Authentic Leadership: A Systematic Literature Review

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Abstract

With an aim to review and analyze literature on authentic leadership, this study using Systematic literature Review (SLR) process found 42 articles from 30 peer-reviewed English journals. The review after following due process of identification as warranted under SLR found several antecedents such as empathy, self-knowledge, emotional intelligence to and also a few outcomes of authentic leadership such as job satisfaction, work engagement, employee creativity. The review provides an increased understanding of the existing state of current research, trends and future research directions on authentic leadership.However, this research is limited to a review of imperial papers on authentic leadership obtained from various online databases, thus, excluding the other academic sources such as review papers, books, and conference papers. The theoretical and practical implications for policy makers and researchers form the other important components of this review.

Keywords: Authentic leadership, Authentic Leadership Theory (ALT), Leadership, Review on Authentic Leadership, Theories of leadership.

Introduction

Research unequivocally portrays leadership as one of the most dynamic and complex phenomena to which organizational and psychological researches have been applied since the beginning of time (Burns, 1978; Van et al., 1990). Recognized since the late 17th century, despite being noted as early as the 13th century (The Oxford English Dictionary), leadership was formally conceptualized well before biblical times (Stogdill, 1974), with the scientific research on the topic however, initiated only in the 20th century (Bass, 1985). Since then, an extensive amount of research has been carried out on the subject, covering a wide range of topics for example leadership and innovation, the evolution of leadership theory (Van et al., 1990), leadership and performance beyond expectations (Bass et al., 1987), a theory of leadership effectiveness (Fiedler, 1967), changing roles: leadership in the 21st century (Dess et al., 2000), leadership: current theories, research, and future directions (Avolio et al., 2009), towards a theory of leadership practice: a distributed perspective (James et al, 2007), e-leadership: implications for theory, research, and practice (Bruce et al., 2007), a diversity mindset perspective on inclusive leadership (Knippenberg, 2021).

Amidst the huge chunk of research that has gone into studying the leadership and its antecedents and consequences, leadership is fraught with unprecedented definitional and conceptual controversies with most of it however, advocating that leader is an influential person whose major duty is to influence the behavior of subordinates towards the achievement of a common goal. According to Stogdill (1974), for instance, there are as many definitions of

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leadership as there are people who have tried to describe it. Likewise, while Northouse (2010) describes leadership as a leader's capacity to persuade a group of people to accomplish a common objective; Buchannan and Huczynski (1997) defined it as a social mechanism through which a person controls the actions of others without using coercion. Similarly, Bennis (1988) described leadership as the ability of an individual to turn vision into reality and Robbins et al. (2013) defined it as an individual's ability to influence a group of individuals' to achieve common goals. Some however, argue that leadership is mainly focused at vision creation and articulation. Handy (1992) for instance, argues that leader shapes and shares a vision which gives direction to the work of others; and likewise, Ricgards and Engle (1986) state that leadership entails articulating vision, embodying values, and fostering an atmosphere in which things can be achieved. All in all, since its emergence, scholars have established four fundamental viewpoints on leadership theory: trait theories, behavioral theories, contingency theories, and contemporary theories of leadership.

The behavioral, trait, and contingency theories of leadership remain the topics of current research, while contemporary theories of leadership, such as transformational leadership and authentic leadership, characterize leadership as a complex and ethical mechanism between individuals working together to accomplish a shared purpose (Margaret M. Hopkins, 2015). Authentic leadership, which has its roots in Greek philosophy, focuses on the development of core, or cardinal virtues such as prudence, temperance, justice and fortitude in a leader (Avolio and Gardner, 2005). It originated in 1960 to describe how an organisation reflects itself authentically to others through leadership (Gardner et al., 2011). Some believe that an entire organisation could act authentically like a single person (Rome et al., 1967), while others believe that authentic leadership is about how leaders define their role within an organisation (Seeman et al. 1966).

