satisfaction (-.154*). Education was only positively correlated with age (.190*), and was negatively correlated with title (-.162*), industry (-.345**), and performance (-.199*).

Relative to the organizational demographics of title, industry, company size and type, gross revenue, tenure, and number of employees/contractors, the following significant correlations were found. Title was positively correlated with gross revenue (.493**), and negatively with associate gender (-.147*), age (-.275**), marital status (-.152*), education (-.162*), and tenure (-.460**). Industry had positive correlations with company size and type (.210**), ALQ rater (.150*), performance (.170*), and was
negatively correlated with education (−.345**) and ALQ self (−.167*). Company size and type was positively correlated with industry (.210**), ALQ self (.221**), ALQ rater (.165*), and job performance (.173*), and negatively correlated with race/ethnicity (−.169*). Annual company gross revenue had positive significant correlations with title (.493**) and number of associates (.324**), and negative correlations with tenure (−.153*), leader identity interference (−.145*), job performance (−.161*), associate identity interference (−.166*), and gender identity (−.197*). Tenure had two positive correlations with age (.278**), and number of associates (.163*) and two negative correlations with title (−.460**) and gross revenue (−.153*). Number of associates was positively correlated with children (169*), gross revenue (.324**), tenure (.163**), and ALQ self, and negatively correlated with leader identity interference (−.288**) and gender identity (−.227**).

Significant correlations were also found among this study’s treatment variables of ALQ (self and rater), identity interference (leader and associate), job satisfaction, job performance, gender identity, and work identity. ALQ self was completed by business owners and was found to be positively associated with company size and type (.221**), number of associates (.289**), ALQ rater (.290**) and job performance (.186*), and negatively associated with associate gender (−.147*), industry (−.167*), and leader identity interference (−.194*). ALQ rater was completed by business associates of the small businesses leaders. It was positively correlated with industry (.150*), company size and type (.165*), ALQ self (.290**), job satisfaction (.531**), job performance (.519), and gender identity (.164*), and negatively correlated with the genders of the leader (−.171*) and associate (−.342**), and with race/ethnicity (−.272**).
Of the three identity variables, leader identity interference was negatively correlated with leader gender (-.391**), company size and type (-.145*), number of associates (-.288*), ALQ self (-.194*), and job satisfaction (-.148*). Associate identity interference was positively correlated with work identity (.374**), and negatively correlated with associate gender (-.153*) and company gross revenue (-.166). Gender identity was positively correlated with ALQ rater (.164*), job satisfaction (.223**), and performance (.199*), and negatively correlated with gross revenue (-.197*) and number of associates (-.227**). Work identity had the fewest significant correlations, and was positively correlated with age (.160*) and associate identity interference (.384**).

Of the two outcome variables of satisfaction and performance, satisfaction was positively correlated with ALQ rater (.531**), performance (.287**), and gender identity (.223**), and was negatively correlated with race and ethnicity (-.154*) and leader identity interference (-.148*). Job performance was significantly correlated with a few personal demographics, including positive relationships with children in the home (.202*), industry (.170*), company size and type (.173*), and negative relationships with associate gender (-147*), education (-.199*), and company gross revenue (-161*). In addition, job performance was positively related to ALQ self (.186*), ALQ Rater (.519**), job satisfaction (.287**), and gender identity (.374**).

Based upon the bi-variate analyses, support was revealed for the variables of this study’s hypotheses – ALQ, identity interference, gender identity, work identity, satisfaction, performance, and gender. In addition, the correlational analyses revealed several personal and organizational demographic variables that were significantly correlated to this study’s hypothesized variables and include: age, children in the home,
and education (1 significant relationship); associate gender, race/ethnicity, and number of associates (2 significant relationships); industry and company size and type (3 significant relationships), company gross revenue (four significant relationships).

5.5. Structural Equation Modeling.

5.5.1 All gender leader model.

IBM’s SPSS AMOS version 22 (Statistical Package for the Social Sciences, Analysis of Moment Structures) statistical software was used to perform structural equation modeling (SEM) analyses. This sample included all leaders – women, men and those businesses with more than two leaders, one from each gender. The all genders leader group included 62 businesses, of which there were 69 owners and 86 associates for a total population of 155 individuals. Based upon the hypotheses and the relationship of the variables, a path analysis model was developed in AMOS of observed variables and is shown in Figure 5.1. This model had one exogenous variable, leader identity interference, and these endogenous variables: ALQ self, ALQ rater, satisfaction, performance, including the mediators of associate identity interference, gender identity and work identity. Error variables were added to each endogenous variable. Single-headed arrows indicate linear dependencies.

Analysis estimation properties selected included maximum likelihood, estimates means and intercepts, and fit the saturated and independence models. Output selected included minimization history, standard estimates, and squared multiple correlations. The output reported from Amos includes: standardized and unstandardized regressions weights of the structural path coefficients; squared multiple correlation (S.E.), also known as the communality estimate of the indicator variable which measures the percent
of variance; critical ratio (C.R.), and significance ($p$) of factor covariance. Regression
weights were provided for all variables in the initial model, and direct effects were found
to be significant for seven of the eleven paths and included in the Table 5.6.

To determine goodness of fit, values were derived for the hypothesized model for
these indices: the likelihood ratio of Chi Square (CMIN, Bentler, 1995), normed fit index
(NFI, Bentler-Bonet, 1980), comparative fit index (CFI, Bentler, 1988), root mean square
error of approximation (RMSEA, Browne & Cudeck, 1993), which assesses whether the
model failed to fit the data per degrees of freedom, and Akaike’s information criterion
(AIC, Akaike, 1987; Bozdogan, 1987), which is useful in comparing two or more
models; the model with the lowest AIC value is considered to be better fitting.

The CMIN was 26.66 with 17 dfs and $p = .063$ which was not significant; this
value indicates that the data fits the hypothesized model. The selected fit indices for the
initial path model were: NFI (.827), CFI (.923), RMSEA (.061) and, AIC (80.663).
Collectively, these indices support that the initial hypothesized all gender leader model
was a good fit for the data.
Figure 5.1. All Genders Leader Initial Path Analysis Model

Values reported included the standard and un-standard estimated covariance, the standard error (S.E.), critical ratio of the estimate to the standard error (C.R.), and level of significance ($p$). In addition, output was examined of indirect effects for this model to determine whether mediation occurred. The results revealed that ALQ rater is significantly related to satisfaction ($p = .000$) and gender identity ($p = .025$). Relative to the associate identity variables, only work identity ($p = .001$) was related to satisfaction.
Table 5.6 All Gender Leader Initial Path Analysis Model: Regression Weights

<table>
<thead>
<tr>
<th></th>
<th>Standard Estimate</th>
<th>Un Standard Estimate</th>
<th>S.E.</th>
<th>C. R.</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALQ Self ← Leader Identity</td>
<td>-.188</td>
<td>-.216</td>
<td>.091</td>
<td>-2.374</td>
<td>.018**</td>
</tr>
<tr>
<td>Interference</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ALQ Rater ← ALQ Self</td>
<td>.334</td>
<td>.568</td>
<td>.129</td>
<td>4.396</td>
<td>***</td>
</tr>
<tr>
<td>Work Identity ← ALQ Rater</td>
<td>.013</td>
<td>.013</td>
<td>.076</td>
<td>.165</td>
<td>.869</td>
</tr>
<tr>
<td>Gender Identity ← ALQ Rater</td>
<td>.178</td>
<td>.157</td>
<td>.070</td>
<td>2.244</td>
<td>.025*</td>
</tr>
<tr>
<td>Associate Identity Interference ← ALQ Rater</td>
<td>-1.13</td>
<td>-1.02</td>
<td>.037</td>
<td>-1.410</td>
<td>.159</td>
</tr>
<tr>
<td>ALQ Rater</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfaction ← ALQ Rater</td>
<td>.484</td>
<td>.176</td>
<td>.025</td>
<td>7.187</td>
<td>***</td>
</tr>
<tr>
<td>Satisfaction ← Work Identity</td>
<td>.209</td>
<td>.081</td>
<td>.025</td>
<td>3.178</td>
<td>.001**</td>
</tr>
<tr>
<td>Satisfaction ← Gender Identity</td>
<td>.085</td>
<td>.035</td>
<td>.028</td>
<td>1.265</td>
<td>.206</td>
</tr>
<tr>
<td>Satisfaction ← Associate Identity</td>
<td>-.127</td>
<td>-.100</td>
<td>.052</td>
<td>-1.914</td>
<td>.056</td>
</tr>
<tr>
<td>Interference</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance ← Satisfaction</td>
<td>-.009</td>
<td>-.003</td>
<td>.031</td>
<td>-.107</td>
<td>.915</td>
</tr>
<tr>
<td>Performance ← ALQ Rater</td>
<td>.459</td>
<td>.062</td>
<td>.011</td>
<td>5.473</td>
<td>***</td>
</tr>
</tbody>
</table>

***. Correlation is significant at p <.001 (1-tailed)
**. Correlation is significant at p < 0.01 (1-tailed).
*. Correlation is significant at p < 0.05 (1-tailed).

For the all gender leader model, there were no relationships revealed that work identity, identity interference, and work identity mediated the relationship between ALQ self and satisfaction. Because there were only direct effects but no significant indirect
effects associated with the initial path model, only partial support was found for the all leader gender model for the following hypotheses. ALQ rater was significantly related to satisfaction and gender identity, but not gender identity to satisfaction. Thus, there is partial support for Hypothesis 2.a. For associates, the relationship between their leader’s authentic leadership and job satisfaction was mediated by gender identity. Support was found that ALQ rater was significantly related to satisfaction; work identity was related to satisfaction; but, work identity was not related to ALQ rater, so only partial support was found for Hypothesis 2.b. For associates, the relationship between their leader’s authentic leadership and job satisfaction is mediated by work role identity. Similarly, support was found that ALQ rater was significantly related to satisfaction, but associate identity interference was not found to be related to either ALQ rater or satisfaction. Therefore, only partial support was found for Hypothesis 2.c. For associates, the relationship between their leader’s authentic leadership and job satisfaction is mediated by identity interference between gender and work role identities.

To determine the best fit for this model, AMOS was used to generate modification indices. Variables were eliminated from the model that did not have a significant relationship or for which the relationship was significant but was not consistent with the hypothesized relationships. This resulted in trimming the associate variables of identity interference, gender identity, and identity interference. The final graphical model and regression scores are reported respectively in Table 5.7 and Figure 5.2.
Figure 5.2. All Genders Leader Trimmed Path Analysis Model

For the final path model, all relationships of the remaining variables were significant at $p < .05$. The trimmed variables improved the model fit and were reflected in the CMIN (2.594), with 4 $dfs$, and $p = .628$, NFI (.978), CFI (1.00), and RMSEA (.000).
The AIC index also improved going down to 34.594. Thus the final model was an improved fit for the data.

**Table 5.7. All Gender Leader Trimmed Path Analysis Final Model:**

**Regression Weights**

<table>
<thead>
<tr>
<th></th>
<th>Standard Estimate</th>
<th>Un Standard Estimate</th>
<th>S.E.</th>
<th>C. R.</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Interference</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ALQ Self ← Leader Identity Interference</td>
<td>-.189</td>
<td>-.217</td>
<td>.091</td>
<td>-2.387</td>
<td>.017*</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ALQ Rater ← ALQ Self</td>
<td>.334</td>
<td>.568</td>
<td>.129</td>
<td>4.397</td>
<td>***</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfaction ← ALQ Rater</td>
<td>.515</td>
<td>.187</td>
<td>.025</td>
<td>7.615</td>
<td>***</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance ← ALQ Rater</td>
<td>.469</td>
<td>.063</td>
<td>.010</td>
<td>6.177</td>
<td>***</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfaction ← Leader Identity Interference</td>
<td>-.153</td>
<td>-.109</td>
<td>.048</td>
<td>-2.269</td>
<td>.023*</td>
</tr>
</tbody>
</table>

***. Correlation is significant at $p < 0.001$ (1-tailed)

**. Correlation is significant at $p < 0.01$ (1-tailed).

*. Correlation is significant at $p < 0.05$ (1-tailed).

The results of the regression analyses of the final model were as follows. The first estimate found that leader identity interference was related to leader ALQ self with a covariance of -.217, S.E of .091, the C. R. of -2.387, and $p = .017$. For the all gender leader model, the null hypothesis can be rejected. Therefore support was found for

**Hypothesis 1:** For small business owners, less identity interference between gender and leader role is related to higher levels of authentic leadership.
The second estimate found that the leaders’ ALQ self was related to the associates’ rating of their leader’s ALQ rater with a covariance of .568, an S.E. (.129), a C.R. (4.397), and \( p < .000 \). The third estimate found that the associates ALQ rater was related to satisfaction with a covariance of .187, an S.E. (.025), a C.R. (7.615), and \( p < .000 \). Therefore, similar to the initial model, the final model found only partial support for Hypotheses 2.a., 2.b., and 2.c. for the all gender leader model.

The estimate that the associates’ ALQ rater was related to performance had a covariance of .063, an S.E. (.469), a C.R. (6.177), and \( p < .000 \). However, there was no indirect or mediated relationship found between satisfaction and performance for the all gender leader model. Therefore the data only partially supported Hypothesis 3. Associate job satisfaction will mediate the relationship between authentic leadership behaviors and job performance.

