ASSESSING THE EFFECT AND RELATIONSHIP OF AUTHENTIC LEADERSHIP ON EMPLOYEES' JOB SATISFACTION IN THE CONSTRUCTION INDUSTRY

Author: Tolossa Dadi Wedajo[1] (Asst. professor)
Department of Management, Salale University, Ethiopia

Abstract: The purpose of this study was to examine the effect of authentic leadership on employees' job satisfaction in construction industry. The study was employed qualitative and quantitative approach so as to triangulate the information about authentic leadership and jab satisfactions. The study was particularly focused on infrastructure and Building constructions working in Salale University. 99 professional, leaders and some non-professional staff were identified as a sample of study and data were collected from them. Descriptive statistics and correlation analysis were used to analyze the data. Result of the correlation analysis revealed that authentic leadership has a significant effect and positive correlation with employee job satisfaction. It is concluded that there is a desire need to focus on authentic leadership in the construction industries.

Keywords: Authentic Leadership, construction industry, employee trust, job satisfaction,

Introduction

Leadership in any organization needs to be authentic in order to be effective and more successful in a long term (Hassan and Ahmed, 2011). Different leaders, research scholars from across the world from the ancient times have emphasized on the ethics and authenticity for organization's leaders, in order to get more accurate and effective governance (Hassan and Ahmed, 2011). Leadership of every organization needs to show the standards of morality in every talk, decisions and behavior, which can be helpful in the smooth flow of organization. The current financial recession is the result of inefficient leadership who adopted unethical organizational practices. The financial mismanagement that have been present in the current organizations, for example, WorldCom, Health South, Enron etc. have called for ethical leadership more than ever before. (Gardner et al, 2011).

Authentic leaders always show a high level of integrity, and have sense of purpose and commitment to their core values. These leaders can help firms fulfill the needs of shareholders and other stakeholders. As a result, these kinds of leaders, healthy relationship among the work groups are caused which lead to several positive outcomes for example, employee engagement, employee intention to stay, organizational commitment, job satisfaction etc (Hassan and Ahmed, 2011). As per the discussion of Gardner et al, (2005), followership is the most important component of leadership and the followers always expect that leader's authenticity must be developed with the passage of time. As a result, by keeping the positive role of leaders, authentic leadership serves as an important component for the improvement of authentic followers. For the development of authentic leadership theory, researchers have examined a variety of outcomes on followers (Gardner, et al, 2011). They include job satisfaction (Avolio et al, 2004), job performance (Chan et al, 2005) and other key variables like employee engagement (Avolio et al, 2004). Employee engagement is a broad concept which includes basic features, for example, involvement, effective energy and personal presence at the workplace (Britt et al, 2007; Macey& Schneider, 2008). Kahn (1990) was the first who introduced the concept of employee engagement. He describes employee

engagement as different from commitment, motivation and job involvement. According to Kahn (1990), employee engagement is the concept in which the employees are associated emotionally, physically and cognitively (Maslach and Leiter, 1997). A few research scholars argued that employee engagement is the opposite concept of burnout (Maslach and Leiter, 1997) because it is comprised of self-efficacy, involvement and energy. The literature of burnout concluded that employee engagement is a different concept featured by dedication, vigor and absorption in work tasks (Schaufeli and Bakker, 2004). Just like job satisfaction, employee engagement involves personal attachment of employee to his organization; employee engagement is neither specific nor a momentary state but is a universal thinking state which is not only focused on a certain object but also on behavior or individuals as a whole.

In similar to other organizations, construction industries are also suffering from leadership styles.
The lack of leadership in the construction industry has actually been referred to as a "leadership crisis" (Toor, 2006). Therefore, the construction industry needs to concentrate in developing a new breed of future project leaders through authentic leadership development" so as to minimize crisis occurred due to leaders (Toor, 2008).

In essence, authentic leaders understand their purpose, practice solid values, lead with heart, establish connected relationships, and demonstrate high levels of self- discipline (George, 2004). Authentic leaders will demonstrate characteristics of confidence, hopefulness, optimism, resilience, transparency, ethics, future orientation and associate building (investing in others). (Toor and Ofori, 2008). In "high-trust" contracting methods such as Alliances, authentic leaders are particularly well-suited to lead as they are collaborative, demonstrate attributes that build trust and encourage communication and dialogue and facilitate team building and commitment (Lloyd-Walker and Walker, 2011).
This study, therefore, presents the first attempt at directly measuring the effect of authentic leadership on the construction industry.