Authentic Leadership: Theoretical Underpinnings

Around 1960, criticism fueled by managerial malfeasance, major frauds, and scandals by corporate leaders turned a flashlight on the doings and morality of managerial executives and the dark side of the charismatic and heroic leadership was exposed. The time was right to experiment and espouse a new but a less heroic and more humble leadership concept: the authentic leadership (Einola and Alvesson, 2021). However, the term authentic leadership was made popular by George through his book written in 2003, where he argued that authentic leaders lead with heart and head, pursue mission with passion, practice values, establish long-lasting meaningful relations with followers and are self-disciplined. The concept of AL was further accentuated by the works of Kernis in 2003, when he argued that authenticity comprised of four dimensions such as self-awareness, unbiased processing, relational authenticity and authentic behavior. Following these works, George authored another book in 2007, "*True North: Discover Your Authentic leadership*" which became an instant success. The review of the book that appeared in *TheNew York Times* states the following:

"Since it is based on so much intimate and personal observations, this is one of the most significant books on leadership to come along in years. It is much more reality-based than the theories peddled by the majority of management pundits" (Holstein, 2007).

From here onwards, there was the explosion of research on authentic leadership theory (ALT). An influential and large group of scholars stood strongly behind ALT and contributed to it. Hundreds of studies were conducted on ALT, where researchers found that ALT offers enormous benefits to organisations, followers and leaders with manifold manifestations like improved job satisfaction (Claudia et al., 2012), stronger feelings of hope (Coxen et al., 2016), organisational citizenship behavior (Back-Kyoo et al., 2018; Walumbwa et al., 2010; Feng et al., 2016), greater employee commitment (Kweisi et al.,2016), improved organisational performance (Clapp-Smith, 2008), higher productivity (Fusco et al., 2015) and creativity (Matej et al., 2013; Phoung et al., 2021). Researchers mainly followed the movement started by Bill George and his associates (Einola, 2021) and based on the works of George (2003); Kernis (2003); George and Sims(2007), authentic leadership has been defined as "positive psychological capacities and positive ethical climate to foster the four core dimensions of authentic leadership, enabling positive follower self-development" (Walumbwa et al., 2008 p.84). Gardner et al. (2005) argued that the AL is a higher-order construct comprising of four dimensions such as relational transparency, self-awareness, internal moral perspective and balanced processing of information.

Dimensions of Authentic Leadership

A review of recent literature on authentic leadership has merged definitions and evolved the higher-order construct of AL to consist of four second order sub-constructs such as:

1) Relational Transparency: the ability of leaders to present one's true-self to others plays an important role in the development of authentic leadership (Gardner et al., 2005). Leaders who display relational transparency openly express their emotions and thoughts to others and give true and genuine information to followers, while simultaneously controlling such emotions to avoid display of inappropriate emotions (Gardner et al., 2005).

2) Self-Awareness: the ability of leader to focus on themselves and to known; and believe in their own strengths and weaknesses (Kernis, 2003). By being self-aware, authentic leaders clearly know their own strengths, developmental areas, core values, emotions and beliefs (Gardner et al., 2014), which help them in their decision making and subsequent behavior (Luthans et al., 2006).

3) Internal Moral Perspective**:** Described as Internal moral perspective, whatever the external pressures, authentic leaders are very sensitive to and aware of their core values and moral standards (Coxen et al., 2016), that help them in ethical decision making.

4) Objective Analysis of Information**:** Described as the objective analysis of information to facilitate fair decision making (Neider and Schriesheim, 2011), balanced processing of information is the ability and willingness of leaders to consider and evaluate the opinions of others while taking decisions and thereby reach fair conclusions (Avolio & Gardner, 2005).