To better understand the relationship between identity interference and authentic leadership, the four subscales of authentic leadership were substituted for the ALQ self in the model. The results revealed for the all genders leader only one significant relationship between identity interference and the ALQ subscale of self transparency; the estimate had a covariance of -.107, an S.E. (.221), a C.R. (-2.810), and \( p = .005 \). For the all gender leader model, identity interference was not found to have a significant relationship with the subscales of balanced processing, internalized moral perspective, and self-awareness. The ALQ self-transparency was also the only subscale which had a significant relationship with ALQ rater; the estimate had a covariance of .683, an S.E. (.169), a C.R. (2.016), and \( p = .044 \). For the all gender leader model, a significant relationship was not revealed to be present with the subscales of balanced processing, internalized moral
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perspective, and self-awareness, and the associates’ ALQ rater variable. A summary of these findings is presented in Table 5.8.

The model fit indices of the all gender leader model, where the subscales replaced the ALQ self, were as follows: the CMIN value was 15.023 with 10 dfs, and $p = .131$, which was not significant. Other indices reported here were: NFI (.949), CFI (.981), and RMSEA (.057). The last index examined was AIC: the hypothesized model’s value was 83.023, which was lower than the saturated and independence models. Collectively, these indices support that the ALQ self subscale model is a good fit for the data. Figure 5.3 depicts the path model where the ALQ self subscales were substituted for the ALQ self.

To better understand the gender dynamics of entrepreneurial leaders, analyses were done for first the women and then the men leaders starting with the initial hypothesized path analysis model depicted in Figure 5.1 All Genders Leader Initial Path Analysis Model. There were 75 women leaders and 65 men leaders. The 15 businesses that were co-led by both a man and a woman were excluded from these analyses. The same process was used for the analyses of the women and men leader data as was done for the all gender leader model. This included calculating estimates to determine regression findings and model fit. Based upon the findings, the gender specific leader models were trimmed and finalized and their results reported for both the ALQ self and its subscales. Next, findings from the women leader model will be addressed, after which the men leader model will be summarized.
Table 5.8. All Gender Leader Trimmed Path Analysis Model, ALQ Self Subscales:

<table>
<thead>
<tr>
<th>Regression Weights</th>
<th>Standard Estimate</th>
<th>Un-Standard S.E.</th>
<th>C. R.</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparency ← Leader Identity</td>
<td>-.221</td>
<td>-.107</td>
<td>.038</td>
<td>-2.810</td>
</tr>
<tr>
<td>Balanced Processing ← Leader Identity Interference</td>
<td>-.136</td>
<td>-.037</td>
<td>.022</td>
<td>-1.702</td>
</tr>
<tr>
<td>Internalized moral perspective ← Leader Identity Interference</td>
<td>-.075</td>
<td>-.022</td>
<td>.024</td>
<td>-.928</td>
</tr>
<tr>
<td>Self-Awareness ← Leader Identity</td>
<td>-.095</td>
<td>-.047</td>
<td>.038</td>
<td>-1.232</td>
</tr>
<tr>
<td>ALQ Rater ← Transparency</td>
<td>.169</td>
<td>.683</td>
<td>.339</td>
<td>2.016</td>
</tr>
<tr>
<td>ALQ Rater ← Balanced Processing</td>
<td>.050</td>
<td>.353</td>
<td>.630</td>
<td>.559</td>
</tr>
<tr>
<td>ALQ Rater ← Internalized Moral</td>
<td>.100</td>
<td>.651</td>
<td>.657</td>
<td>.992</td>
</tr>
<tr>
<td>ALQ Rater ← Self-Awareness</td>
<td>.130</td>
<td>.517</td>
<td>.397</td>
<td>1.304</td>
</tr>
</tbody>
</table>

***. Correlation is significant at p < 0.001 (1-tailed)
**. Correlation is significant at p < 0.01 (1-tailed).
*. Correlation is significant at p < 0.05 (1-tailed).
Figure 5.3. All Gender Leader Trimmed Path Analysis Model, ALQ Self subscales
5.5.2. Women leader model.

The women only leader group included 34 businesses, of which there were 34 owners and 41 associates for a total of 75 individuals. The initial path model used for the all gender leader was the starting point for this analysis. The CMIN were provided for all variables in the initial model and direct effects were found to be significant for only three of the eleven paths (shown in Table 5.9). The CMIN values of 32.263 with 17 dfs, and a $p = .014$, indicates the data does not fit the hypothesized model. The selected fit indices for the initial path model were: NFI (.758), CFI (.855), and RMSEA (.110). The last index examined was AIC, and the hypothesized model’s value was 86.263 which was slightly less than the saturated model. Collectively, these indices indicate that the initial hypothesized model was not a good fit for the women leader data.

Values reported included the standard and un-standard estimated covariance, the standard error (S.E.), critical ratio of the estimate to the standard error (C.R), and level of significance ($p$). In addition, output was examined of indirect effects for this model to determine whether mediation was present. Similar to the all gender leader model, the results revealed that women leaders’ identity interference was significantly related to ALQ self, with a standard estimate of -.422, an un-standard estimate of -.499, an S.E. (.125), a C.R. (-4.004), and, a $p < .000$. ALQ self was significantly related to ALQ rater with a standard estimate of .360, an un-standard estimate of .590, an S.E. (.178), a C.R. (3.318), and, a $p < .000$. ALQ rater was only found to be significantly related to one variable, satisfaction, with a standard estimate of .399, an un-standard estimate of .152, an S.E. (.040), a C.R. (3.831), and a $p < .000$. Also, ALQ rater was found to be significantly related to performance with a standard estimate of .696, an un-standard
<table>
<thead>
<tr>
<th>Path</th>
<th>Standard Estimate</th>
<th>Unstandard Estimate</th>
<th>S.E.</th>
<th>C. R.</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALQ Self ← Leader Identity Interference</td>
<td>-0.422</td>
<td>-0.499</td>
<td>0.125</td>
<td>-4.004</td>
<td>***</td>
</tr>
<tr>
<td>ALQ Rater ← ALQ Self</td>
<td>0.360</td>
<td>0.590</td>
<td>0.178</td>
<td>3.318</td>
<td>***</td>
</tr>
<tr>
<td>Work Identity ← ALQ Rater</td>
<td>0.006</td>
<td>0.005</td>
<td>0.112</td>
<td>0.048</td>
<td>.962</td>
</tr>
<tr>
<td>Gender Identity ← ALQ Rater</td>
<td>0.096</td>
<td>0.104</td>
<td>0.125</td>
<td>0.826</td>
<td>.409</td>
</tr>
<tr>
<td>Associate Identity Interference ← ALQ Rater</td>
<td>-0.168</td>
<td>-0.085</td>
<td>0.058</td>
<td>-1.470</td>
<td>.142</td>
</tr>
<tr>
<td>Satisfaction ← ALQ Rater</td>
<td>0.399</td>
<td>0.152</td>
<td>0.040</td>
<td>3.831</td>
<td>***</td>
</tr>
<tr>
<td>Satisfaction ← Work Identity</td>
<td>0.032</td>
<td>0.013</td>
<td>0.040</td>
<td>0.311</td>
<td>.756</td>
</tr>
<tr>
<td>Satisfaction ← Gender Identity</td>
<td>0.011</td>
<td>0.004</td>
<td>0.036</td>
<td>0.104</td>
<td>.917</td>
</tr>
<tr>
<td>Satisfaction ← Associate Identity</td>
<td>-0.201</td>
<td>-0.152</td>
<td>0.078</td>
<td>-1.937</td>
<td>.053</td>
</tr>
<tr>
<td>Performance ← Satisfaction</td>
<td>0.057</td>
<td>0.023</td>
<td>0.037</td>
<td>0.636</td>
<td>.525</td>
</tr>
<tr>
<td>Performance ← ALQ Rater</td>
<td>0.696</td>
<td>0.110</td>
<td>0.014</td>
<td>7.805</td>
<td>***</td>
</tr>
</tbody>
</table>

*** Correlation is significant at $p < .001$ (1-tailed)
** Correlation is significant at $p < 0.01$ (1-tailed).
* Correlation is significant at $p < 0.05$ (1-tailed).

An estimate of .110, an S. E. (.014), a C. R. (7.805), and a $p < .000$. Relative to the associate identity variables, none were found to be significantly related to satisfaction or ALQ rater. Also, there was no significant relationship found among performance and ALQ rater.
rater and satisfaction. There were no relationships revealed to support that work identity, identity interference, and gender identity mediated the relationship between ALQ self and satisfaction. Thus, for women leaders, no mediation was found for the hypothesized relationships.

To determine the best fit for this model, AMOS was used to generate modification indices. Variables were eliminated from the models that did not have a significant relationship or in which the relationship was significant but was not consistent with the hypothesized relationships. This elimination resulted in trimming the associate variables of identity interference, gender identity, and identity interference. The final graphical model and regression scores are reported respectively in Table 5.9 and Figure 5.4.

For the final path model, all relationships of the remaining variables were significant where $p < .000$. The trimmed variables improved the model fit and were reflected in the CMIN value of 5.344, with 5 dfs, and with a $p = .375$, an NFI (.949), a CFI (.996), and an RMSEA (.030). The AIC index also improved going down to 35.344, which was lower than the saturated and independent model. The final trimmed women leaders’ model fit was much improved over the initial model.

The results of the regression analyses of the final model were as follows: The first estimate found that leader identity interference was related to leader ALQ self with a standard covariance of -.452, an un-standard estimate of -.544, the S.E. (.119), the C.R. (-4.563), and $p < .000$. The women leaders’ ALQ self was related to their associates’ rating of their leader’s ALQ rater, with a standard estimate of .365, an un-standard estimate of .590, an S. E. of .175, a C. R. of -4.563, and $p < .000$. The associates’ ALQ
rater survey was related to satisfaction with a standard estimate of .435, an un-standard estimate of .166, a S.E. of .040, a C. R. (4.157), and $p < .000$. Finally, ALQ rater was significantly related to performance for the women leaders, based upon these results: standard estimate of .793, un-standard estimate of .126, an S. E. (.013), a C. R. (9.750) with $p < .000$. A summary of the regression values for the trimmed women leaders’ model is presented in Table 5.10.
Table 5.10. Women Leader Trimmed Path Analysis Model: Regression Weights

<table>
<thead>
<tr>
<th></th>
<th>Standard Estimate</th>
<th>Un-Standard Estimate</th>
<th>S.E.</th>
<th>C. R.</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALQ Self ← Leader Identity Interference</td>
<td>-.452</td>
<td>-.544</td>
<td>.119</td>
<td>-4.563</td>
<td>***</td>
</tr>
<tr>
<td>ALQ Rater ← ALQ Self</td>
<td>.365</td>
<td>.590</td>
<td>.175</td>
<td>3.375</td>
<td>***</td>
</tr>
<tr>
<td>Satisfaction ← ALQ Rater</td>
<td>.435</td>
<td>.166</td>
<td>.040</td>
<td>4.157</td>
<td>***</td>
</tr>
<tr>
<td>Performance ← ALQ Rater</td>
<td>.793</td>
<td>.126</td>
<td>.013</td>
<td>9.750</td>
<td>***</td>
</tr>
</tbody>
</table>

***. Correlation is significant at $p < .001$ (1-tailed)
**. Correlation is significant at $p < 0.01$ (1-tailed).
*. Correlation is significant at $p < 0.05$ (1-tailed).

The women leaders’ model was very consistent with findings from the all gender leader model with one difference. The relationship between leader identity interference and satisfaction was no longer significant. The other significant relationships held consistent, leader identity interference to ALQ self, ALQ self to ALQ rater, ALQ rater to satisfaction, and ALQ rater to performance. The model is depicted in Figure 5.5. Women Leader Trimmed Path Analysis Model, ALQ Self Subscales.

To gain additional insight on the women leaders, ALQ self was substituted with the four ALQ self subscales. After adjusting the variance for two sets of error terms, the fit of the women leaders’ ALQ subscale model was acceptable with a CMIN value of 9.694, with 9 dfs, and $p = .476$ and indices scores of NFI (.951), CFI (.996), and RMSEA (.032). The AIC for the women leaders’ model was 79.694 and was less than the saturated and the independence models. Based upon an acceptable fit of the women leaders’ model, leader’s identity interference was found to be significant with the ALQ...
self subscales of internalized moral perspective, balanced processing, and self-awareness. Unlike the all gender leader model, the self-transparency subscale was not found to reach the level of significance. Of the four ALQ self subscales, only the internalized moral perspective subscale was found to be significantly related to ALQ rater. A summary of the findings is presented in Table 5.11.

Figure 5.5. Women Leader Trimmed Path Analysis Model, ALQ Self Subscales
Table 5.11. Women Leader Trimmed Path Analysis Model, ALQ Self Subscales:

<table>
<thead>
<tr>
<th>Regression Weights</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALQ Self Sub Scale</td>
</tr>
<tr>
<td>Transparency ← Leader Identity</td>
</tr>
<tr>
<td>Interference</td>
</tr>
<tr>
<td>Balanced Processing ← Leader Identity</td>
</tr>
<tr>
<td>Interference</td>
</tr>
<tr>
<td>Internalized moral perspective← Leader Identity</td>
</tr>
<tr>
<td>Interference</td>
</tr>
<tr>
<td>Self-Awareness← Leader Identity</td>
</tr>
<tr>
<td>Interference</td>
</tr>
<tr>
<td>ALQ Rater ← Transparency</td>
</tr>
<tr>
<td>ALQ Rater ← Balanced Processing</td>
</tr>
<tr>
<td>ALQ Rater ← Internalized moral perspective</td>
</tr>
<tr>
<td>ALQ Rater ← Self-Awareness</td>
</tr>
</tbody>
</table>

***. Correlation is significant at p < .001 (1-tailed)  
**. Correlation is significant at p < 0.01 (1-tailed).  
*. Correlation is significant at p < 0.05 (1-tailed).

