

Relationship Between Authentic Leadership Style and Employees' Psychological Contract

Md. Hassan Jafri
Patna College, Patna

This study aimed at understanding the relationship between authentic leadership style and employees' relational and transactional psychological contract (PC). Further, the study also examined the influence of authentic leadership style on employees' perception of breach of PC. Using random sampling approach, data were collected from 123 employees working in the financial sector organizations. Correlation and regression analysis were carried out to test hypotheses of the study. Results revealed that authentic leadership style positively influences on employees' relational PC and not transactional PC. It was also found that authentic leadership style has significant and negative effects on perception of breach of PC. Implications of the study have been explicated in the research.

Keywords: Authentic leadership style, Psychological contract breach, Relational psychological contract, Transactional psychological contract.

"Everything rises and falls on leadership" writes an American expert (Maxwell, 2012, p. 267) on the leadership's role in the organization. It implied that organizational variables including PC can be attributed and appropriated to the leadership's efforts or lack of efforts. Various types of leadership theories (Avolio & Bass, 2002; Gardner, et al., 2005; Yukl, 2008) have blossomed in the literature and in the organizational practices. Authentic leadership is one of the recently emerged leadership theory which is based on the positive psychology and positive organizational behaviour (Luthans & Avolio, 2003).

This leadership style is gaining wide acceptance in organizations as well as by academicians (Owusu-Bempah, Addison, & Fairweather, 2011). Essential characteristics of the authentic leadership styles are knowing his values, beliefs, motives and goals and acting on them to achieve organizational goals. Although there is a growing interest by researchers in authentic leadership style, but still the construct is less researched (Rego et al., 2012, 2014). Research on the relation between authentic leadership and follower work attitudes and behaviors is still scarce (Erkutlu & Chafra, 2013).

It is in the response of these researchers' opinion that the present study focused on the authentic leadership style.

Authentic leadership has been studied in relation to various tangible and intangible organizational outcomes such as job satisfaction, employees' performance and employees' creativity. The current study extended this line of research by examining the authentic leadership in relation to employees' PC. A psychological contract is an individual's belief regarding terms of an exchange agreement between employee and his / her employer (Rousseau, 1995). Various organizational as well as individual factors have been associated as the antecedents of PC (Blancero et al., 2007; Suazo & Turnley, 2010). Researches on these antecedents are important in understanding employees' PC and are significant for practitioners and academicians. However, little evidence examining the direct relationship between the leader behaviour / style and employees' PC exist in the literature (Chu & Kuo, 2012). According to the knowledge of the present researcher, how authentic leadership styles influences an employees' PC, is not examined yet, given the fact that the manager / leader work as a significant signaling

factor in forming employees' opinion about the organization (Rousseau, 1995). The present study intends to fill this gap in the knowledge.

The present study is significant from two perspectives. Firstly, the PC, especially relational and transactional PC, will be studied in relation to authentic leadership, which has not been examined even after two decades of research on PC. Secondly, extensive research has been conducted on the breach of PC especially its impact on organizational outcomes, but little attention is given on the antecedents of breach (Conway & Briner, 2009). Authentic leadership is introduced as potential antecedent in this study. Leadership directly and indirectly plays a crucial role in the development of PC including its perception of breach. It is the leader who must meet or fulfill expectations of employees in a contractual relation. Thus, the current study will also examine the influence of authentic leadership on employees' perception of breach of the PC.

Concepts and Literature Review

Authentic Leadership

It is a 'pattern of a leader's 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 of information, and relational transparency on the part of the leaders working with followers, fostering positive self-development' (Walumbwa et al., 2008, p. 94). An authentic leader develops and maintains coherence between one's self and one's actions (Alok & Israel, 2012), and is perceived by their followers as honest, true to one's self with high moral standards and integrity (Wong & Cummings, 2009).