Review of related Literature
This chapter provides the review of related literature. This chapter has four sections: These are overview of leadership, authentic leadership, Job satisfaction, and authentic leadership and job satisfaction.

2.1. Overview of leadership
In this section, the leadership theories have been discussed. The main objective of this section is to focus on the theoretical dimensions of leadership suggested b various researchers. The theories from great man theory to new updated theories have been debated in this section; Chemers (2000) in his work discussed the most significant leadership theories and gathered them under multiple categories that includes great man theory, behavioral theories, participative theories, theories of trait, transformational and transactional theories, contingency and situational theories (Ardichvili and Manderscheid, 2008). The early literature was grounded on analysis of those leaders who were extremely great leaders. They focused on concept "leaders are born not made". In the early 19th century the theory of great man was very popular because the idea of great man theory accepted by the people. According to which world's history can be explained by the effects of this great man, heroes, most effective people who, by using their personal capabilities, wisdom, intelligence or power in such a way that it had a decisive impact on history. The theory was popular in 1840 which was presented Thomas Carlyle, and 1860 by Herbert Spencer, they developed a strong argument that remained effective in the whole 20th century. According to Spencer, these great men are the product of these societies; their actions may not be possible with the social interactions build in their life.

2.2. Authentic Leadership
The roots of authenticity could be traced back to the ancient Greeks, as caught by their enduring caution to be true to one-self (Walumbwa et al., 2008). The concept has been captured in field of the positive psychology (Seligman, 2002), the definition authenticity is "owning someone's personal experiences, beliefs, preferences, needs, emotions, their thoughts, captured by the order to recognize oneself" and the behavior of individual in accordance with

oneself (Walumbwa et al, 2008). Authenticity was initially discussed in the organization and management literature. This literature focuses on the authentic quality of leaders as litmus of executive skills (Kliuchnikove, 2011). Along with the new updated interest in the modern era on positive leadership (Luthans, 2002), the researchers have focused on the scholarly development of this leadership style (Luthans and Avolio, 2009; Walumbwa et al, 2010b). The boundaries of the authentic leadership have been extended beyond the authenticity of the leadership as an individual to create authentic relationship with the subordinates (Garnder et al, 2005; Avolio and Gardner, 2005). As a result, the behavior of authentic leaders is expressed in their subordinate's actions (Bass and Steidlmeier, 1999; Zhu et al, 2011; Fields, 2007) and in development of their followers (bass and Steidlmeier, 1999; Walumbwa et al, 2010b, Garnder et al, 2005).

Balanced Processing

These perspectives are proceeds by the individual perceptions for his personal benefits, and even associated to support his society status, and also to get the higher status principles for the external concerns for example, equality and freedom are considered significant for the individual and his family as well. According to the research's study, the development of high level may move toward universal consciousness, (Hannah, Woolfolk, and Adept, 2009). For instance, towards the extent to the leader of nation may demonstrate high moral character we would anticipate they to help hold up understanding with identifying your main brings about for virtually every one particular country's behavior. By simply stalling wisdom they might always be signaling many people are prepared to tune in, and find out one particular country's reason and cost–benefit considerations for those constituencies within a balanced approach. Balanced processing is considered to be one of the most important components of authentic leadership (Walumba, 2005).Authentic leaders pay full attentions to both positive and negative information about them and their leadership styles (Gardner, 2005).ALdo not change, overstress or discount information that has been collected (Kernis, 2003) therefore it meaningfully impacts a leader's decision making and strategic actions (IIies et al, 2005).

Self-awareness

It refers to the awareness of some one's, trust in and the personal characteristic, motives, feelings, values (Ilies et al., 2005). Self-awareness includes the degree of knowledge of one's inherent contradictory aspects and the roles, which effect thoughts, feelings and actions. Self-awareness is that type of process through which the leaders may come to know their exclusive experience and capabilities (Gardner and Avolio, 2005). It is connected with self-reflection as a key that the leader can get the core value and clarity about themselves (Gardner et al., 2005). Though joining is self-reflective technique of increasing self-awareness, possibly via internal reflection as well as external critiques, authentic leaders don't exaggerate, change or overlook info that has been compiled (Kernis, 2003), but somewhat pay equivalent response to each negative and positive interpretations independently and at their own command (Gardner et al., 2005). Balanced processing has become referred to as 'the heart connected with Personal integrity and character', thus appreciably impacting on a leader's decision making and strategic actions (Ilies et al., 2005). Moreover, self-regulation is actually different through methods such as effect administration, which will include purposively distorted communications and for that reason lead to inauthentic conversation. To some extent personal legislation entails setting up congruence between one's interior criteria and envisioned final results (Gardner et al., 2005) and also the discipline to help change key beliefs in behavior (George, 2003).