5.5.3. Men leader model.

The men only led group included 25 businesses of which there were 27 owners and 38 associates for a total of 65 individuals. The initial paths used for the all gender...
leader model was the starting point for this analysis. The CMIN was provided for all variables in the initial model for the male leader group. Direct effects were found to be significant for only six of the eleven paths, and are shown in Table 5.12. The CMIN values of 38.490 with 17 dfs, and \( p = .002 \), indicated that the data does not fit the male leader hypothesized model. The selected fit indices for the initial path model were: NFI (.683), CFI (.770), and RMSEA (141). The last index examined was AIC, for which the hypothesized model’s value was 92.490, which was more than the saturated and independence models. Collectively, these indices indicate that the initial hypothesized model was not a good fit for the men leaders’ data. To improve the model, the recommendations were made from the modification indices. This involved co-varying a few of the error variables and leader identity interference. This co-varying resulted in improvements to the model: CMIN became 16.898 with 14 dfs, \( p = .262 \). NFI improved to .861, CFI (.969), RMSEA (.057), and AIC (76.898) for the men leaders’ model was less than those for the saturated and independence models.

Similar to the all gender and female leaders models, values reported here for the male leaders’ model included the standard and un-standard estimated covariance, the standard error (S.E.), critical ratio of the estimate to the standard error (C.R), and level of significance (\( p \)). In addition, output was examined of indirect effects to determine whether mediation was present. As occurred with the other two leader models, all gender and women, the results revealed that men leaders’ identity interference was significantly related to ALQ self with a standard estimate of -.258, an un-standard estimate of -.322, and S.E. (.150), a C.R. ( -2.139), and \( p = .032 \). ALQ self was significantly related to ALQ rater, with a standard estimate of .428, an un-standard estimate of .782, an S. E.
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(.206), a C.R. (3.794), and \( p < .000 \). ALQ rater was found to be significantly related to two variables, satisfaction and gender identity. The values for satisfaction included the standard estimate of .690, an un-standard estimate of .243, an S. E. (.030), a C.R. (8.206), and a \( p < .000 \). Relative to ALQ rater and gender identity, the values for the standard estimate was .344, the un-standard was .243, an S. E. (.083), a C.R. (2.934), and \( p = .003 \). ALQ rater was not significantly related to performance unlike the all gender and the women leaders’ models.

For the male leaders’ model, ALQ rater was revealed to be significantly related to gender identity, and gender identity was related to satisfaction. ALQ rater was not related to work identity, but work identity was significantly related to satisfaction. Thus for men leaders, \textit{Hypothesis 2.a.} was supported: gender identity mediated the relationship between ALQ rater and satisfaction.

The men leader model was then revised so that variables were removed from the model that did not have a significant relationship or for which the relationship was significant but was not consistent with the hypothesized relationships. These revisions resulted in trimming the associate variables of identity interference and performance. The final graphical model and regression scores are reported respectively in Table 5.12. and Figure 5.6. For the final path model, all relationships of the remaining variables were significant except for ALQ rater to work identity. The trimmed variables improved the model fit and were reflected in the CMIN value of 2.408, with 6 dfs, and with \( p = .879 \), an NFI (.975), CFI (1.00), and RMSEA (.000). The AIC (44.408) index also improved and became less than the saturated and independent model. The final trimmed men leaders’ model fit was much improved over the initial model.
### Table 5.12. Men Leader Initial Path Analysis Model: Regression Weights

<table>
<thead>
<tr>
<th></th>
<th>Standard Estimate</th>
<th>Un-Standard Estimate</th>
<th>S.E.</th>
<th>C. R.</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALQ Self ← Leader Identity Interference</td>
<td>-.258</td>
<td>-.322</td>
<td>.150</td>
<td>-2.139</td>
<td>.032*</td>
</tr>
<tr>
<td>ALQ Rater ← ALQ Self</td>
<td>.428</td>
<td>.782</td>
<td>.206</td>
<td>3.794</td>
<td>***</td>
</tr>
<tr>
<td>Work Identity ← ALQ Rater</td>
<td>.079</td>
<td>.076</td>
<td>.121</td>
<td>.632</td>
<td>.527</td>
</tr>
<tr>
<td>Gender Identity ← ALQ Rater</td>
<td>.344</td>
<td>.243</td>
<td>.083</td>
<td>2.934</td>
<td>.003**</td>
</tr>
<tr>
<td>Associate Identity Interference ← ALQ</td>
<td>-.073</td>
<td>-.034</td>
<td>.058</td>
<td>-.582</td>
<td>.560</td>
</tr>
<tr>
<td>Rater</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfaction ← ALQ Rater</td>
<td>.690</td>
<td>.243</td>
<td>.030</td>
<td>8.206</td>
<td>***</td>
</tr>
<tr>
<td>Satisfaction ← Work Identity</td>
<td>.255</td>
<td>.093</td>
<td>.026</td>
<td>3.544</td>
<td>***</td>
</tr>
<tr>
<td>Satisfaction ← Gender Identity</td>
<td>.188</td>
<td>.094</td>
<td>.038</td>
<td>2.462</td>
<td>.014*</td>
</tr>
<tr>
<td>Satisfaction ← Associate Identity</td>
<td>-.011</td>
<td>-.009</td>
<td>.055</td>
<td>-.159</td>
<td>.874</td>
</tr>
<tr>
<td>Interference</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance ← Satisfaction</td>
<td>-.051</td>
<td>-.016</td>
<td>.056</td>
<td>-.293</td>
<td>.769</td>
</tr>
<tr>
<td>Performance ← ALQ Rater</td>
<td>.226</td>
<td>.026</td>
<td>.020</td>
<td>1.313</td>
<td>.189</td>
</tr>
</tbody>
</table>

***. Correlation is significant at $p < .001$ (1-tailed)
**. Correlation is significant at $p < 0.01$ (1-tailed).
*. Correlation is significant at $p < 0.05$ (1-tailed).
The results of the regression analyses of the final trimmed men leaders’ model were as follows: The first estimate found that leader identity interference was related to leader ALQ self, with a standard covariance of -.258, an un-standard estimate of -.322, and $p = .003$. The men leaders’ ALQ self was related to their associates’ ALQ rater assessments, with a standard estimate of .428, an un-standard estimated covariance of .782, an S. E. (.206), a C. R. (3.794), and a $p < .001$. The associates’ ALQ rater was related to work identity, gender identity, and satisfaction. The values of ALQ self to ALQ rater had a standard estimate of .079, an un-standard estimate of .076, an S. E. (206), a C. R. (.632), and $p = .527$. Work identity was significantly related to satisfaction, with a
standard estimate of .253, an un-standard estimate of .092, an S. E. (.026), a C. R. (3.511), and $p < .001$.

ALQ rater and satisfaction had indirect or mediated standard effect of .019 and an un-standard effect of .007. ALQ rater was related to gender identity and had a standard estimate of .344, an un-standard estimate of .243, an S. E. (.083), a C. R. (2.934). ALQ rater was significantly related to satisfaction for the men leaders, based upon these results: standard estimate of .692, un-standard estimate of .244, a S. E. (8.235), with $p < .001$. A summary of the regression values for the trimmed men leaders’ model is presented in Table 5.13.

ALQ rater and satisfaction had an indirect or mediated standard effect of .086, and an un-standard effect of .030. The indirect effect was calculated by multiplying the standard effect of ALQ rater on the mediator by the effect of the mediator on satisfaction for gender identity and work identity, and was respectively found to be .065 and .020.

Compared to the all gender and women leader models, the men leader model had a few similarities and differences. Common to all models, identity interference was significantly related to ALQ self, and ALQ rater was significantly related to satisfaction. Similar to the all gender model, leader identity interference was significantly related to satisfaction. Unlike the other models, ALQ rater was not related to performance for the men leader model. Also unique to the men leader model were two indirect or mediated effects. Work identity and gender identity were found to mediate the effect between ALQ rater and satisfaction. Indirect or mediated effects were not found in the all gender and women leader models. The diagram of the final trimmed men leader model is depicted in Figure 5.7.
### Table 5.13. Men Leader Trimmed Path Analysis Model: Regression Weights

<table>
<thead>
<tr>
<th></th>
<th>Standard Estimate</th>
<th>Un Standard Estimate</th>
<th>S.E.</th>
<th>C. R.</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALQ Self ← Leader Identity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interference</td>
<td>-.258</td>
<td>-.322</td>
<td>.150</td>
<td>-2.139</td>
<td>.032*</td>
</tr>
<tr>
<td>ALQ Rater ← ALQ Self</td>
<td>.428</td>
<td>.782</td>
<td>.206</td>
<td>3.794</td>
<td>***</td>
</tr>
<tr>
<td>Work Identity ← ALQ Rater</td>
<td>.079</td>
<td>.076</td>
<td>.121</td>
<td>.632</td>
<td>.527</td>
</tr>
<tr>
<td>Gender Identity ← ALQ Rater</td>
<td>.344</td>
<td>.243</td>
<td>.083</td>
<td>2.934</td>
<td>.003**</td>
</tr>
<tr>
<td>Satisfaction ← ALQ Rater</td>
<td>.692</td>
<td>.244</td>
<td>.030</td>
<td>8.235</td>
<td>***</td>
</tr>
<tr>
<td>Satisfaction ← Work Identity</td>
<td>.253</td>
<td>.092</td>
<td>.026</td>
<td>3.511</td>
<td>***</td>
</tr>
<tr>
<td>Satisfaction ← Gender Identity</td>
<td>.191</td>
<td>.095</td>
<td>.095</td>
<td></td>
<td>.095</td>
</tr>
<tr>
<td>Satisfaction ← Leader Identity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interference</td>
<td>-.187</td>
<td>-.150</td>
<td>.063</td>
<td>-2.378</td>
<td>.017*</td>
</tr>
</tbody>
</table>

***. Correlation is significant at p < .001 (1-tailed)
**. Correlation is significant at p < 0.01 (1-tailed).
*. Correlation is significant at p < 0.05 (1-tailed).

To gain additional insight on the men leaders, ALQ self was substituted with the four ALQ subscales. The men leader model was adjusted by adding covariance between two of the error terms. The resulting fit of the men leader’s ALQ subscale model was acceptable with a CMIN (14.505), with 14 df’s, and p = .413. The indices for the men leader model were as follows: NFI (.918), CFI (.996), RMSEA (.024), and an AIC (94.505) that was less than the saturated and the independence models.
Based upon an acceptable fit of this model, leader’s identity interference was found to be significant with only the ALQ self subscale of self-transparency, which had these values: standard estimate (-.330), un-standard estimate (-.169), S. E. (.061), C. R. (-2.793), and $p = .005$. These findings were consistent with the all leader gender model.

The ALQ self subscales of internalized moral perspective, balanced processing and self-awareness were not found to be significantly related to men leaders’ identity.
Table 5.14. Men Leader Trimmed Path Analysis Model, ALQ Self Subscale:

Regression Weights

<table>
<thead>
<tr>
<th>ALQ Self Sub Scale</th>
<th>Standard Estimate</th>
<th>Un-Standard Estimate</th>
<th>S.E.</th>
<th>C. R.</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparency ← Leader Identity</td>
<td>-.330</td>
<td>-.169</td>
<td>.061</td>
<td>-2.793</td>
<td>.005**</td>
</tr>
<tr>
<td>Interference</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balanced Processing ← Leader Identity Interference</td>
<td>-.109</td>
<td>-.028</td>
<td>.031</td>
<td>-.877</td>
<td>.381</td>
</tr>
<tr>
<td>Internalized moral perspective ← Leader Identity Interference</td>
<td>-.213</td>
<td>-.071</td>
<td>.041</td>
<td>-1.743</td>
<td>.081</td>
</tr>
<tr>
<td>Self-Awareness ← Leader Identity Interference</td>
<td>-.102</td>
<td>-.054</td>
<td>.066</td>
<td>-.824</td>
<td>.410</td>
</tr>
<tr>
<td>Interference</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ALQ Rater ← Transparency</td>
<td>.430</td>
<td>.616</td>
<td>.572</td>
<td>1.077</td>
<td>.282</td>
</tr>
<tr>
<td>ALQ Rater ← Balanced Processing</td>
<td>.130</td>
<td>1.166</td>
<td>1.086</td>
<td>1.074</td>
<td>.283</td>
</tr>
<tr>
<td>ALQ Rater ← Internalized moral perspective</td>
<td>-.114</td>
<td>-.777</td>
<td>.956</td>
<td>-.813</td>
<td>.417</td>
</tr>
<tr>
<td>ALQ Rater ← Self-Awareness</td>
<td>.144</td>
<td>.616</td>
<td>.572</td>
<td>1.077</td>
<td>.282</td>
</tr>
</tbody>
</table>

***. Correlation is significant at p <.001 (1-tailed)
**. Correlation is significant at p < 0.01 (1-tailed).
*. Correlation is significant at p < 0.05 (1-tailed).
interference. Also, only the subscale of self transparency was revealed to be significantly related to ALQ rater and was characterized by these values: standard estimate of .430, unstandard estimate of 1.905, S. E. of .570, C. R. of 3.344, and $p < 0.001$. 