Authentic leadership is a multi-dimensional concept and consists of four-dimensions: self-awareness, relational transparency, internalized moral perspective and balanced processing (Walumbwa et al., 2008). Self-awareness refers to be aware of one's own values, identity, emotions and motives/ goals. It also enables a person to understand his strengths and weaknesses (capabilities), attitude, sense of

purpose, and core values and beliefs (Avolio & Gardner, 2005). Relational transparency refers to the leader, who shows one's real and genuine self, and doesn't fake or show an unreal self to himself as well as towards the team members. In relational transparency, a leader shares true, relevant and timely information and also his true feelings and considerations (Kernis, 2003).

Internalized moral characteristics of authentic leadership focuses on having exhibiting and adhering to strong moral values in making decisions and actions which cannot be succumbed to pressure of others and other environmental factors (Avolio & Gardner, 2005; Ryan & Deci, 2002). Finally, balanced processing refers that the leaders should consider all dimensions of the issue or situation before arriving at any conclusion (Gardner et al., 2005). It also means that the leaders should minimize personal liking and disliking (Gardner et al., 2005) and be open to suggestions from other employees (Olaniyan & Hystad, 2016). Although authentic leadership consists of four elements, but the leadership style is proposed as higher order construct represented by four dimensions (Walumbwa et al., 2008) which together as a single construct will have far reaching positive implications in organization than the individual dimension. In the present research, authentic leadership is taken as a single higher order construct.

Relational and Transactional PC

Employees and employers develop certain expectations from each other in their employment relationship. Those expectations and obligations are not written rather starts and builds in more informal and indirect form. This mutual expectations and obligations are termed as a PC. It deals with implicit and explicit promises between the employee and the employer with respect to each other's contribution and obligations (Morrison & Robinson, 1997). Thus, a PC is an employees' set of expectations regarding what he or she will contribute to the organization and what the organization will provide to him/her in return.

PC is categorized as transactional and relational (MacNeil, 1985; Robinson & Rousseau, 1994). It implies that employees will have either a relational PC or a transactional PC with their employer at a time. Transactional and relational PCs are on the opposite side of the continuum. Transactional PC is characterized as highly specific, narrow in scope and time and monetary based exchanges between the two parties. In it employees' responsibilities are limited and involvement in achieving organizational goal is temporary and specific. Also, in this, employees are focused on advancing their careers and on using the organization to build their employability.

In transactional PC, the relationship between employers and employees are based on specific exchange, employees steadily accumulate knowledge and transferable skills, employees can change jobs anytime given the opportunities during their economic activity period (Agarwal & Bhargava, 2013; Rousseau, 2001). Transactional PC focuses on the exchange of mainly extrinsic returns (pay and benefits) for work done (Rousseau, 1995).

Relational PC characterizes open-ended and long-term relationships between employees and employers. It is concerned with greater involvement and investment between the two parties, fosters trust, loyalty, mutual support (Rousseau 1990) and long-term commitment (Morrison & Robinson, 1997). The key values of relational PC are loyalty and stability founded on, usually, interpersonal relationships.

Authentic Leadership and Relational and Transactional PC

Relational PC is concerned with the expectations of developing and maintaining long-term relationship, greater involvement and investment, trust, loyalty and support between employee and employer. It is argued that an authentic leader can facilitate and contribute in maintaining relational PC in employees. Authentic leaders show trust and respect for followers, are more willing to create openness and accountability in their relationships (Gardner et al., 2005; Ilies et al., 2005; Luthans & Avolio, 2003), are open and transparent in

communication. Honesty, true to the self, high moral standards and integrity are some of the characteristics of an authentic leader (Wong & Cummings, 2009). These values and the character of an authentic leader produces commitment and trust in employees towards the leader and towards the organization.

Authentic leader's positive behaviours (openness, transparency etc.) in various organizational functions such as performance appraisal, training and development, distribution of reward and benefits, produces attachment and commitment in employees, builds confidence in the leader. For example, organizational commitment is an affective psychological state that makes employees to be with the organization out of their own choice and for emotional reason, thus making employees build and maintain relational contract. Similarly, highly authentic leaders are able to build a deep sense of trust in employees (Ilies et al., 2005) which is fundamental in the development of relational PC (Lee & Liu, 2009). Further, recent research revealed that followers reciprocate high quality relationships in a manner consistent with the type of behavior valued in their work environment (Hofmann et al., 2003). It implies that employees will also engage into high quality and long-term relationship with the authentic leader. Disclosing true values and self and acting on that makes followers build trust, intimacy, co-operation and team work (Gardner et al., 2005), which in turn leads to the development of relational PC and not transactional PC.