Relational transparency

According to the conclusion drawn by Ilies et al., (2005) that the earlier capabilities in the act of open and self-disclosure is known as relational transparency. The authentic leaders are transparent in these sorts of expressions to the followers in which to being self-awareness, balanced in one's goal, motive and emotions (Mazutis and Slawinski, 2008). Disclosing one's legitimate self in order to build trust along with closeness, promoting teamwork and co-operation (Gardner et 's., 2005). Moreover, relational transparency calls for the willingness to hold on to

yourself open with regard to assessment along with suggestions, thereby being a crucial element inside the understanding process (Mazutis and Slawinski, 2008).

Internalized moral perspective

Internalized moral perspective, the process of self-regularity conducted by the person utilize his or her internal moral standards and values to direct their behavior instead of allowing external pressure to handle or control them (Chan et al, 2005). There is an ethical core in authentic leader where he or she using right thing to do by the concern for ethics. The authentic leadership had come from Greek philosophy that focuses on the organizational development and virtues. Getting an authentic leader just isn't easy. It requires a great deal of self-reflection, as well as the courage to complete the proper factor. In a planet filled with morally corrupt and dysfunctional management, authentic command theory has grown to be well accepted as men and women try to find the particular "good" leaders.

2.3. Job satisfaction

As the name signifies that Job satisfaction is that type of process in which an individual represents different type of aspects of work, which includes the reward system, and some sort of conditions (Robbins, 2009). And on other side, job satisfaction is the process in which the staff builds perception regarding job context that provides the values to the employees. But according to Moghimi, (2006), it is the positive outcomes of individual experience and contributes to the physical health and mental health of the employee. According to the different views of different researchers, job satisfaction is the emotional reaction of individuals towards their job. Previous literature contains concept that the employee's achievements is the worldwide concept no matter what situation exists both inside or outside the organization. This thought is added with the conception that the achievements of the employees individually and both in the team part, by interactions with the supervisors, co-workers, and career advancement occasions, managers attract the attention of the recent researches (Faragher et al, 2005).

2.4. Authentic Leadership and Job satisfaction

Avolio et al (2004), suggest that authentic leaders have the abilities to improve the employee motivation, their engagement, job satisfaction, commitment and the involvement so that they might improve their performance results by the creation of personal identification with subordinates and social identification with the firm (Kark and Shamir, 2002). Trust in authentic leadership has been considered as significant element in the leadership effectiveness (Bass, 1990). The study conducted by Dirks and Ferrin (2002), found that leadership trust has been found as related to multiple firm outcomes, including commitment, satisfaction, organization citizenship behavior and retention in the current organization. However, the conclusion of their study was that there is a gap to investigate the behavioral cues that subordinates utilize to draw about the character of their leader or how the leadership can develop trust in the followers. The authentic leadership might help in understanding such behavioral prompts. In coming times, the researchers will examine that how trust in subordinates and trust in followership make easy the effects of authentic leaders in promoting authentic organizations. The following are the hypothesis.

Hyphoteses of the study

H0: Authentic Leadership has no significant effect on job satisfaction
H1: Authentic Leadership has a significant effect on job satisfaction.

3. Research Methodology

The study followed a mixed method. Mixed methods research is the blend of numerical and non-numerical methodologies in one study (Creswell, 2015). Concurrent triangulation design (Convergent Parallel design) was used to investigate the problem. A synergistic approach of Creswell (2015) was adopted for which concurrent timing was taken. For the point of interface, merging-mixing during interpretation technique was used. Later on, parallel-databases variant was implemented. The investigator employed simultaneously both methods, which gave

equal preference to each analyze data independently and combined conclusions in general interpretation by using convergent parallel design. This is the most popular design among investigators (Creswell & Clark, 2013).