Figure 5.8. Men Leader Trimmed Path Analysis Model, ALQ Self subscales
To improve the model, it was trimmed of the ALQ subscales found not to be significant: balanced processing, internalized moral perspective, and self-awareness. The revised model was improved values were: CMIN (4.631) with 6 \( dfs \), \( p = .592 \), NFI (.952), CFI (1.000), RMSEA (.000), and AIC (46.631) A summary of the men leader trimmed model’s regression values are presented in Table 5.14, and the path diagram is presented in Figure 5.8. A narrative summary of the findings as they pertain to the antecedents, mediators, outcomes, and moderators within the authentic leadership framework is presented next.

5.6 Findings by Theoretical Framework

5.6.1 Antecedent to Authentic Leadership - Identity Interference.

In this study’s population of business owners, the leaders self-evaluated themselves as authentic leaders with a mean score of 4.3 on a 5 point scale with a standard deviation of 0.4. The associates’ mean authentic leadership score was 4.2 on a 5-point scale with a standard deviation of 0.6. As authentic leadership is a continuum where the higher the score the more authentic the leader, these scores reflect that both the owner and their associates rated the leader more authentic. The owners’ authentic leadership ratings were slightly higher than their associates’ ratings and the relationship between the owners and the associates’ ratings were significant for the three owner groups studied – all genders, women only, and men only.

Next to be established was whether identity interference between gender and leader role was an antecedent to authentic leadership. This study determined that business owners did not consider that they had strong identity interference (the mean score for all genders leaders was 2.6 with a standard deviation of 1.01). This mean score was less than
EXPLORING THE AUTHENTIC LEADERSHIP OF SMALL BUSINESS OWNERS

4 on the 7 point scale, which fell in the range characterized as not true of me. As theorized, identity interference was found to be significantly and negatively related to authentic leadership. Small business owners indicated that they were able to successfully minimize conflict between their gender and leader roles.

However, the relationship between owner’s identity interference and their authentic leadership varied strikingly among the all gender, women, and men owners leader models. The standard estimate of covariance indicated that, as the all gender owners’ identity interference decreased by 0.19, their level of authentic leadership would increase by one unit. For the women owners, they would need to decrease their level of identity interference by 0.45—or more than twice the amount of the all gender model—to gain a one unit increase in authentic leadership. On the other hand, the men owners’ level of identity interference would need to decrease 0.26 or only slightly more than one-third more than the all gender model. This finding suggests that women only owners experienced more identity interference than organizations led by men only or a mixed gender team.

Moreover, the final trimmed all genders and men only leader models revealed that identity interference of the owner was significantly and negatively related to their associates’ job satisfaction. The standard estimate of covariance indicated that, as the all genders owners’ identity interference decreased by 0.15 and the men only by .19, the level of their associate’s job satisfaction increased by one unit. This relationship was, however, not statistically significant in the women only leader models.

In the all gender and men only leadership models, only relational transparency was significantly related to identity interference. In the case of the women only leader
model, identity interference was not found to be significantly related to relational transparency, but was found to be significantly related to the other two self-regulatory subcomponents of balanced processing, internalized moral perspective, and self-awareness.

For the all gender leader model, ALQ rater was significant and increased satisfaction .515; for the women only leader model, ALQ rater to satisfaction increased .435; and, for the men only leader model, ALQ rater to satisfaction increased .692. Relative to performance, the all gender model revealed that one unit of ALQ rater resulted in a standard increase in performance of .469; and for the women owners, performance increased by .793. There was no relationship between ALQ rater and performance for the men leader group.

The congruence between women owner’s perceptions and those of their associates were less than the men owners. For the all gender model as ALQ self rating increased one unit, ALQ rater increased .334; for women only owners .365; and, for men only owners the increase was .428. This suggests that there was more congruence between the men and their associates’ perception of leadership than the women only or the all gender owners.

Finally, though not the focus of this research, leader identity interference was found to have an indirect standard effect in the all gender trimmed model on: authentic leadership rating of the associates (-.063), performance (-.030), and satisfaction (-.032). For the men only owner trimmed leader model, identity interference was related to a decrease in: the authentic leadership rating of the associates (-.111), and, to a lesser extent, on gender identity (-.038), work identity (-.009), and satisfaction (-.069). For the
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women only owner trimmed leader model, identity interference was related to a decrease in the authentic leadership rating of the associates (-.165), performance (-.131), and satisfaction (-.072). These findings provide additional support on the magnitude of the effect of identity interference on the owners and their associates.

5.6.2 Authentic Leadership Subcomponents - Relationship Between Self and Rater.

The present study had the business owner self-rate themselves as an authentic leader and their associate(s) rate the same owner’s level of authentic leadership. The results from the subcomponent analyses revealed that, for the all gender leader model, only the owners’ relational transparency significantly covaried with the associates’ rating of the leader. For the women only leader model, only internalized moral perspective significantly covaried with the associates’ rating of the leader. For the men leader model, none of the leader’s authentic leadership subcomponents significantly covaried with their associates’ rating of the leader. Thus, how a leader influenced their associate’s perception of them varied by leader gender.

5.6.3 Mediators of Authentic Leadership - Identity Interference, Gender Identity, and Work Identity.

Identity interference.

The associates’ mean identity interference score was 2.2 on a 7 point scale with a standard deviation of 0.91 between their work and gender identities. The study’s results did not find any support that associate identity interference served as a mediator of authentic leadership and job satisfaction for any of the leadership models. Moreover, the level of identity interference of the associates was about 16% less than the level of their
leaders’ mean level of identity interference. In addition, when explored, no significant relationship was found in any of the path models between the leaders’ identity interference and the identity interference of their associates.

**Gender identity.**

Only partial support was found for gender identity mediating the relationship between associates’ ratings of authentic leadership and their job satisfaction for the all gender leader model. Overall, associates indicated strong support for their gender identity, with a mean score of 4.9 on a 7 point scale with a standard deviation of 0.73. Authentic leadership was revealed to be significantly related to gender identity; however, gender identity was not significantly related to satisfaction. In reviewing the indirect effects for the all gender leadership model, no indirect effects or mediation was found. Relative to the women only leader model, authentic leadership was not significantly related to gender identity; nor was gender identity significantly related to satisfaction. In short, for the women only leader model, there was no support found for gender identity functioning as a mediator of authentic leadership and job satisfaction.

However, the men only leader model revealed that authentic leadership was significantly related to gender identity with a standard covariance of .344, and gender identity was significantly related to satisfaction with a standard covariance of .19. Relatedly, the indirect effects indicated that gender identity mediated the relationship between authentic leadership and job satisfaction for associates of male owners. The mediated standard effect was small 0.019.
Work identity.

Only partial support was revealed for associates’ work identity’s mediating the relationship between authentic leadership and job satisfaction. The mean score of work role identity was 3.5 on a 6 point scale with a standard deviation of 0.93. The all gender leader model did not find that authentic leadership was related to work identity, whereas work identity was found to be significantly related to satisfaction; still, no mediation effect was revealed for this model. In the women leader model, authentic leadership was not significantly related to work identity; work identity was not significantly related to satisfaction; and no indirect or mediated relationships was revealed. Thus, no support was found in the women only leader model that work identity functioned as a mediator. However, for the men only leader model, though authentic leadership was not found to be significantly related to work identity, work identity was found to be related to satisfaction (.253**). In addition, the indirect effects revealed that work identity had a weak effect, standard estimate of 0.020, indicating that work identity functioned to some degree as a mediator of authentic leadership and satisfaction for men only leader model.

5.6.4 Outcomes of Authentic Leadership – Satisfaction and Performance.

Overall associates reported strong job satisfaction, a mean score of 5.8 on a 7-point scale with a standard deviation of 1.2 and strong job performance with a mean score of 4.7 on a 5-point scale with a standard deviation of 0.5. For the all gender and the women only leader models, authentic leadership was related to both satisfaction and performance, but satisfaction was not significantly related to performance. Moreover, for these two leader models, there were no indirect effects revealed that satisfaction acted as a mediator between authentic leadership and performance. For the men only leader
model, authentic leadership was only related to associate satisfaction; performance was not found to be significant within the authentic leadership framework.

5.6.5 Moderators of Authentic Leadership – Gender.

Results abundantly supported the hypothesis that, for associates, the relationship between leaders’ authentic leadership behavior and associates’ job satisfaction were moderated by leader gender. There were several differences in how authentic leadership was manifested differently by leader gender, leading to different effects on associate job satisfaction. To tease out these effects, three different leadership models were developed from this study’s data using an all gender leader model, a women only leader model, and a men only leader model.

To increase the associates’ job satisfaction by one unit, the authentic leadership rating needed to increase by 0.435 for the all women leader model, 0.515 for the all gender leader model, and, 0.69 for the all men leader model. Women leaders needed to increase their authentic leadership by almost fifty percent more to yield the same level of satisfaction as the men leaders. In addition, what drove the authentic leadership rating of the leader also differed by gender. For the all gender leader model, the associates’ rating of authentic leadership was driven by the leader’s relational transparency; for the women only leader model, it was driven by the leader’s internalized moral perspective; and, for the men only model, there was no significant relationship found among the leaders’ sub components of authentic leadership and their associates’ ratings.

Additional differences were found in the path models by leader gender which included differences related to job performance, the relationship between identity interference and satisfaction, and the presence of mediation as a function of identity. To
increase the associates’ job performance by one unit, the authentic leadership rating needed to increase by 0.469 for the all gender leader model and by 0.793, or almost double the amount, for the women only gender model. For the men leader model, there was no relationship found between their associates’ authentic leadership and performance. In addition, for the all gender and men only leader models, the leaders’ level of identity interference significantly covaried with the associates’ satisfaction. This covariance was not present in the women only leader model. More importantly, in the men only leader model, gender identity and work identity was revealed to act as a mediator between authentic leadership and job satisfaction.

In summary, the authentic leadership framework for the all gender and women only models determined that identity interference was an antecedent to authentic leadership; there were two outcomes of authentic leadership, satisfaction and performance; identity interference did not act as a mediator between authentic leadership and associate satisfaction; satisfaction did not act as a mediator between authentic leadership and performance; and, last, leader gender moderated authentic leadership behavior. For both the all gender and men only leader models, identity interference was significantly related to associate job satisfaction.

The men only leader model also established that identity interference was an antecedent to authentic leadership; identity interference was not related to associate satisfaction; and, leader gender moderated authentic leadership behavior. Unique to the male leader model, only satisfaction was an outcome of authentic leadership; and, work role and gender identity functioned as a mediator between authentic leadership and job satisfaction.
5.7 Summary

This chapter began with a description of the survey sample and data preparation. This inquiry was performed at the individual level of analysis. Results were provided that described the sample’s personal and organizational demographics. Next, a summary of the instruments used in this study and their reliability was detailed. The findings associated with the inferential statistics of correlational analyses and SEM were reported. Data was provided on the regression values and the model fit indices. Three models were developed beginning with an all gender leader model. Then a women only leader model was developed, and last, a men only leader model was created. In addition, to provide more insight on the relationship of identity interference and the authentic leadership instruments, the ALQ self was replaced with its four subscales.

Analyses of the three models, all gender leaders, women leaders, and men leaders, revealed total support for two of the hypotheses, total rejection of one hypothesis, and partial support for four hypotheses. For all three leader models, total support was found for Hypothesis 1. For small business owners, less identity interference between gender and leader role is related to higher levels of authentic leadership. The three leader models also provided full support for Hypothesis 4. For associates, the relationship between a leader’s authentic leadership behavior and their job satisfaction will be moderated by leader gender. None of the three models supported Hypothesis 2.c. For associates, the relationship between their leader’s authentic leadership and job satisfaction is mediated by identity interference between gender and work role identities.

Partial support was found across the all gender, women, and men leader models for Hypothesis 3. Associate job satisfaction will mediate the relationship between
authentic leadership behaviors and job performance. All models determined that there was a relationship between ALQ rater and satisfaction; however, in no model did satisfaction mediate the relationship between ALQ rater and performance.

The models differed significantly relative to the associate identity variables. The all gender leader model and the women only leader model results revealed no indirect effects or mediation between ALQ rater and satisfaction for the associate variables of gender identity and work identity. In contrast, the men leader model did provide full support for gender identity and work identity mediating the relationship between ALQ rater and associate satisfaction. As a result, partial support was found for these two hypotheses: Hypothesis 2.a. For associates, the relationship between their leader’s authentic leadership and job satisfaction is mediated by gender identity; and, Hypothesis 2.b. For associates, the relationship between their leader’s authentic leadership and job satisfaction is mediated by work role identity.