A transactional PC does not involve long-term relationship, commitment, loyalty and cooperation rather focuses on monetary exchanges for the work and concern for limited and explicit roles and responsibilities. It is argued that characteristics of authentic leadership go against the basic values of transactional PC. Based on these arguments it is hypothesized that:

H1: Authentic leadership style positively and significantly influences relational PC and negatively and significantly influences transactional PC.

Authentic Leadership and Breach of PC

Breach in PC refers to the perception of employees that the organization has failed to fulfill their part of the obligations either fully and partially (Robinson & Morrison, 1995). Breach in PC is not uncommon in the organization (Aggarwal & Bhargava, 2010). Plethora of researches have addressed on effect of breach of a PC on organizational outcomes, although less is known about its antecedents (Conway & Briner, 2009; Suazo, Turnley, & Mai-Dalton, 2008). So far, studies have documented that factors such as trust in the employer (Robinson 1996), personality (Raja, Johns & Ntalianis, 2004), and human resources practices (Sturges et al., 2005), shape perceptions of breach of PC. This paper includes this line of research by introducing authentic leadership conceptualized as an important antecedent of breach of a PC. According to Morrison and Robinson (1997), unwillingness of employers to meet the obligations (reneging) can lead to the perception of breach. This implies that a leader by his behaviour and style can increase or decrease the probability that employees perceive that the organization has failed to meet its obligation of the contract. Thus, it is argued that an authentic leader's positive values such as high level of trust, open and transparent communication with employees, concerned for well-being and growth of employees, can negatively influence employees' perception of breach in the organization. Thus, it is conjectured that -

H2: Authentic leadership style is negatively and significantly related to the breach of PC.

Method

Sample and Procedures

The cross-sectional survey research was conducted on full-time employees working in two financial corporations. Using the random sampling procedure, data were collected from a total of 123 employees. The list of employees working in both the organizations were taken and arranged in alphabetical order to make the sample frame. Respondents were approached personally by the researcher and they included both genders. The age range of respondents

in this study was between 25 and 56 years, with an average for the sample being 33 years approximately. 63 percent of the respondents were male. In terms of educational qualifications, the sample population consisted of employees with graduate and post graduates (65 percent) and the remaining undergraduates. Thus, the sample consisted of respondents from a fairly well distributed group in terms of age, qualification and gender.

Data were collected using a standard questionnaire covering all the variables of the study. All the necessary information about the research such as objectives of the study, ways of answering the questionnaire etc., was provided to respondents. They were also assured of the confidentiality of their responses. In order to get honest and sincere responses, participants' identification was not required in filling the questionnaire. Data were collected in two waves, with a difference of four weeks, in an effort to mitigate the problem of common method of variance/ errors (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). In Wave 1, the questionnaire on authentic leadership was administered, which was followed by administration of employees' PC and breach of PC scale (each wave was separated by approximately four weeks).

Measurement of Variables

Authentic Leadership Scale : A 16-item Authentic Leadership Questionnaire (ALQ) developed by Avolio et al., (2007) was used in the study. The ALQ is distributed by Mind Garden, Inc., the publisher of ALQ. The scale measures the four components of authentic leadership namely: relational transparency, internalized moral perspective, balanced processing and self-awareness. Sample items include the following: "Solicits views that challenge his or her deeply held positions" (balanced processing), "Makes decisions based on his/her core beliefs" (internalized moral perspective), "Is willing to admit mistakes when they are made" (relational transparency), and "Is eager to receive feedback to improve interactions with others (self-awareness). The scale is anchored on 5-points ranging 1 (strongly disagree) to 5 (strongly