Sample of the study

The researcher has been used purposive sampling methods so as to get key informant groups from the study area. Employees of all organizations were selected based on their experience they have in the organizations. The more they have the experiences; the more they know the organization as well as authentic leadership practice and job satisfaction. Based on this reality, the research has been selected more experienced employees both professional and administrative staff. Three categories were developed that is 1-3 and 3-6 and 6-10 years of experiences in this particular organization. For effective of this study and to get more information, the researcher has been selected professional staff those who hold diploma and above educational level. Three categories were employed that is Diploma, Bachelor and master's degree. Employees who were working as an administrative staff also selected based on their educational level of study. The researcher also used purposive sampling to select contractors who were working in the university for the last 1-6 years. The selection of the contractor was based on the turnover rate of employees from this organization. Six contractors were selected based on the criteria stetted above.

Data collection tools

Questionnaires and in-depth interview were used as research instruments to collect data from the concerned participants and informant groups. Authentic Leadership Questionnaire (ALQ) developed by Walumbwa, Avolio, Gardener, Wernsing, and Peterson (2008) was modified according to the study area context with consent of the authors. Interview protocol was developed with the help of experts.

Data analysis

The qualitative data collected through interviews were analyzed following thematic analysis procedures as suggested by Clarke and Braun (2014). The study also employed SPSS software and person correlation analysis to analyze the data.

Table-1 total population and sample of study

No	Project name	Number of employees	Sample
1	Infrastructure construction	143	49
2	Building construction	145	50
		288	99

Source: from case study area

4. Result analysis and discussions

This section presents the finding of the study and discuss about the effect of authentic leadership and job satisfaction.

Table-2 socio-demographic of respondents

Characteristics	Description	Frequency	Percentage
Gender	Male	86	86.87
	Female	13	13.13
	Total	99	100
Age	From 20-30	52	52.53
	From 31-50	47	47.47
	Over 51 years old	0	0
	Total	99	100
Education	Diploma	47	47.47
	Bachelor	49	49.5

	Master's	3	3.03
		99	100
	Total	150	
Time in the enterprises	Between 1 and 3 years	64	64.64
	Between 3 and 6 years	29	29.3
	Between 6 and 10 years	6	6.06
	Total	99	100

Source: created by authors using the result from study

Descriptive Statistics on Authentic Leadership

In this study, any mean score below 3.0 indicated that the respondents disagreed with the item on authentic leadership practiced in construction industries under consideration while any mean score above 3.0 showed an agreement. The results in Table 3 shows that all the items had mean scores below 3.0 and this implying that the respondents were negative and generally they are not agreed with the items studied. There was an aggregate score of over 50% for disagree and strongly disagree from all the respondents. This implies that most of the respondents were not satisfied in leadership styles of all construction projects.

As indicated in table 3 respondent are disagreed (range from 2.42 to 2.87) as come in range of disagree (2.00 to 3.00) with all statements. The overall mean score 2.66 moves toward the range (2.00 to 3.00) shows that all the respondents were disagreed with all the statements. The mean scores further show that the leaders in construction projects are not practicing authentic leadership.

Table 3: Perception of employees about authentic leadership, job satisfaction

No	Authentic leadership	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean
1	The leader can list his/her three greatest weaknesses	15(15.15%)	35(35.35%)	35(35. 35%)	9(9.1%)	5(5.05%)	**2.53**
2	Leader's actions reflect his core values	16(16.16%)	38(38.38%	31(31.31%)	9(9.1%)	5(5.05%)	**2.48**
3	The leader seeks others' opinions before making up his own mind	15(15.15%)	35(35.35%)	34(34.34%)	8(8.1%)	7(7.1%)	**2.56**
4	He openly shares his feelings with others.	20(20.20%)	35(35.35%)	30(30.30%)	10(10.1%)	4(4.04%)	**2.42**
5	He can list his three greatest strengths.	7(7.07%)	31(31.31%)	41(41.41%)	17(17.17%)	3(3.03%)	**2.77**
6	he does not allow group pressure to leadership me	10(10.10%)	34(34.34%)	34(34%)	15(15.15%)	7(7.07%)	**2.77**
7	He listens closely to the ideas of those who disagree with him.	5(5.05%)	37(37.37%)	41(41.41%)	10(10.10%)	6(6.06%)	**2.74**
8	He seeks feedback as a way of understanding who he really he as a person	4(4.04%)	36(36.36%)	36(36.36%)	16(16.16%)	7(7.07%)	**2.86**
9	Other people know where he stand on controversial issues	5(5.05%)	39(39.39%)	38(38.38%)	14(14.14%)	3(3.03%)	**2.7**
10	He does not emphasize his own point of view at the expense of others	4(4.04%)	34(34.34%)	38(38.38%)	17(17.17%)	6(6.06%)	**2.87**
11	He rarely presents "false" front to others	5(5.05%)	39(39.39%)	41(41.41%)	12(12.12%)	2(2.02%)	**2.67**
12	He morals guide what he does as a leader	9(9.09%)	37(37.37%)	33(33.33%)	16(16.16%)	4(4.04%)	**2.68**
13	He listen very carefully to the ideas of others before making	11(11.11%)	39(39%)	35(35.35%)	9(9.09%)	5(5.05%)	**2.57**