The significance of the ALQ self-subscales to identity interference and ALQ rater also differed by leader gender. For the all gender and men only leader models, relational transparency was the only significant relationship. Conversely, for the women only leader model, relational transparency was not significant, but the ALQ’s other three subscales – balanced processing, internalized moral perspective, and self-awareness – were significant. A summary of the hypotheses and the findings are presented in Table 5.15. The implications associated with these findings are discussed in Chapter 6.
Table 5.15. Summary of Findings by Hypothesis and Leader Model

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Findings / Leader Model</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>All</td>
</tr>
<tr>
<td>Genders</td>
<td>Full</td>
</tr>
</tbody>
</table>

1. For small business owners, less identity interference between gender and leader role is related to higher levels of authentic leadership.

2.a. For associates, the relationship between their leader’s authentic leadership and job satisfaction is mediated by gender identity.

2.b. For associates, the relationship between their leader’s authentic leadership and job satisfaction is mediated by work role identity.

2.c. For associates, the relationship between their leader’s authentic leadership and job satisfaction is mediated by identity interference between gender and work role identities.

3. Associate job satisfaction will mediate the relationship between authentic leadership behaviors and job performance.
### Table 5.15. Summary of Findings by Hypothesis and Leader Model (continued)

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Findings/ Leader Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. For associates, the relationship between leader’s authentic leadership behavior and their job satisfaction will be moderated by leader gender.</td>
<td>Full Full Full</td>
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</table>

<table>
<thead>
<tr>
<th>Other Findings</th>
<th>Findings/ Leader Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leader identity interference relationship to the authentic leadership ALQ subscales</td>
<td>All Women Men Genders</td>
</tr>
<tr>
<td>Self-awareness</td>
<td>--- Yes ---</td>
</tr>
<tr>
<td>Relational transparency</td>
<td>Yes --- Yes</td>
</tr>
<tr>
<td>Balanced processing</td>
<td>--- Yes ---</td>
</tr>
<tr>
<td>Internalized moral perspective</td>
<td>--- Yes ---</td>
</tr>
</tbody>
</table>

| Leader ALQ self-subcales relationship to ALQ rater | |
| Self-awareness | --- --- --- |
| Relational transparency | Yes --- --- |
| Balanced processing | --- --- --- |
| Internalized moral perspective | --- Yes --- |

| Leader identity interference was negatively related to associate satisfaction | Yes --- Yes |
Chapter 6

Conclusions and Recommendations for Future Research

This chapter begins by providing a summary of the findings of the study as they related to the research questions and hypotheses. Insight is also provided on the findings in light of existing theory and research. This section concludes with a discussion of this study’s limitations that may affect the validity or the generalizability of the results. Recommendations for further research will also be presented. Finally, the implications of this study for leadership development and small business settings are addressed.

6.1 Overview of Findings, Research Questions and Hypotheses

This study sought to determine whether the authentic leadership framework included an antecedent and a moderator and multiple mediators and outcomes. The theorized relationships were explored within an understudied population, small business owners and their associates. Small businesses were studied because these organizational entities can establish a set of leadership and business practices which are more likely to emanate from the leader’s personal values, goals, and identities. This direct link may result in small business practices that may be as unique and true as the individual owners. Thus, this study sought to explore the leadership and business characteristics that these owners employ with their associates in the workplace. These characteristics may differ in both kind and quality than those of the large corporate organizations typically investigated in business research. This study sought to examine the relationship of authenticity and leadership by determining whether owners of small businesses are authentic leaders.
Small businesses may potentially reap more benefits from authentic leadership because they would be able to better leverage the talents of their associates (Jensen & Luthans, 2006). Based upon the model that links authentic leadership to followers’ attitudes and behaviors (Avolio et al., 2004), the small business owner who is a more authentic leader is more likely to benefit from a positive work environment, attitudes and behaviors of its organization’s members.

Unique to this current study was the development of three models of inquiry that were based upon the collective analysis of an all gender leader model, and two subsets of the sample population, an all women leader model, and an all men leader model of small businesses’ owners and their associates.

The first research question sought to determine whether small business owners’ identity interference was an antecedent to authentic leadership. The researcher hypothesized that business owners who were able to successfully integrate their identities and exhibit role consistency would be more likely to demonstrate self-awareness and self-regulation, the core components of authentic leadership (Gardner et al., 2005). Specifically, this study investigated whether identity interference between leader and gender roles was an antecedent to authentic leadership. The results of the data analysis for the all genders, women only, and men only leader models fully supported Hypothesis 1. For small business owners, less identity interference between gender and leader role is related to higher levels of authentic leadership. Thus, identity interference was determined to be an antecedent to authentic leadership.

When an owner’s gender and leader identities interfere with one another, the owner may feel they have to deny their own gender and find it difficult to be comfortable,
at ease, or maintain a sense of belonging (Adam et al., 2006) to their leadership identity. Identity interference may cause the woman or man to feel that when they affirm their gender through their attire or professional affiliation with gender-specific groups, they may encounter responses that diminish or deny their leadership status. Therefore owners who feel conflict in enacting their leader and gender identities are likely to perceive themselves and their experiences more negatively. However, business owners who are able to capitalize upon their multiple identities are associated with more positive experiences and feelings (Karelaia & Guillen, 2012; Settles, 2004; Settles 2006; Setttles et al., 2009).

Avolio et al. (2004) theorized that, in the authentic leadership model, followers were influenced by their business leaders through the process of identification. Identification serves to mediate the relationship between authentic leadership and associates’ satisfaction. In essence, the more the associate identifies with the leader, the more satisfied the associate is likely to be in their role. In this present study, the businesses’ associates were surveyed to determine whether their identification with their work role and gender identity mediated the relationship between their perception of their business owner’s authentic leadership and their job satisfaction as an associate. The present study also explored whether the presence of identity interference between work role and gender identity might also mediate the relationship between authentic leadership and associate job satisfaction. The second research question was addressed: do associates’ gender identity, work role identity, and identity interference mediate the relationship between authentic leadership behaviors and their job satisfaction?
The findings for the three related hypotheses were mixed. The support or lack thereof for these hypotheses depended upon whether the leaders were all genders, women only, or men only for 2.a. For associates, the relationship between their leader’s authentic leadership and job satisfaction is mediated by gender identity. 2.b. For associates, the relationship between their leader’s authentic leadership and job satisfaction is mediated by work role identity.

The results did not support the idea that identity interference between associates’ work role and gender identity mediated the relationship between authentic leadership and job satisfaction. Therefore, Hypothesis, 2.c., which was that, for associates, the relationship between their leader’s authentic leadership and job satisfaction is mediated by identity interference between gender and work role identities, was rejected.

The authentic leadership framework advanced that there were positive attitudinal and behavioral outcomes from followers that result from authentic leadership (Avolio et al., 2004). In short, followers of more authentic leaders will have more positive work attitudes that will in turn lead to enhanced work performance (Avolio et al., 2004). The present study’s third research question was investigated: Does associates’ job satisfaction mediate the relationship between authentic leadership behaviors and job performance? The findings from this study found partial support for Hypothesis 3. Associate job satisfaction will mediate the relationship between authentic leadership behaviors and job performance.

A boundary condition of authentic leadership is the concept of relational authenticity that Eagly (2005) advanced. Key to this concept is the contention that organizations’ members must be willing to support the leader’s values. Associated with
relational authenticity is the concept of role incongruity (Eagly, 2005). Role incongruity occurs when the leader occupies a role that is incongruent with their gender (Eagly, 2005). This present study sought to determine the gender dynamics of leadership within small businesses. Thus the fourth research question addressed: Does leader gender moderate the effect of identity interference on authentic leadership and authentic leadership on associates’ jobs satisfaction? The findings found strong support for Hypothesis 4. For associates, the relationship between leader’s authentic leadership behavior and their job satisfaction will be moderated by leader gender. The next section discusses the findings in light of existing theory and research.

6.2 Discussion of Major Findings

This discussion will address this present study’s major findings: authentic leadership is a gendered process; small business owners are authentic leaders who are able to manage their identity interference; and thus, extend the definition of leadership for themselves and their business associates. Also discussed is how identity interference manifests itself in these businesses. However, women owners still experience more identity interference than men and the implication of this finding for these owners and their associates is addressed. Next the women only and the men only leader models are explored. The role of relational authenticity, role incongruity, and leadership practices by gender are also addressed in the discussion.

6.2.1 Authentic Leadership – A Gendered Process.

The gender of the small business’ ownership team matters; depending upon whether the owner(s) of the business were a mixed gender team, led by a woman, or led by a man, a different set of authentic leadership variables and relationships were revealed
to be active. Consistent with prior research (Jensen & Luthans, 2006, 2006a), support was found for the theory that small business owners who are more authentic leaders were more likely to benefit from a positive work environment, attitudes and behavior of its organization’s members (Avolio et al., 2004). The all genders and women owners’ authentic leader model was revealed to include authentic leadership, an antecedent, along with attitudinal and behavioral outcomes, and a moderator. Similar to the all genders and women only models, the men only model included the antecedent and moderator, but only an attitudinal outcome. Unique to the men only model, two mediators were revealed to be active within the authentic leadership framework. These findings were consistent with those of Jensen & Luthans (2006, 2006a), which found that authentic leadership was an appropriate framework by which to study small businesses and that authentic leadership was a gendered process.

Starting a business can be considered an authentic act (Hmieleski et al., 2012; McMullen, Bagby, & Palich, 2008) that may require the owner to function as a leader and incorporate leadership into their identity (Garnder et al., 2005). Results from this study revealed that business owners were considered more authentic leaders by both their self-ratings and the ratings of their associates; the ratings of the owners and their associates were quite similar.

However, when it came to determining which subcomponent of the owner’s authentic leadership drove their associate’s authentic leadership rating, only relational transparency was found to be active in the all gender leader model; internalized moral perspective, for the women only leader model; and, no one authentic leadership component was active for the men only leader model. These findings suggest that in
practice the connection between owner and associates is more generalized than specific to
the authentic leadership sub-components. Moreover, from an organizational perspective,
owners and other leaders may benefit from focusing on the authentic leadership
subcomponents to strengthen their presence in their organizations. The findings suggest
that this emphasis might result in stronger activation of authentic leadership relative to
the attitudinal and behavioral outcomes respectively of job satisfaction and job
performance.

6.2.2 Ability to Integrate Leader and Gender Identities an Antecedent to
Authentic Leadership.

Similar to other studies (Jensen & Luthans, 2006, and Peus et al., 2012), this
study revealed an antecedent for authentic leadership. Business owners did not indicate
that they had strong identity interference between their leader and gender identities.
Moreover, identity interference was revealed to be an antecedent to authentic leadership
for all three owner gender leadership models. As theorized, identity interference was
found to be significantly and negatively related to authentic leadership. Small business
leaders’ ratings indicated that they were able to successfully minimize conflict between
their gender and leader roles. These present results were consistent with findings from
Karelaia & Guillen (2012), who determined that identity interference in women was an
antecedent to motivation to lead.

These findings provide support for the proposition that to be an authentic leader,
one must be authentic (May et al., 2003), view oneself as a leader (Gardner et al., 2005,
Shamir & Eilam, 2005), and act in a manner that is consistent with one’s values and
identities (Shamir & Eilma, 2005). Moreover, these findings suggest that when business
owners are able to integrate their identities and exhibit role consistency by actively managing their self-identities and consciously acting to balance their values, motives, emotions, and goals ascribed by their self-identities, they were activating their self-awareness to manage their identities. The owners also used the process of self-regulation to actively align their decisions and actions with their true values and goals and to seek to present their authentic selves to others. Business owners who were able to exhibit consistency between their gender and leader roles were more likely to demonstrate self-awareness and self-regulation, and thus were determined to be more authentic leaders.

Managing multiple roles was found to be either a positive or negative experience for an individual (Karelaia & Guillen, 2012, Settles 2004, Settles 2006, Settles et al., 2009). In the case of this study’s business owners, managing multiple identities resulted in synergistic positive outcomes. Starting a business may be an authentic act on the part of the owner and a means by which the owner aligns their personal values and goals.

6.2.3 Extending the Definition of Leadership.

Small business owners in general and women owners in particular may be able to extend the boundaries of what it means to be a leader and incorporate behaviors associated with both their gender and leadership roles to reduce their organization’s level of role incongruity (Eagly 2005, Koenig et al., 2011) and expand the endorsement of their leadership values by others (Eagly, 2007).

Overall, business owners experienced less identity interference; thus they were able to successfully integrate their gender and leadership roles. The associates in their companies reported less identity interference than their owners. This suggests that the owners were able to create a work environment that supports role integration between
gender and work identities. In the all genders and men only leader models; identity interference was revealed to directly impact associate job satisfaction. Although not the focus of this present research, leader identity interference was found to have an indirect and negative effect on all variables in the three leadership models examined in this study. Identity interference of the leader influences all significant variables in this present study’s theorized model, and small business owners should consider consciously how to manage their and their associates’ identity interference as a way to increase job satisfaction and job performance.

The significance of authentic leadership and the determination that identity interference was an antecedent of authentic leadership was common across the three leadership models explored in this present study. The three models differ in what components were significant. The following section will first address the women leader model, and then the men only leader model. Similarities and contrasts will be made among the different models.