Table 1: Correlation Matrix of Leadership Styles and Psychological Contract

Variables	Mean	S.D.	1	2	3	4	5	6	7	8	9	10
1 Gender	1.51	.50	1									
2 Age	33.87	.78	.153	1								
3 Education	2.56	.66	.146	.257	1							
4 Self-awareness	3.61	.74	.737**	.342*	.210	1						
5 Relational transparency	3.49	.74	.446**	.618**	.170	.341*	1					
6 IMP	3.74	.60	.696**	.644**	.426**	.449**	.311*	1				
7 Balanced processing	2.58	.54	-.043	.094	-.059	.356*	.532**	.304*	1			
8 Authentic Leadership	3.60	.62	.015	.276*	.353*	.656**	.523**	.375**	.411**	1		
9 Relational PC	5.10	.55	-.040	.017	.286*	.397**	.296*	.285*	.268	.541**	1	
10 Transactional PC	2.93	.42	.097	.304*	.314*	.131	-.348*	.248*	-.191	-.317*	-.412**	1
11 PC Breach	2.10	.56	.121	.304*	.214	.131	-.348*	.215	.457**	-.516**	.452**	-.332*

* $p < 0.05$; ** $p < 0.01$ (1-tailed)

IMP = Internalized moral perspective; PC = Psychological Contract

agree). Reliability of the scale was found to be .73 (Cronbach's alpha) on the present sample.

Psychological Contract Scale (PCS): This scale is developed by Millward and Hopkins (1998), which is used in this study. This 17-item scale assesses both the transactional (10 items) and relational (7 items) psychological contract. Example for the items of the scale are "I prefer to work a strictly defined set of working hours" (transactional PC) and "I feel this company reciprocates the effort put in by its employees" (relational PC). The answer scales ranged from 1 (strongly disagree) to 7 (strongly agree). Reliability for relational contract scale was found to be .69 (Cronbach's alpha) and for transactional contract scale was .72 (Cronbach's alpha) on the present sample.

PC Breach: This is a 21-item scale developed by Robinson and Morrison (1995). The scale consisted of items which are related to an employees' employment relationship (e.g. compensation, performance-based

rewards, opportunities for advancement and development). The scale required respondents to indicate how the amount of the inducement they actually received from their organization compared to the amount that the organization had committed to provide to them. A 5-point scale ranging from 1=Receive much less than promised to 5=Receive much more than promised, was used to take responses from respondents. PC breach was assessed based on the score value, the higher and more positive the score, the greater the extent of breach of PC. The reliability of the scale was found to be .73 (Cronbach's alpha) on the present sample.

Results

Descriptive statistics (means, SDs and correlations) of variables of the study are presented in Table 1. It is clear from the table that authentic leadership has a significant relationship with both dimensions of PC as well as with PC breach. More specifically, authentic leadership is positively and significantly related

Table 2: Regression Analysis for PC as a Function of Authentic Leadership.

	R ²	Adj R ²	F	β	t - value	P
Relational PC	.354	.340	25.73	.595	5.07	.000
Transactional PC	.196	.132	.533	-.089	-.620	.662
PC Breach	.202	.143	3.30	-.239	-2.55	.001

with relational PC ($r = .541$, $p < .01$) and has a negative and significant relationship with transactional PC ($r = -.317$, $p < .05$). Similarly, negative and significant relationship is found between authentic leadership and PC breach ($r = -.516$, $p < .01$).

Hypotheses Testing

The purpose of the present study was to examine the influence of authentic leadership on types of PC and perception of breach in PC in employees. Results showed that authentic leadership was positively associated with relational PC ($\beta = .595$, $p < .01$), and explained 35 percent variance ($R^2 = .354$, $p < .01$) in relational PC. Transactional PC is found to have a non-significant negative relationship ($\beta = -.089$, $p > .01$) with authentic leader's behaviour and explained around 20 percent variance ($R^2 = .196$). This finding provided support to hypothesis 1 of the study. The result also supported hypothesis 2 of the study which stated that authentic leadership will have a negative relation with PC breach. Authentic leadership explained 20 percent variance ($R^2 = .202$, $p < .01$) on PC breach.