	decision						
14	He admits his mistakes to others	9(9.09%)	37(37.37%)	34(34.34%)	12(12.12%)	7(7.07%)	2.7
	Over all mean						**2.66**

Source: own study

In this study, any mean score below 3.0 indicated that the respondents disagreed with the item on job satisfaction in construction industries particularly in infrastructure and Building constructions under consideration while any mean score above 3.0 showed an agreement. The results in Table 3 shows that all the items had mean scores below 3.0 and this implying that the respondents were negative and generally they are not agreed with the items studied. There was an aggregate score of over 50% for disagree and strongly disagree from all the respondents. This implies that most of the respondents were not satisfied on their jobs they have in construction projects.

As indicated in table 3 respondent are disagreed (range from 1.93 to 3.40) as come in range of disagree (1.50 to 3.50) with all statements. The overall mean score 2.35 moves toward the range (2.00 to 3.00) shows that all the respondents were disagreed with all the statements. The mean scores further show that the employees in construction projects were not satisfied.

Table -4 Respondents opinion on employee job satisfactions

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
	Relationship with leaders						**2.4**
1	I like my supervisor	34(34.34%)	39(39.4%)	23(23>23%)	3(3.03%)	0	**1.93**
2	My supervisor shows too little interest in the feelings of subordinates.	11(11.11%)	12(12.12%)	22(22.22%)	44(44.44%)	10(10.11%)	**3.3**
3	My supervisor is quite competent in doing his/her job.	14(14.14%)	47(47.5%)	30(30.3%)	5(5.05%)	3(3.03%	**2.35**
4	My supervisor is unfair to me.	30(30.3%)	45(45.45%)	19(19.2%)	3(3.03%)	2(2.02%)	**2.01**
	Recognition and appreciation						**2.61**
1	I am not satisfied with the benefits I receive.	12(12.12%)	48(48.48%)	26(26.26%)	9(9.1%)	4(4.04%)	**2.44**
2	When I do a good job, I receive the recognition for it that I should receive.	11(11,11%)	40(40.4%)	36(36.3%)	6(6.1%)	6(6.1%)	**2.55**
3	I sometimes feel my job is meaningless.	19(19.2%)	12(12.12%)	25(25.25%)	40(40.4%)	3(3.03%)	**2.95**
4	The benefits we receive are as good as most other organizations offer.	23(23.23%)	43(43.43%)	24(24.24%)	9(9.1%)	0	**2.19**
5	I do not feel that the work I do is appreciated.	10(10.1%)	15(15.15%)	28(28.3%)	28(28.3%)	18(18.2%)	**3.29**
6	The benefit package we have is equitable.	10(10.1%)	23(23.23%)	47(47.47%)	15(15.15%)	4(4.04%)	**2.79**
7	There are few rewards for those who work here.	23(23.23%)	39(39.4%)	33(33.33%)	4(4.04%)	0	**2.18**
8	I don't feel my efforts are rewarded the way they should be.	2(2.02%)	14(14.14%)	35(35.35%)	38(38.4%)	10(10.1%)	**3.40**
9	My job is enjoyable.	25(25.25%)	40(40.4%)	29(29.3%)	4(4.04%)	1(1.01%)	**2.15**
10	I feel a sense of pride in doing my job.	19(19.2%)	44(44.44%)	35(35.35%)	1(1.01%)	0	**2.18**
	Salary and promotion						**2.32**
1	I feel I am being paid a fair amount for the work I do.	13(13.13%)	44(44.44%)	28(28.3%)	11(11.11%)	3(3.03%)	**2.46**
2	There is really too little chance for	15(15.15%)	45(45.45%)	24(24.24%)	13(13.13%)	2(2.02%)	**2.41**