6.2.4 The Women Owners Leader Model.

To review, the women only leader model showed the following significant variables: the antecedent of identity interference of the leader; authentic leadership of the owner (self) and the associates (rater); the outcomes of job satisfaction and job performance; and, the moderator, leader gender. The identification mediators of gender identity, work role identity, and identity interference were not found to be significant in the women only leader model. The discussion will begin by addressing the antecedent of identity interference.
The relationship between leader identity interference and their authentic leadership varied strikingly among the all genders, women only, and men only leader models. The present findings indicate that women leaders experience more identity interference than men leaders or those who are part of a mixed gender team. This finding suggests that women still are burdened by the need to manage their leader and gender roles due to role incongruity (Eagly & Karu, 2002) and relational authenticity (Eagly, 2005).

Leader identity interference may be based upon (Eagly & Karau, 2002) the assertion that the roles of woman and leader are incongruent. The theory of role incongruity (Eagly & Karau, 2002) proposed that as women work through these potentially discrepant roles, the women will build a better sense of self, what they value, and who they are (Gardner et al., 2005). It is likely that identity interference may activate the women leaders’ self-identities which may cause their gender and leader identities to be more salient. This saliency is also likely to heighten their self-awareness and consciousness of their dual gender and leadership status. As authentic individuals, these women business owners will seek ways to manage these roles to achieve a positive outcome (Kernis & Goldmans, 2006). Relational authenticity (Eagly, 2005) is a theory that can help inform our understanding of these women leader’s role management process.

Relational authenticity occurs when a leader is able to transparently convey their values within the organization and the organization’s members are willing to support the leader’s values and personally identify with the leader (Eagly, 2005). Business owners, and women owners in particular, may be able to extend the boundaries of what it means
to be a leader and incorporate behaviors associated with both their gender and leadership roles resulting in their organizations’ experiencing less role incongruity (Eagly 2005, Koenig et al., 2011) and expand the endorsement of their leadership values by others (Eagly, 2007). Therefore, authenticity is a means by which women leaders can push the boundaries of what it means to be a woman and a leader and may create unique business models that leverage both identities. These results support the notion that women business owners do indeed enact authentic leadership differently than their male counterparts.

Identity interference between leader and gender roles was found to be related to different subcomponents of authentic leadership self-ratings of the owners, based upon the owner(s)’ gender. Women only owners managed their identity interference through the use of three of the four sub-components of authentic leadership – internalized moral perspective, balanced processing, and self-awareness, whereas for the men only and all gender leader models only one component was active – relational transparency. Women owners may need to use more authentic leadership components because they have to develop and secure relational authenticity (Eagly, 2005) for their leadership practices. Because unlike “think leader, think man”, women owners have to craft a unique definition of leadership, “think leader, think woman”, that will engender support for their leadership from their associates and the broader community.

The lack of women owners’ use of the relational transparency subcomponent of authentic leadership may be due to the women’s attempt to manage their role incongruity and relational authenticity. This lower use of relational transparency may be reflected in the slightly lower level of congruency between the women owners’ self-ratings and that
of their associates as compared to the men owners in this present study. If women
owners were totally transparent to others in the internal dialogue they employ to manage
their dual gender and leader identities, these women could undermine the very relational
authenticity they have worked hard to establish with their associates. Women leaders may
be less transparent to others in their active efforts to effectively manage and rewrite their
dual roles in their effort to ensure strong relational authenticity in their organizations.

Findings from this present study indicated that women owners needed to exhibit
substantially more authentic leadership to drive their job satisfaction than their male
peers. These results are consistent with other research that found the presence of more
identity interference would reduce the amount of overall satisfaction experienced
(Karelaia & Guillen, 2012). Women leaders had more identity interference, thus their
associates may have enjoyed less job satisfaction. Nonetheless, authentic leadership
provided the women owners with a big payoff in associate performance. The male leader
model did not reveal a relationship between authentic leadership and performance.
Therefore, only in the women leader model, the female owners enjoyed greater
performance than the all genders and the men only leaders who expressed less identity
interference.

The present findings suggest that the success for women owners may be because
they were able to carve out a niche, a set of values, which resonate and inspire their
associates to outperform the competition. Karelaia & Guillen (2012) advanced that
women may accept leadership out of a sense of duty. Therefore, it might be inferred that
business associates may also perform out of a sense of duty from the internalized moral
perspective that connected them to their owner. The authentic leadership framework
(Avolio et al., 2004) theorized that satisfaction results in performance, but these findings suggest that having a cause or a commitment might be a more powerful inducement to perform than satisfaction and identification. In other words, the women leaders seemed to be more successful in engaging the hearts and minds of their associates, which was reflected in greater performance.

Further support for this assertion may be found in Avolio et al., (2004) who posit that there are intervening states in the authentic leadership framework that facilitate associate satisfaction and performance. Perhaps in this present study an outcome of activating internalized moral perspective in their associates, the women leaders may have been able to take advantage of the intervening states of hope, trust and optimism which functioned as mediators within the authentic leadership framework (Avolio et al., 2004). The women leaders may be tapping into hope by providing “a sense of security and trust that enables associates to focus … on goal related endeavors” (p. 9). Moreover, because the women leaders may “exemplify high moral standards, integrity, and honesty”… their associates are likely to achieve “levels of trust and willingness to cooperate with the leader for the benefit of the organization” (p. 10). The women leaders may also be successful in helping their associates come to know the owner’s goals and behaviors, so that there is congruence between the leader and associates that indicate that a basis of trust has been established (Avolio et al., 2004). In addition, women owners may be able to capitalize on their optimism and in turn their associates’ optimism as leaders and executives, which is key to demonstrating higher levels of satisfaction and performance (Avolio et al., 2004).
Conversely, the intervening state of positive emotions may be less likely to be active in the women leaders’ model due to the lesser amount of job satisfaction the women leaders’ associates enjoyed and the absence of relational transparency in the final women leader model. In summary, internalized moral perspective was the one subcomponent of authentic leadership which linked the women leaders to their associates. This finding may in part be due to activating the intervening states of hope, trust and optimism within the authentic leadership framework. These states may help explain the presence of authentic leadership, satisfaction and performance within the women leader model. More research is needed to determine support for these assertions.

What was not revealed in this present study’s findings was the role of identification on the part of the associates with the leader. This result was puzzling because most of the associates were women, thus having the presence of a woman owner, one might advance, would facilitate and heighten identification. Work identity, gender identity, and identity interference were not related to authentic leadership; and, work identity and gender identity was not related to job satisfaction. Only associate identity interference was almost significant (.053) within the women only owner leader model.

It was theorized that the more the associates identify with their business owners (Avoilo et al., 2004), the more likely the associate will consider the leader to be authentic and the more job satisfaction the associate will experience. In this study, the women leaders were considered to be more authentic and the associates reported good job satisfaction, but identification did not mediate the relationship between authentic leadership and job satisfaction. These results are in marked contrast with the men only leader model, where identification acted as a mediator.
Perhaps because the relational transparency authentic leadership subcomponent was a skill that the women leaders neither used to manage their identity interference or was affirmed as a subcomponent the leaders used by their associates, the women leaders may not be providing a pathway through which their associates are able to achieve identification. Women leaders may need to strengthen their communication and use a more open communication style to support the development of identity.

An additional explanation might rest in the women leadership characteristics that emerged from the study which is likely a function of role incongruity (Eagly, 2005). The women owners were able to develop a leadership profile that integrated their gender and leader identities in a novel and effective way, the profile may have been accepted by their associates but the uniqueness of the leadership style may have made it difficult for the associates to readily identify with it because the role of female business owner is incongruent with normal expectations of a woman. For example, people may see a one-of-a-kind woman leader like Oprah Winfrey, whom they may admire, but because they are so rare, the associates may view the likelihood of their achieving similar status as improbable or even undesirable. Identification may also be impeded when the leadership being reflected to the associates may be incongruent with what the associates have come to expect from leadership. For example, the female owner may be a trailblazer, but their associates may view the actions taken by their leader as more than what they may be personally willing to take on. In short the women leader profiles may be viewed as too divergent, novel, formidable, or even unobtainable for most women, and therefore associate identification may be impeded. The associates of the women leaders seem to be saying, I may respect and admire you, but I’m not sure I want to be you. Over time, as
women leaders become more normative and when “think woman” equates positively and naturally with “think leader”, identification is more likely to mediate the relationship among authentic leadership, job satisfaction and job performance.

This research contributes to the literature on the intersection of identity, leadership, and gender. It specifically focused on the presence of identity interference owners may experience as they assert themselves as leaders of their business. Overall, gender and leader identity conflict was low, which supports the assertion that women business owners were able to integrate their multiple identities, act in a manner that was consistent with their values and identities, and exhibit role consistency. Thus these leaders demonstrate the core components of authentic leadership—self-awareness and self-regulatory behavior (Gardner, et al., 2005). Therefore, as theorized, women owners may be starting businesses to enable them to better align their values and integrate their identities.

The findings on women leaders in particular suggest that women leaders still experience more identity conflict that their male and dual gender owner peers. Therefore, even though women business owners can establish their organization’s culture and practices, even on their own turf, the women leaders cannot totally neutralize the role incongruity often attributed to the dual identities of women and leader. These findings suggest that the business climate for women is not the same as their male or mixed gender leader teams. Women leaders do seem to be able to tap into the hearts and minds of their associates through internalized moral perspective, which may lead to even greater performance by activating the intervening states of hope, trust, and optimism. Women owners as models of leadership may be effective, but their associates may not be able to
EXPLORING THE AUTHENTIC LEADERSHIP OF SMALL BUSINESS OWNERS

readily identify with their female leader as a function of role incongruity (Eagly, 2004). This may be because, “think women, think leader” may still be a novel concept. Over time, as women leaders become more normative and accepted in the U.S. business culture, identification is more likely to be present.

6.2.5 The Men Owners Leader Model.

To review, the men only leader model determined that identity interference was an antecedent to authentic leadership. The owners’ and associates’ ratings of authentic leadership were related. Leader gender was a moderator of authentic leadership. Within the authentic leadership framework associates’ gender identity and work role mediated the relationship between authentic leadership and job satisfaction. Job performance was not found to be significant in the men only leader model. In brief, relative to the men owners’ leadership model, their associates’ perception of them as authentic leaders were the most congruent; the men owners were able to activate the gender and work role identities of their associates; and, engender the most job satisfaction of their associates. Interestingly, not one authentic leadership subcomponent was identified as significant between the men owners and their associates, which may suggests that the male leaders may not truly be in synch with their associates.

Because of role congruity (Eagly & Karau, 2002) assumptions about leadership styles may benefit the men owner’s leadership assessments though they lack depth. The associates may not know the owners as well as they think they do and vice versa. What may be driving the authentic leadership ratings may be due to more generic and superficial values and practices associated with men leaders in general and may not reflect the specific business owner in particular. These results suggests that men leaders
may need to take the time to clarify and reinforce their actual personal values and practices with their associates.

Additionally, in the men only leader model, gender identity mediated authentic leadership: the more their associates identified with their gender, the greater was their job satisfaction. The more the associates embraced their work identity, the more job satisfaction they experienced. Gender identity was found to function as a protective mechanism of individuals’ psychological outcomes, which in other studies was well-being (Karelaia & Guillen, 2012, Settles et al., 2009) and in this study was job satisfaction. An identity becomes protective when positive actions that occur in one domain result in positive feelings that spill over into other identities (Karelaia & Guillen, 2012, Settles et al., 2009).

The fact that the majority of the associates in this present study were female could suggest that having an owner of the opposite gender may heighten the gender identity of the female associates. Two explanation could address this finding. The first is that when interacting with someone who is another gender, the individual may be more likely to notice the gender differences between them. This may serve to heighten the individual’s gender identity. Secondly, prior research found that a heightened gender identity was protective (Karelaia & Guillen, 2012, Settles et al., 2009). Women associates’ may have experienced greater gender identity as a protective response to men only leaders, More research is needed to determine if there is support for these explanations. These findings provide support that the more positive identities that are activated within the owner’s associates, the greater the wellbeing or in this present study, the more job satisfaction the associates report.
Clearly, in this present study, men only owners were activating the work identities of their associates much more strongly than their women only counterparts. The rationale for these results may be explained by differences in women’s and men’s leadership styles. Because men may use a more directive, less participative style (Eagly & Carli, 2003) than women leaders, men leaders may be more likely to activate work identities in their associates than women leaders.

However, unlike the all genders and women only led models, associates performance of the men only leader model was not significant in this present study. Men leaders were not able to capitalize on their associates’ relatively high level of job satisfaction from their authentic leadership behaviors into performance gains.

Also unique to the men owners’ leadership model was the activation of the identification processes of work and gender identities. Based upon the authentic leadership framework, leaders’ identities are extended to followers (Avolio et al., 2004). Associates’ perception of their personal level of interference between their work role identity and gender identity may be influenced by those of the leader. At first it was surprising to find that only within the male owners’ leadership model did identification function as a mediator between authentic leadership and satisfaction. Men leaders may have a stronger self-concept of what it means to be a leader and a man because they have more leadership role models. Partial support for this is found in the significantly less identity interference men leaders experienced between their leader and gender roles than women business owners. Thus the male owners may have been able to more effectively model identity management for their associates. The identification process may also be a
function of role congruity (Eagly & Karau, 2002); the more conventional male owners may be easier to identify with than the less conventional female owners.