Methodology

As needed in an integrative literature review, the study used the process of data collection, analysis, findings and synthesis based on Torraco (2005) framework. An integrative review, according to Torraco (2005), is a type of study that reviews, critiques, and synthesizes representative literature on a topic in an integrated manner in order to generate new frameworks and perspectives on the topic. Accordingly to identify pertinent research articles on authentic leadership, we used three-step procedure mentioned in the Matrix Method for conducting systematic literature reviews (Garrard, 2004). First of all, we utilized seven major electronic databases (ERIC, ABI/Inform Complete, Psyc INFO, Sociological Abstracts, Scopus, Web of Science and Academic Search Premier) to search and find relevant studies on authentic leadership. Then we used Google Scholar to find research articles that were not included in any of the above mentioned databases,however, the duplicate studies were eliminated. Further, with the research focusing on authentic leadership, its antecedents and outcomes, we used 'authentic leadership', 'outcomes of authentic leadership', 'authentic leadership theory' and 'antecedents of authentic leadership' as key words to search relevant articles. In total, we obtained and screened near about 83 articles by using several inclusion/exclusion criteria. The inclusion criteria were: article must be in English; article must be an empirical study and at least one of the hypotheses must be pertaining to authentic leadership. For the exclusion criteria: we eliminated: review articles, meta-analysis, conceptual studies and case studies. Out of 83 screened articles, only 40 articles met the inclusion and exclusion criteria.

Synthesis of Review Results

Table 1 includes a list of research studies conducted on authentic leadership from 2008 to 2022. Only the articles from 2008 were selected because there was an explosion of research on authentic leadership as indicated above since that time due to the publication of the book "*True North: Discover Your Authentic leadership*" by Bill George. Most of these studies are simple questionnaire based empirical studies and have used structural equation modeling for analyses of data. These studies have been conducted in Asian as well as Western countries. Majority of these studies have been conducted in recent times and have linked authentic leadership with various organizational outcomes.

Table-1. Authentic Leadership Studies

Title	Author (s) and year	Journal	Sample and region	Methodology	Findings
Authentic leadership and positive psychological capital: The mediating role of trust at the Group Level of Analysis	Clapp-Smith et al. (2008)	Journal of Leadership and Organisational Studies	89 employees working at small retail stores in USA	Structural equation modeling	AL positively predicts change in performance. Trust in management mediates the relationship between psychological capital and performance. Trust in management partially mediates the relationship between AL and performance.

The influence of authentic leadership behaviors on trust and work outcomes of health care staff	Carol et al. (2009)	Journal of Leadership Studies	147 health care employees working in Canada	Structural equation modeling	The findings suggest that supportive leader behavior and trust in management are necessary for staff to be willing to voice concerns and offer suggestions to improve the workplace and patient care.
Retraced: Psychological processes linking authentic leadership to followers behavior	Walumbwa et al. (2010)	The Leadership Quarterly	387 employees and 129 immediate supervisors working in two telecom companies in China	Hierarchical linear modeling	AL behavior was positively related to supervisor-rated organisational citizenship behavior and work engagement, controlling for ideal power distance, company type, and followers' such as age and sex. These relationships were mediated by the followers' level of identification with the supervisor and their feelings of empowerment.
Authentic Leadership, Trust and Work Engagement	Arif Hassan and Forbis Ahmed (2011)	International Journal of Human and Social Sciences	395 employees drawn from seven banks and their branches located around Kuala Lumpur, Malaysia	Structural equation modeling	Results indicated that authentic leadership promoted subordinates' trust in leader, and contributed to work engagement. Also, interpersonal trust predicted employees' work engagement as well as mediated the relationship between this style of leadership and employees' work engagement
Authentic leadership and work engagement	Alok and Isreal (2012)	The Indian Journal of Industrial Relation	117 professionals working in different firms in India	Regression analysis	AL indirectly relates to work engagement of employees through the full mediation of organisation based promotive psychological ownership.