Discussion

The present study examined the influence of authentic leadership on employees' relational and transactional psychological contract, on the perception of breach of PC. Authentic leadership is found to have a significant influence on employees' relational PC. It implied that authentic leaders facilitate employees to develop and maintain relational contract with him and the organization. Attributes and characteristics of authentic leaders probably make employees to have committed and long-term relationship. Authentic leaders behave on the basis of high, moral standard, integrity and honesty, are able to build trust through open and transparent thoughts and actions (Avolio & Gardner, 2005;

Ilies et al., 2005), these features of the leader facilitate development of trust, loyalty and identification in their employees (Avolio et al., 2004).

Employees reciprocate high quality relationships in a manner consistent with the type of behavior valued in their work environment (Hofmann et al., 2003). Through high, moral standards and transparency in organizational functioning and systems, authentic leaders probably evoke a deeper sense of identification among employees, are able to generate a value system, which is congruent between the two parties (Krishnan, 2002) and which result into person-organization fit, which in turn leads to a long-term engagement.

When employees trust their leader to have requisite ability, benevolence and integrity, they would be more comfortable engaging in more trusting and long-lasting relationships (Mayer, Davis, & Schoorman, 1995). Authentic leaders are able to generate a deep sense of trust and credibility in employees which stimulate equally authentic engagement between the parties (Shamir & Eilam, 2005), which is fundamental in the development of relational PC (Lee & Liu, 2009).

Another objective of the study was to examine the influence of authentic leadership behaviour on the perception of breach of the PC. It is argued in the current study that authentic leader's positive behaviours (e.g., trust, open and transparent communication with employees), can negatively influence employees' perception of breach. Result of the study supported this argument. It means that authentic leadership style in the organization decreases the perception of PC breach in employees. Leaders play a central role in the development of expectations and obligations in employees (Conway & Briner, 2005). It is the

leader / manager who communicates certain promises and employees believe in leaders' communication. When the leader is authentic and behaves in an authentic manner with all openness, transparent manner, it involves employees in decision making, then employees are able to develop right expectations and obligations (PC), which helps employees evaluate their contractual obligations in an objective manner.

Consistent with the Signaling Theory (Spence, 1973), leader's behaviour sends signals to employees that leaders will not cheat, exploit or break their contractual obligations. Employees pick up key signals on what matters from the behaviour of managers (Boxall, Ang, & Bartram, 2011). Further, authentic leaders are able to build trust in employees; this trust helps employees to think their contractual obligations in a positive manner, thus minimizing the tendency of employees to think in a negative way, which results into perception of breach of the PC. Further, authentic leaders are able to develop a long-term relationship based on trust; this relationship further reduces the perception of breach. Purcell and Hutchinson (2007) reiterated that the relationship between employees and frontline managers is important in influencing the employees' views of the support received or available from the organization.

Conclusion and Implications

Leadership plays a significant role in an employment relationship by making implicit and explicit promises to employees. Leaders have profound effects on the employees' PC by way of direct and indirect signals through their actions, decisions and communications, which help employees, form opinions about the organization's intentions and expectations. According to the knowledge of the present researcher, until now no study was conducted to examine the relationship between the authentic leadership style and types of PC and perception of breach of PC in employees, which the current study addressed. The study found that authentic leadership significantly and positively influences employees' relational PC not the transactional

PC. A leader through his/her authentic styles can facilitate employees to develop and maintain relational contract and discourage employees to build transactional contractual relationship with their employer. It was also found that authentic leadership style has a significant and negative influence on perception of breach of PC. An authentic leader's attributes and behavioural characteristics prevent employees from perceiving breach of their contractual obligations.

Insights gained from the research have important practical and theoretical implications. Employees' PC is an important issue especially in modern work organizations and the role of leaders/ managers is crucial in it. The study may help managers/ leaders to think and do self- evaluation on their leadership styles and take a decision on the kind of leadership style to be adopted and the kind of PC the management wants to develop in employees. A manager with his positive approach in his outlook and behaviours has a deep impact on employees in terms of getting them engaged into high quality and long-term relationship with the employer. Further, through his positive approach, outlook and behaviours (characteristics of authentic leadership style), the leader is able to prevent employees from experiencing breach in their contractual obligations, thus enabling employees to be satisfied, motivated and committed to their work and organization. Theoretically, the study will extend contribution and enrich the literature of authentic leadership style and employees' PC.