Relative to the men owners’ leadership model, not one authentic leadership subcomponent was identified as significant between the men owners and their associates. The male leaders may be able to leverage the general positive environment that may be an outcome from the overall low level of identity interference found in their businesses. This lower level of identity interference may be related to the intervening state of positive emotions, which functions as a mediator between identification and satisfaction. Avolio et al. (2004) asserted that authentic leaders “are more likely to create positive feelings among followers, and a sense of identification with the central purpose of the leader and/or organization” (p. 13). Therefore this present study’s findings associated with the male leaders suggest that the intervening state of positive emotions may have been activated due to lower identity interference. The other intervening states of hope, trust, and optimism may or may not have been active. It could be that these states’ presence was lower, which could explain the absence of performance in the male leader model. More research is needed to address this assertion.

The absence of performance being related to authentic leadership or any variable in the male leader model may also be explained by the leadership differences often associated with men versus women leaders (Eagly & Carli, 2003). Though these men business owners may be authentic leaders, they are also likely to employ transactional leadership approaches (Eagly & Carli, 2003). Performance therefore could be driven by this transactional leadership style and not authentic leadership.
In summary, for this present study, the authentic leadership framework was revealed to be active for the men only leader model and included an antecedent, mediators, a moderator, and an outcome. Only the behavioral outcome of performance was missing from the framework. Men owners experienced the least amount of identity interference, may have been able to model more role integration, and were able to activate identification via gender and work role on behalf of the associates. The findings from the men only model suggest that the men owners may benefit from role congruity and relational authenticity at a much greater level than their female counterparts. Moreover men owners’ role congruity may be both a benefit and a detriment. Men might be ascribed more positive generic attributes by their associates and be easier for their associates to identify with; however, the actual goals, values, and practices that may be associated with the men owners may be disconnected from what the men themselves actually value and support. Lower identity interference may be associated with greater associate satisfaction and connected to the intervening state of positive emotions. Yet, the lack of significance between the leader and the associates’ authentic leadership subcomponents and absence of performance suggests that the other intervening states of hope, trust, and optimism may be weak links in the men leader model. The men may also be using other forms of leadership e.g., transactional, to achieve performance gains in their businesses. More research is needed to tease out these effects.

6.2.6 Summary

This study contributed to the literature in several ways. First, identity interference was found to be present in both women and men leaders. Moreover, identity interference was determined to be an antecedent to authentic leadership for all three leader models.
regardless of gender. Identity interference may be the catalyst to the process women owners use to work through and manage the role incongruity they experience as business owners. These results suggest that women business owners were able to establish their own unique relational authenticity among themselves and their associates potentially from their personal introspection on what it means to be a woman and a leader. It may be because of identity interference and role incongruity that women leaders come to know who they are, what they value, with whom they seek information, and how. Thus identity interference may help explain some of the gender leadership differences repeatedly found in the research, particularly the finding that women engage in a more participative leadership style (Eagly & Carli, 2003). It may be that the process women leaders use to manage their role incongruities to achieve positive role integration informs their leadership style. Also this study uniquely established that for the all genders and for the men-only leader model, identity interference of the leader was negatively linked to associate job satisfaction.

Another unique aspect of this study was having the owner and the associates complete the authentic leadership survey on the owner. These findings revealed that the relationship between the self and rater versions of the instrument was complex and the authentic leadership subcomponents may not be adequate to explain the covariance between the self and the rater.

For associates, identity interference was found to be present but was less than their leaders’ level of identity interference. Associate identity interference was not found to be related to the leader’s identity interference nor to the components of authentic leadership including mediation. Relative to associates, men-only owners activated gender
identity and work role identity to function as mediators between authentic leadership and satisfaction; a similar level of activation was not found in the all genders and women only leader models. Explanations for these differences may be explained as follows: the solo men leaders may be reaping the benefit of role congruity; they may also be able to leverage their lower level of identity interference to activate the intervening state of positive emotions, but may not be able to leverage the other intervening states of hope, trust and optimism; they may be using the traditional transactional leadership style to complement their authentic leadership to drive performance. It may be the mix of leadership styles and lack of congruence between leader and associate authentic leadership subcomponents that may account for the differences found relative to the mediation of work identity, strength of satisfaction, and absence of performance in the male leader model.

Also this study’s findings revealed that women leaders needed to demonstrate much more authentic leadership than their men and all gender’ business owner peers to engender as much satisfaction from their associates. Women owners and their associates use of internalized moral perspective along with the greater level of identity interference the women leaders experienced may be a key differentiator for the differences revealed between women and men leader models.

In closing, the present research provides support that identity interference is an antecedent to authentic leadership, authentic leadership is a gendered process in small businesses, and the mediators and outcomes vary based upon leader gender.
6.3 Limitations of the study that may affect the validity or the generalizability of the results

Limitations of this study may include the use of one method, surveys, to test the hypotheses which are associated with common method bias. This study’s cross-sectional design advanced a proposed structural model which may be just one of other possible equivalent causal models, thus drawing definitive causation will be limited (MacCallum et al., 1993).

This study used electronic email survey methods, thus only those businesses that have access to computers, the internet and other levels of technological sophistication were included. With the businesses’ ability to block unsolicited email, though designed to be a sample, in practice this study emailed a survey link to all registered certified small businesses for the states of Ohio, Maryland, and California. This approach was needed to yield sufficient numbers of survey subjects. This study may have limited generalizability because only those businesses with a firewall that allowed accessed to the survey request were able to respond. Additionally, all small businesses do not seek state certification. Therefore, these respondents are a subset of the total small business population in these states, and may therefore have unique characteristics that distinguish them from those business who do not seek certification. Lastly, this sample yielded only 155 usable surveys that included responses from at least one business owner and one of their business associates. On average there were less than two associates who completed the surveys for each business. Those who did complete the survey may be different from those in the rest of the organization.
These businesses were from the U.S. Midwest, East, and West, which may limit the generalizability of this study to other U.S. regions and states. In addition, it may be difficult to generalize this study to countries beyond the U.S. Finally, the last potential limitation of this study was the borderline reliability of some of the instruments. The identity interference of the woman and leader instrument reliability score was .59 and gender identity of man and associate reliability score was .67. Kline (1999) suggested that a Chronbach alpha of less than .7 may be realistically expected due to the diversity of the psychological construct being measured. Interference between gender and leader identities is a complex construct, so a lower value may be reasonable. Yet, the generalizability of this study’s results would be stronger if the reliability of these instruments were greater. Future research should explore how to improve the scale to increase the reliability associated with both men and women leaders.

6.4 Recommendations for further research

Recommendations cited concern themselves with the technical aspects of this study and the theoretical. Relative to the technical, both instruments and the sample could benefit from further research. Because the reliability for the identity interference instrument could be improved, work should be done to establish a better and more reliable instrument to measure this construct. Also, this study’s sample was derived from businesses who sought state and federal certification status. Therefore, a cross section of all small businesses should be explored to determine if the results would be similar. Last, because of the relatively small sample of associates who returned surveys from these businesses, a study that had a large sample of associates from small businesses is needed to buttress these findings.
The theoretical recommendations include conducting qualitative research to better understand the nature of the effects of this study and why they vary by gender. Such research may involve determining the nature and the extent to which identity interference is experienced by women leaders as opposed to their male counterparts and mixed gender leadership teams. Future research should also explore the impact of the leader’s identity interference on the job satisfaction of associates; and how identity interference is manifested in satisfaction. In addition, research is needed to better understand the dynamics of the relationship between a leader’s self-rating and the associate’s rating of the leader. Furthermore, research should be explored that will better determine the role of the intervening states of hope, trust, positive emotions, and optimism as mediators between identification and outcomes within the authentic leadership model.

Relative to the study participants, research should focus on better understanding the interaction of leader and associate gender. A limited amount of existing research (Aryee & Luk, 1996; Johnson et al., 2008; McColl-Kennedy & Anderson, 2005) has demonstrated that leader and associate gender dynamics may result in different outcomes. Possible avenues derived from this current study that should be explored include: Does having a leader of the same gender neutralize the gender identification process or having a leader of a different gender serve to accentuate gender identification? Why, for male leaders, was performance not related to authentic leadership? Do business owners’ use of directive and transactional leadership styles differ by gender?

Finally, results of this study that were outside of the scope of the research questions and the hypothesis should also be explored, including: the moderators of ethnicity, company size and type, and industry. In addition, leader identity interference
was associated with indirect effects relative to all of this study’s variables, and thus it may prove informative to further explore these relationships.

6.5 Implications of the study for professional practice or applied settings

This discussion focuses on implications business leaders themselves can implement, and is also appropriate for business consultants and for specialists who conduct leadership development programs. This research provides practical insights into how women and men business owners and other business leaders can reduce the amount of interference among their gender and leader roles and thereby realize the benefits of multiple positive role identities. Leaders of businesses need to be made aware of the interference that might exist between their gender and leader identities; seek ways to better understand and to manage potential conflicts; explore ways to mitigate the effect of identity interference on their associates’ job satisfaction; and consciously manage the level of interference their associates may be experiencing between their gender and work identities.

Relative to women leaders, these women should continue to build on ways to capture the hearts and minds of their associates. They also need to find ways to reduce the interference they may personally be experiencing between their gender and leader identities. Women leaders should actively seek ways to build synergy between these identities so they feel good about themselves and the actions that they are taking. This will help ensure greater satisfaction and performance for themselves and their associates.

Women leaders may also benefit from demystifying their leadership practices by being more transparent with their associates through personal disclosure and open dialogue and sharing, as appropriate, their true thoughts and feelings as they relate to
their business. Women leaders should also consider ways to promote identification with them by their associates, perhaps through hands-on coaching or finding opportunities for the associate to work shoulder to shoulder with the leader in their business activities as peers. Simply being a role model may not be enough to achieve role identification. Additionally women leaders should consider exposing their associates to many women leaders so that their associates begin to view women leaders as normative. Women leaders may also benefit from describing the rewards they experience from being a leader and a woman with their associates to help the associates feel good about women leaders. These actions should help facilitate identification with the woman leader among the associates.

Men only owners could benefit from ensuring that they explicitly relate their values, goals, and practices to their associates to increase the congruence between what the owners think they are conveying and what the associates actually retain.

As this present research has showed, being an authentic leader may not be enough to generate associate satisfaction and performance. The business leaders also need to consider ways in which they can tap into the intervening states of hope, trust, positive emotions and optimism when working with their associates. To promote these intervening states, the leaders should: provide their associates with a sense of security and trust; be honest and act with integrity and high moral standards; clearly lay out the goals and behaviors expected of the associates and ensure that these goals are organizationally aligned; and, capitalize on their personal optimism and build similar levels of optimism within their associates (Avolio et al., 2004).
When vetting potential business owners, those selecting new owners should assess the individual’s ability to manage gender and leadership identities. When coaching business owners, consultants can help leaders explore their own identities and assist them in using all of the authentic leadership components and intervening states to enhance their leadership effectiveness.

To increase new business success, consultants should conduct leadership development programs to improve the business owner’s level of authentic leadership and thus increase the satisfaction and performance of their associates. These leadership development programs would benefit from using a gender specific over the more common gender neutral approach. Leadership development program should consider conducting single gender and mixed gender sessions to address those attributes that are gender neutral and those that are gender specific.
References


EXPLORING THE AUTHENTIC LEADERSHIP OF SMALL BUSINESS OWNERS


EXPLORING THE AUTHENTIC LEADERSHIP OF SMALL BUSINESS OWNERS


Fox, J. T., Jr. (2011). The impact of personal and organizational identification on the process of teacher trust development within the context of principal authentic


EXPLORING THE AUTHENTIC LEADERSHIP OF SMALL BUSINESS OWNERS


(Original work published 2003)


EXPLORING THE AUTHENTIC LEADERSHIP OF SMALL BUSINESS OWNERS


EXPLORING THE AUTHENTIC LEADERSHIP OF SMALL BUSINESS OWNERS


Appendix A

Institutional Review Board, Description of Research

PI: Dr. Tao Gong, Dissertation Committee Chair
Student: Cynthia Sims (1196989)

Project Title:
The investigation of the relationship between authentic leadership and social identity in small businesses owners

1. Subject Selection
Subjects are identified based upon their identification as a certified small business in the states of Ohio and Maryland in the U.S.A. Those leaders identified in the sample will be asked to share the survey link with their employees. Additionally, survey participants will be sought through social media links on the IT social media website including Linked In and Facebook. Finally, where possible, research participants will be sought through professional associations like the Ohio River Valley Women’s Business Council, South Central Ohio Minority Development Council, etc. A sample of the notice follows:

Sample Advertisement

Dear Business Owner,

Do you lead a small business? If so, I’d like your opinion! Please complete a brief survey on leadership and business. I have contracted with QuestionPro to field your confidential survey responses.

Please click on this link to complete the survey:
http://questionpro.com/t/CMw5zZHd8vk_

This research is for academic purposes by a doctoral student in Organizational Leadership at University of Maryland Eastern Shore. Your responses will guide my research. Thank you in advance for your participation. Questions or information about this research can be directed to Cynthia Sims cmsims@umes.edu

2. Procedures
Business owners are sent an internet link to the survey and asked to complete it. After completing the survey, participants receive a thank you note for participating and a request for them to forward the survey link and/or distribute hard copy of the survey to 2 of their employees and or independent contractors with whom they work. A copy of the survey is attached.

A copy of the Human Subjects Research Approval form is attached.

3. Risks/ Benefits
There are no known risks associated with this research. This study is not designed to provide the survey participant with personal information on leadership or business practices. This
study’s goal is to inform the literature on the leadership and business practices of small business owners. Participants are not compensated for participating in this research study.