	promotion on my job.						
3	I feel satisfied with my chances for salary increases.	30(30.3%)	40(40.4%)	25(25.25%)	4(4.04%)	0	**2.03**
4	I am satisfied with my chances for promotion.	23(23.23%)	45(45.45%)	30(30.3%)	1(1.01%)	0	**2.09**
5	Those who do well on the job stand a fair chance of being promoted.	13(13.13%)	40(40.4%)	23(23.23%)	18(18.2%)	5(5.05%)	**2.61**
	Work environment						**2.09**
1	Have a risk allowance	30(30.3.%)	45(45.45%)	19(19.2%)	3(3.03%)	2(2.02%)	**2.01**
2	Have safety officers	30(30.3%)	40(40.4%)	22(22.22%)	4(4.04%)	3(3.03%	**2.09**
3	Have a safety equipment	25(25.25%)	45(45.45%)	24(24.24%)	4(4.04%)	1(1.01%)	**2.10**
4	Have health safety training	23(23.23%)	47(47.5%)	21(21.21%)	5(5.05%)	3(3.03%)	**2.17**
	Over all mean						**2.35**

Source: own study

Correlation analysis

In this section the study was done to identify the relationship between authentic leadership and employee's job satisfaction in construction industry. In order to get the degree of relationship, the study was used the following correlation coefficient guideline.

Table 5 interpreting a correlation coefficient

No	Correlation coefficient	Correlation strength	Correlation types
1	-.7 to -.1	Very strong	Negative
2	-.5 to -.7	Strong	Negative
3	-.3 to -.5	Moderate	Negative
4	0 to -.3	weak	Negative
5	0	none	Zero
6	0 to .3	weak	Positive
7	.3 to .5	Moderate	Positive
8	.5 to .7	Strong	Positive
9	.7 to 1	Very strong	Positive

Source: online open sources

According to the above guideline the correlation analysis was interpreted. The result in table 6 show that there is a strong correlation between authentic leadership and Employee Job satisfaction (r=0.885) which is significant at .000. This implies that as the authentic leadership practice increased, the satisfaction level of employee also increased and vis-versa. In general, the authentic leadership practice has a positive or negative effect on employee job satisfaction in construction projects. Regardless of this study, lack of authentic leadership has a negative effect on employee job satisfaction. Meaning, workers in theses construction projects were not interested with the existing leadership style. This indicated that the construction industry needed an authentic leader so to develop trust among employees that resulted in job satisfaction.

Table 6 correlation analysis

		Authentic leadership	job satisfaction
Authentic leadership	Pearson Correlation	1	.885**
	Sig. (2-tailed)		.000
	N	99	99
job satisfaction	Pearson Correlation	.885**	1
	Sig. (2-tailed)	.000	
	N	99	99

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

5. Conclusion and recommendation

The results of the study depicted that the perceptions of the followers of leaders' authentic leadership were found negatively linked to the individual job satisfaction of the follower. Therefore, the findings of this research study offer some initial perceptions related to the relationship among the follower job satisfaction and authentic leadership. This finding shows the need for consideration of the factors like authenticity of the leaders, that we suspect increase the trust of the individual follower in the leader and thus it results in employee engagement and job satisfaction. The results obtained in the current study were found in line with the prediction of the theories. They showed the significant relationship of the authentic leadership with job satisfaction and employee engagement. The results obtained in this study are in line with the previous results of the studies i.e., (Walumbwa et al., 2008; Tate, 2008; Gardner and Schermerhorn, Jr, 2004). Furthermore, this current study gives the insight about the relationship between the authentic leadership to job satisfaction of the employees. Moreover, the findings of this study indicate the important to understand the constructions industry like leaders' authenticity that lead to the promotion of confidence in their employees and as such an increase in their job performance. It is recommended that leaders should make use of authentic behaviors in order to enhance the levels of satisfaction and engagement of employees.