Limitations and Future Research

The study is not free from limitations, so the findings of the study should be taken with some caution. First, the study is conducted in two organizations, which limits its ability to generalize the relationship between the authentic leadership style and employees' PC on wider population. Replication of the study in different organizations can enhance better insights on the issue of the study. Second limitation is that the study is conducted in one small country which needs to be replicated in other countries to have better insights on the issue. PC can be context

specific and different people from different organizational and national context may have different thinking and perception. Actually, PC exists between two parties, the employer and the employee. But, the present study has taken employees' perspective only, which makes it difficult to understand the actual relationship between the two variables of the study thus making the third limitation of the study. Inclusion of both the parties in information gathering would have made the results more insightful. Future research should address these issues.

References

- Agarwal, U.A., & Bhargava, S. (2013). Effects of psychological contract breach on organizational outcomes: Moderating role of tenure and educational levels. *Vikalpa*, 18(1), 13-25.
- Alok, K., & Israel, D. (2012). Authentic leadership & work engagement. *The Indian Journal of Industrial Relations*, 47(3), 498-510.
- Avolio, B. J., & Bass, B. M. (2002). *Developing potential across a full range of leadership: cases on transactional and transformational leadership*. Mahwah, N.J.: Lawrence Erlbaum Associates.
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16, 315–338.
- Blancero, D.M., DelCampo, R.G. & Marron, G.F. (2007). Perception of fairness in psychological contracts by Hispanic business professionals: an empirical study in United States. *International Journal of Management*, 24, 364-375.
- Boxall, P., Ang, S. & Bartram, T. (2011). Analyzing the 'black box' of HRM: Uncovering HR goals, mediators, and outcomes in a standardized service environment. *Journal of Management Studies*, 48(7), 1504-1532.
- Chu, H-C & Kuo, T-Y (2012). Exploring Faculty Psychological Contract through Leadership Style and Institutional Climate in a Higher Education Setting. *International Journal of Business and Social Science*, 3(4), 159-164.
- Conway, N., & Briner, R. B. (2009). Fifty years of psychological contract research: What do we know and what are the main challenges? *International Review of Industrial and Organizational Psychology*, 21, 71–131.
- Erkutlu, H. & Chafra, J. (2013). Effects of trust and psychological contract violation on authentic leadership and organizational deviance. *Management Research Review*, 36(9), 828-848.
- Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. (2005). Can you see the real me? A self-based model of authentic leader and follower development. *The Leadership Quarterly*, 16, 343–372.
- Hofmann, D.A., Morgeson, F.P. & Gerras, S. (2003). Climate as a moderator of the relationship between LMX and content specific citizenship: safety climate as an exemplar. *Journal of Applied Psychology*, 88(1), 170-178.
- Kernis, M. (2003). Toward a conceptualization of optimal self-Esteem. *Psychological Inquiry*, 14(1), 1-26.
- Krishnan, V. R. (2002). Transformational leadership and value system congruence. *International Journal of Value-Based Management*, 15(1), 19-33.
- Lee, H.W. & Liu, C.H. (2009). The Relationship among Achievement Motivation, Psychological Contract and Work Attitudes. *Social Behavior and Personality*, 37, 321-328.
- Luthans, F., & Avolio, B. J. (2003). Authentic leadership: A positive developmental approach. In K. S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), *Positive organisational scholarship* (pp. 241–261). San Francisco, CA: Barrett-Koehler.
- Mayer, R.C., Davis, J.H. & Schoorman, D.F. (1995). An integrative view of organizational trust. *Academy of Management Review*, 20(3), 709-734.
- MacNeil, I. R. (1985). *Relational Contract: What we do, and we do not know*. Wisconsin Law Review, 443-525.
- Maxwell, J. (2012). *The law of explosive growth: Lesson 20 from the 21 irrefutable laws of leadership*. Nashville: Thomas Nelson Inc.
- Millward, L.J. & Hopkins, L. (1998). Psychological contracts, organizational and job commitment. *Journal of Applied Social Psychology*, 28, 1530-1556.
- Morrison, E.W., & Robinson S.L. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Academy of Management Review*, 22, 226–256.
- Olaniyan, O.S. & Hystad, S.W. (2016). Employees' psychological capital, job satisfaction, insecurity, and intentions to quit: The direct and indirect effects of authentic leadership. *Journal of Work and Organizational Psychology*, 32, 163–171.
- Owusu-Bempah, J., Addison, R., & Fairweather, J. (2011). Does follower subjectivity matter in