4. **Confidentiality**
   The online survey and its data is stored on the Question Pro website accessible only through ID and password by the research student. Data from the surveys are stored on the student researcher’s personal laptop within the UMES and Yahoo web mail site and are accessible only through ID and password. The data will be entered in the student researchers SPSS and AMOS software. Personal identifiers are not collected for the survey data. Data for survey will be maintained by hard paper copy, flash drive and CD.

5. **Informed Consent**
   Research subjects will be provided with information relative to the study’s purpose, its benefits to the participants and the broader community. They are also informed of all information collected is confidential. Subjects’ participation is voluntary and they may withdraw at any time. For more information, subjects can contact the investigators. A cover page will be provided for both the web and hard copy paper surveys. The web survey requires the participants provide their consent before moving forward to complete the survey. Hard copy participants will sign the consent form prior to starting the survey.

6. **Conflict of Interest**
   No known conflict of interests exists.

7. **HIPAA Compliance**
   No protected health information of PHI is being asked as part of the research.
Hello:

This survey is on leadership and business practices in entrepreneurial organizations. This research study is for academic purposes by a doctoral student in Organizational Leadership at University of Maryland Eastern Shore. It will take approximately 10 minutes to complete the questionnaire.

Your participation in this study is completely voluntary. There are no foreseeable risks associated with this project. However, if you feel uncomfortable answering any questions, you can omit that answer. It is very important for us to gather your responses.

Your survey responses will be strictly confidential and data from this research will be reported only in the aggregate. Your information will be coded and will remain confidential. If you have questions at any time about the survey or the procedures, you may contact Cynthia Sims cmsims@umes.edu. If you would prefer to take this survey online, please access this link: http://questionpro.com/t/AIJzQZMw5z

Thank you very much for your time and support.

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What line of business is your organization?

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Organizational Type

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Organizational Role/Title

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<th>$250,001-$499,999</th>
<th>$500,000-$999,999</th>
<th>$1-$5 million</th>
<th>$6-$25 million</th>
<th>$25-$99 million</th>
<th>$100-$999 million</th>
<th>&gt;$1 billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

What was the profit (before tax) as a percentage of sales (before tax) on average over the last three business years?

<table>
<thead>
<tr>
<th>negative</th>
<th>0% - 0.4%</th>
<th>0.5% - 0.9%</th>
<th>1.0% - 1.4%</th>
<th>1.5% - 1.9%</th>
<th>2.0% - 3.9%</th>
<th>≥4%</th>
<th>Do not know</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

Are you willing to participate in a follow-up survey or face-to-face interview?

<table>
<thead>
<tr>
<th>Yes</th>
<th>Maybe</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>
EXPLORING THE AUTHENTIC LEADERSHIP OF SMALL BUSINESS OWNERS

Instructions:

The following survey items refer to your leadership style, as you perceive it.

Please judge how frequently each statement fits your leadership style using the scale shown:

As a leader I....

<table>
<thead>
<tr>
<th>Statement</th>
<th>0 Not at all</th>
<th>1 Once in a while</th>
<th>2 Sometimes</th>
<th>3 Fairly often</th>
<th>4 Frequently, if not always</th>
</tr>
</thead>
<tbody>
<tr>
<td>say exactly what I mean</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
<tr>
<td>admit mistakes when they are made</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
<tr>
<td>encourage everyone to speak their mind</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
<tr>
<td>tell the hard truth</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
<tr>
<td>display emotions exactly in line with feelings</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
<tr>
<td>demonstrate beliefs that are consistent with actions</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
<tr>
<td>make decisions based on my core values</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
<tr>
<td>ask you to take positions that support your core values</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
<tr>
<td>make difficult decisions based on high standards of ethical conduct.</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
<tr>
<td>solicit views that challenge my deeply held positions.</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
<tr>
<td>analyze relevant data before coming to a decision</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
</tbody>
</table>
EXPLORING THE AUTHENTIC LEADERSHIP OF SMALL BUSINESS OWNERS

<table>
<thead>
<tr>
<th>Statement</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>listen carefully to different points of view before coming to conclusions</td>
<td>❑</td>
</tr>
<tr>
<td>seek feedback to improve interactions with others</td>
<td>❑</td>
</tr>
<tr>
<td>accurately describe how others view my capabilities</td>
<td>❑</td>
</tr>
<tr>
<td>know when it is time to reevaluate my position on important issues</td>
<td>❑</td>
</tr>
<tr>
<td>show I understand how specific actions impact others</td>
<td>❑</td>
</tr>
</tbody>
</table>

Identity Interference, leader and gender (Karelaia & Guillen, 2012)

Scale: 1 (Not at all true of me) 2 3 4 (Neutral) 5 6 7 (Extremely true of me)

1. I feel that other managers do not take me seriously because I am a woman (man)
2. Being a manager makes me less feminine (masculine)
3. Being a woman makes me more capable as a manager (masculine)
4. I feel that because I am a woman (man), it is easier for me to fit the definition of a manager
5. I think that I am not influential enough because I am a woman (man)

Gender Identity (Karelaia & Guillen, 2012)

Scale: 1 (Not at all true of me) 2 3 4 (Neutral) 5 6 7 (Extremely true of me)

1. I often regret that I’m a woman (man)
2. Overall, being a woman (man) is considered good by others.
3. In general, I'm glad to be a woman (man)
4. Most people consider women (men), on the average, to be more ineffective than men (women)

5. Overall, I often feel that being a woman (man) is not worthwhile

6. In general, others respect women (men)

7. I feel good about women (men) as a group

8. In general, others think that women (men) are unworthy

**Job Involvement (Kanungo, 1982)**

Scale: 1 -6 agree- disagree

1. The most important things that happen to me involve my present job

2. To me, my job is only a small part of who I am

3. I am very much involved personally in my job

4. I live, eat and breathe my job

5. Most of my interest are centered around my job

6. I have very strong ties with my present job which would be very difficult to break

7. Usually I feel detached from my job

8. Most of my personal life goals are job-oriented

9. I consider my job to be very central to my existence

10. I like to be absorbed in my job most of the time

**Identity Interference, employee and woman (Karelaia & Guillen, 2012)**

Scale: 1 (Not at all true of me) 2 3 4 (Neutral) 5 6 7 (Extremely true of me)

1. I feel that other employees do not take me seriously because I am a woman (man)

2. Being an employee makes me less feminine (masculine)
3. Being a woman (man) makes me more capable as an employee

4. I feel that because I am a woman (man), it is easier for me to fit the definition of an employee

5. I think that I am not influential enough because I am a woman (man)

**Follower Job Performance (Griffin, Neal, & Parker, 2007)**

Scale: How often have you carried out the behavior over the past month

1 (very little) – 5 (a great deal)

1. Carried out the core parts of your job well

2. Completed your core tasks well using the standard procedures

3. Ensured your tasks were completed properly

**Job Satisfaction of Michigan Organizational Assessment Questionnaire (Bowling & Hammonds, 2007)**

Scale: 1 -, (strongly disagree) to 7 (strongly agree)

1. All in all I am satisfied with my job

2. In general, I don’t like my job

3. In general, I like working here

Thank you for completing this survey! If you know of other technical professionals, who would like to share their perceptions about their leadership and business practices, please forward them the survey link: http://questionpro.com/t/AJJzQZMw5z

If you'd like to learn about the results of this survey research, please email me at cmsims@umes.edu  Best wishes.

Cynthia
### Table 5.5. Variable Correlational Analyses

| Correlation            | 1   | 2   | 3   | 4   | 5   | 6   | 7   | 8   | 9   | 10  | 11  | 12  | 13  | 14  | 15  | 16  | 17  | 18  | 19  | 20  | 21  |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 1 Title                | 1   | -.105 | -.147 | -.275 | -.152 | -.079 | -.009 | -.162 | .006 | .085 | .493 | -.460 | -.054 | .020 | .015 | .038 | -.026 | -.078 | -.071 | .017 | -.049 |
| 2 Gender Leader        | -.105 | 1   | .216 | .120 | .153 | -.039 | -.126 | .067 | -.079 | .057 | .035 | .108 | -.073 | -.391 | -.171 | -.014 | .092 | -.028 | -.036 | .057 |
| 3 Gender Associate     | -.147 | .216 | 1   | .119 | -.094 | .274 | .064 | -.012 | -.084 | -.097 | -.009 | -.010 | -.147 | .057 | -.342 | -.096 | -.147 | -.153 | .140 | .078 |
| 4 Age                  | -.275 | .120 | .119 | 1   | .237 | -.306 | .013 | .190 | .058 | -.087 | -.083 | .278 | -.116 | -.130 | -.085 | -.141 | .037 | -.058 | .020 | .100 | .160 |
| 5 Marital status       | -.152 | .060 | -.094 | .237 | 1   | -.071 | .196 | .108 | -.014 | -.125 | -.088 | .113 | -.034 | -.103 | .001 | -.079 | -.056 | -.077 | .131 | .084 | .080 |
| 6 Children             | -.079 | .153 | .274 | -.306 | -.071 | 1   | -.014 | -.125 | .020 | -.090 | -.037 | .000 | .169 | -.033 | -.052 | .046 | .069 | .202 | .050 | .099 | .028 |
| 7 Race/ Ethnicity      | -.009 | -.039 | .064 | .013 | .196 | -.014 | 1   | .025 | -.028 | -.169 | .079 | -.054 | .028 | -.097 | -.007 | -.272 | -.154 | -.139 | .068 | .066 | .043 |
| 8 Education            | -.162 | -.126 | -.012 | .190 | .108 | -.125 | .025 | 1   | .345 | .017 | -.004 | -.051 | -.060 | .036 | .039 | -.128 | -.013 | -.199 | .081 | -.049 | -.018 |
| 9 Industry             | .006 | .067 | -.084 | .058 | .014 | .020 | -.028 | -.345 | 1   | .210 | -.020 | .082 | .028 | -.167 | -.077 | .150 | .084 | .170 | -.135 | .072 | .049 |
| 10 Co Size Type        | .085 | -.079 | .027 | -.087 | -.125 | -.090 | -.169 | .017 | .210 | 1   | .030 | -.063 | .065 | .221 | -.018 | .165 | -.042 | .173 | -.061 | .055 | .033 |
| 11 Co. Gross Revenue   | .493 | .057 | -.097 | -.083 | -.088 | -.037 | .079 | -.094 | -.020 | -.030 | 1   | -.153 | .324 | .040 | -.145 | -.098 | .018 | -.161 | -.166 | -.197 | .018 |
| 12 Tenure              | -.460 | .035 | -.009 | .278 | .113 | .000 | -.054 | -.051 | .082 | -.063 | -.153 | 1   | .163 | -.008 | .075 | -.022 | .059 | .002 | .104 | -.023 | .057 |
| 13 No Assoicates       | -.054 | .108 | -.010 | -.116 | -.034 | .169 | .028 | -.060 | .028 | .065 | .324 | .163 | 1   | .289 | .288 | .050 | .013 | -.032 | -.087 | -.227 | .108 |
| 14 ALQ Self            | .020 | -.073 | -.147 | -.130 | -.103 | -.033 | -.097 | .036 | -.167 | .221 | .040 | -.008 | .289 | 1   | -.194 | .290 | .097 | .186 | .139 | .026 | .042 |
| 15 Ldr Idnty Intrf     | .015 | .391 | .057 | -.085 | -.001 | -.052 | -.007 | .039 | -.077 | -.18 | -.145 | -.075 | -.288 | -.194 | 1   | .008 | -.148 | -.016 | -.022 | .114 | .023 |
| 16 ALQ Rater           | .038 | -.171 | -.342 | -.141 | -.079 | .046 | -.272 | -.128 | .150 | .165 | -.098 | -.022 | -.050 | .290 | .008 | 1   | .531 | .519 | -.088 | .164 | -.025 |
| 17 Job Satisfaction    | -.026 | -.014 | -.096 | .037 | -.056 | .069 | -.154 | .013 | .084 | -.042 | .018 | .059 | -.013 | .097 | .148 | .531 | 1   | .287 | .124 | .223 | .142 |
| 18 Job Performance     | -.078 | .092 | -.147 | -.058 | -.077 | .202 | -.139 | -.199 | .170 | .173 | -.161 | .002 | .032 | .186 | -.016 | .519 | .287 | 1   | -.002 | .199 | .021 |
| 19 Asst Idnty Intrf    | -.071 | -.028 | .153 | .020 | .131 | .050 | .068 | .081 | -.135 | -.061 | -.166 | .104 | .087 | .139 | .022 | -.088 | -.124 | -.002 | 1   | .035 | .374 |
| 20 Gender Identity     | .017 | -.036 | .140 | .100 | .084 | -.009 | -.066 | -.049 | .072 | .055 | -.197 | -.023 | -.227 | .026 | .114 | .164 | .223 | .199 | .035 | 1   | .023 |
| 21 Work Identity       | -.049 | .057 | .078 | .160 | .080 | .028 | .043 | -.018 | .049 | .033 | .018 | .057 | .108 | -.042 | .023 | -.025 | .142 | .021 | .374 | .023 | 1   |

*Correlation is significant at the 0.05 level (1-tailed).

**Correlation is significant at < 0.009 level (1-tailed).