REFERENCES

[1] Amabile, T., Schatzel, E., Moneta, G., and Kramer, S. 2004, 'Leader behaviors and the work environment for creativity: Perceived leader support', The Leadership Quarterly, vol. 15 no. 1
[2] Ardichv ili, A., Manderscheid, S.V., "Emerging Practices in Leadership Development: An Introduction", Advances in Developing Human Resources, 10, 2008, pp. 619-631
[3] Barron, F., and Harrington, D. 1981, 'Creativity, intelligence, and personality', Annual review of psychology, vol. 32 no. 1
[4] Carmeli, A., Gelbard, R., and Gefen, D. 2010, 'The importance of innovation leadership in cultivating strategic fit and enhancing firm performance', The Leadership Quarterly, vol. 21 no.
[5]Cheemers, M.M 1997. An integrative theory of leadership. Mahwah New jersey. Lawrence ErlbaumAssociates.
[6] Chen, C.-F., "Job satisfaction, organizational commitment, and flight attendants' turnover intentions: A note", Journal of Air Transport Management, 12, 2006, pp. 274-276
[7]Damanpour, F. 1991, 'Organizational innovation - a meta -analysis of effects of determinants and moderators',Academy of Management Journal, vol. 34 no. 3, pp. 555-590.
[8] Endrissat, N., Muller, W.R., Kaudela-Baum, S., "En Route to an Empirically-BasedUnderstanding of Authentic Leadership", European Management Journal, 25(3), 2007,
[9] Gardner, W.L., Avolio, B. J. and Walumbwa, F. O. 2005. Authentic leadership development: emerging theme

and future directions. In W.L Gardner, B.JAvolio and F.O.

[10] Gardner, W.L., Schermerhorn, Jr, J.R., "Unleashing Individual Potential: Performance Gains Through Positive Organizational behavior and Authentic Leadership", Organizational Dynamics, 33(3), 2004

[11] George, B., Sims, P., McLean, A., andMayer, D. 2007, 'Discovering your authentic leadership', Harvard Business Review, vol. 85 no. 2, pp. 129-138.

[12] George, W. 2007, 'Authentic Leaders', Leadership Excellence, vol. 24 no. 9, pp. 16- 17.

[13] George, Bill. The journey to authenticity" *Leader to Leader*. 31 (Winter 2004)29-35.

[14] Ghorbani, V. 2009, Fundamentals of Management, 2nd Edition, Azarbaad Publication, Tehran

[15] Gumusluoglu, L., and Ilsev, A. 2009, 'Transformational leadership, creativity, and organizational innovation', Journal of Business Research, vol. 62 no. 4, pp. 461-473.

[16] Harvey, P.,Martinko, M., and Gardner, W. 2006, 'Promoting authentic behavior in organizations: An attributional perspective', Journal of Leadership & Organizational Studies, vol. 12 no. 3, pp. 1-11.

[17] Hayes, A. 2006, 'A primer on multilevel modeling', Human Communication Research, vol. 32 no. 4, pp. 385-410.

[18] Jensen, S., and Luthans, F. 2006, 'Entrepreneurs as authentic leaders: impact on employees' attitudes', Leadership &Organization Development Journal, vol. 27 no. 8, pp. 646-666.

[19] Kahn, W.A. 1990, "Psychological conditions of personal engagement and disengagement at work", Academy of Management Journal, Vol. 33 (4), pp. 692–724.

[20] Lloyd-Walker, B., & Walker, D., Authentic leadership for 21st project delivery. *International Journal of Project Management*, *29*, 383-395, 2011.

[21] Lovelace, K., Shapiro, D., &Weingart, L. 2001, 'Maximizing cross-functional new product teams' innovativeness and constraint adherence: A conflict communications perspective', Academy of Management Journal, vol. 44 no. 4, pp. 779-793.

[22] Moghimi, S.M. 2006, Organization and Management, Research Approach, 6th Edition, Termeh Publication, Tehra effectiveness", The Leadership Quarterly, 21, 2010, pp. 350-364

[23] Novicevic, M., Davis, W., Dorn, F., Buckley, M., & Brown, J. 2005, 'Barnard on conflicts of responsibility: Implications for today's perspectives on transformational and authentic leadership', Management Decision, vol. 43 no .10, pp. 1396-1409.

[24] Peterson, S., &Luthans, F. 2003, 'The positive impact and development of hopeful leaders',Leadership & Organization Development Journal, vol. 24 no. 1, pp. 26-31.

[25] Schaufeli, S.W.B., Salanova, M., Gonzales-Roma, V., and Bakker,A.B. 2002, "The measurement of engagement and burnout:Atwo sample confirmatory factor analytic approach", Journal of Happiness Studies, Vol. 3(1),.

[26] Toor, S. Leadership flashback: an antecedental approach to authentic leadership development. *In: Proceedings of the Second Biennial Gallup Leadership Institute Summit*, October, Washington (DC), USA; 2006.

[27] Toor, S., & Ofori, G., Leadership for future construction industry: agenda for authentic leadership