- defining authentic leadership? A call for qualitative research. *Asia Pacific Journal of Business and Management*, 2(2), 1-25.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. and Podsakoff, N.P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903.
- Purcell, J., and Hutchinson, S. (2007). Front-line managers as agents in the HRM–performance causal chain: theory, analysis and evidence. *Human Resource Management Journal*, 17(1), 3-20.
- Raja, U., Johns, G., & Ntalianis, F. (2004). The impact of personality on psychological contracts. *Academy of Management Journal*, 47, 350–367.
- Rego, A., Sousa, F., Marques, C. & Cunha, M.P. (2012). Authentic leadership promoting employees' psychological capital and creativity. *Journal of Business Research*, 65(3), 429-437.
- Rego, A., Sousa, F., Marques, C., & Cunha, M.P., (2014). Hope and positive affect mediating the authentic leadership and creativity relationship. *Journal of Business Research*, 67(2), 200-210.
- Robinson, S.L. (1996). Trust and breach of the psychological contract. *Academic Science Quarterly*, 41, 574–599.
- Robinson, S.L., & Rousseau, D.M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior*, 15, 245–259.
- Robinson, S. L., & Morrison, E. W. (1995). *Developing a standardized measure of the psychological Contract*. Paper presented at the annual meeting of the Academy of Management, Vancouver.
- Rousseau, D.M. (1990). New hire perceptions of their own and their employer's obligations: a study of psychological. *Journal of Organizational Behavior*, 11, 389-400.
- Rousseau, D.M. (1995). *Psychological contracts in Organisations: Understanding Written and Unwritten Agreements*, London: Sage Publications.
- Rousseau, D. M. (2001). Schema, promise and mutuality: The building blocks of the psychological contracts. *Journal of Occupational and Organizational Psychology*, 74, 511-541.
- Ryan, R., & Deci, E. (2003). On assimilating identities to the self: A self-determination theory perspective on internalization and integrity within cultures. In M. Leary & J. Tangney, *Handbook of self and identity*. New York: Guilford.
- Shamir, B., & Eilam, G. (2005). "What's your story?": A life-stories approach to authentic leadership development. *The Leadership Quarterly*, 16, 395-417.
- Spence, M. (1973). Job market signaling. *Quarterly Journal of Economics*, 87, 355-374.
- Sturges, J., Conway, N., Guest, D., & Liefoghe, A. (2005). Managing the career deal: The psychological contract as a framework for understanding career management, organizational commitment and work behavior. *Journal of Organizational Behaviour*, 26, 821–838.
- Suazo, M., Turnley, W., & Mai-Dalton, R. (2008). Characteristics of the supervisor-subordinate relationship as predictors of psychological contract breach. *Journal of Management*, 20 (3), 295–312.
- Suazo, M. M., & Turnley, W. H. (2010). Perceived organizational support as a mediator of the relations between individual differences and psychological contract breach. *Journal of Managerial Psychology*, 25, 620 – 648.
- Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*, 34, 89–126.
- Wong, C.A. & Cummings, G.G. (2009). The influence of authentic leadership behaviors on trust and work outcomes of health care staff. *Journal of Leadership Studies*, 3(2), 6-23.
- Yukl, G. (2008). How leaders influence organisational effectiveness. *The Leadership Quarterly*, 19, 708–722.

Manuscript submitted on April 15, 2017

Final Revision Received on November 1, 2017

Accepted on November 7, 2017

Md. Hassan Jafri, Assistant Professor in Psychology, Patna College, Patna University, Patna. Email: hassaan_j@rediffmail.com;