Authentic leadership promoting employees' psychological capital and creativity	Rego et al. (2012)	Journal of Business Research	201 employees working in 33 commerce firms in Portugal	Structural equation modeling	AL predicts employee creativity. Psychological capital positively correlates with employee creativity. Psychological capital mediates the relationship between AL and employee creativity.
Authentic leadership, performance and job satisfaction: the mediating role of empowerment	Wong & Heather (2012)	Journal of Advanced Nursing	600 registered Nurses working in Canada	Structural equation modeling	Structural empowerment increased job satisfaction and self-rated performance among nurses. AL had a statistically significant positive direct and an indirect effect on job satisfaction through empowerment. AL also had a small positive and statistically significant indirect effect on performance through empowerment.
Authentic leadership: An empirical test of its antecedents, consequences, and mediating mechanisms	Peus et al. (2012)	Journal of Business Ethics	306 employees working in various sectors in Germany	Multivariate regression analysis	The findings reveal leaders self-knowledge and self-consistency as antecedents of AL and followers' satisfaction with supervisor, organisational commitment and extra-effort as well as perceived team effectiveness as outcomes. Authentic leadership also has an indirect effect on followers' job-related attitudes, mediated by predictability, as authentic leadership impacted the hypothesized mediator predictability, which in turn had significant effects on all three outcome variables, i.e., satisfaction with supervisor, organizational commitment, and extra-effort.

Authentic leadership, reactivity, and innovation: A multilevel perspective	Cerne et al. (2013)	Leadership	23 leaders and their 289 followers working in manufacturing and processing companies in Slovenian.	Hierarchical linear modeling	AL directly influences team members' individual creativity and team innovation. Support for innovation mediated the relationship between team leaders' authenticity and employees' creativity.
The Influence of Authentic Leadership on Creativity and Innovativeness	Müceldili (2013)	Procedia - Social and Behavioral Sciences	142 employees working in different organizations operating in Turkey	Structural equation modeling	The main findings are; AL has a positive relationship with employees' creativity; employees' creativity has a positive impact on innovativeness and AL has a positive relationship with innovativeness.
Authentic leadership and psychological ownership: investigation of interrelations	Alok (2014)	Leadership and Organisational Development.	182 professionals working in various organisations in India	Structural equation modeling	AL significantly relates to organisation based promotive psychological ownership. No relationship was found between AL and preventive psychological ownership.
The effects of authentic leadership on turnover intention	Azanza et al. (2015)	Leadership and Organisational Development.	623 Spanish employees	Structural equation modeling	Results show that authentic leadership has a negative effect on turnover intention and positive effects on work engagement and work-group identification. The direct relationship between authentic leadership and turnover intention was found to be partially mediated by employees' work engagement.

The interactive effect of authentic leadership and Leader competency on followers' Job Performance: The mediating role of Work Engagement	Wei et al. (2016)	Journal of Business Ethics	320 followers and their immediate supervisors working in China	Hierarchical regression analyses	AL positively relates to followers' task performance and organisational citizenship behavior. Leaders' competency moderates the relationship between AL and OCB. Followers' work engagement fully mediates the relationship AL and job performance.
The effects of authentic leadership and organisational commitment on turnover intentions	Gatling et al. (2016)	Leadership and Organisation Development Journal	236 employees working in hospitality sector in USA	Structural equation modeling	AL is likely to increase level of employees' commitment. The direct effect of AL on turnover intentions was not significant. Employee commitment is negatively related with their turnover intentions.
Linking authentic leadership to subordinate behaviors	Liu et al., (2017)	Leadership & Organization Development Journal	124 employees and 16 supervisors working health organization in the southern part of the USA	Structural equation modeling	This study provides empirical evidence that authentic leadership is positively related to subordinates' proactive behavior and negatively related to subordinates' workplace deviance behavior through mediation effects of three psychological factors, including supervisor identification, psychological safety, and job engagement.
The effects of perceived authentic leadership and core self-evaluation on organisational citizenship behavior: The role of psychological empowerment as a partial mediator	Joo & Jo et al. (2018)	Leadership and Organisation Development Journal	374 employees working in corporate learning centre in Korea	Structural equation modeling	Perceived AL and core self-evaluation had significant impact on employees' OCB. Perceived authentic leadership and core self-evaluations were found to be significantly correlated with psychological empowerment. Psychological empowerment partially mediated the relationship

					between AL and employees' OCB as well as between core self-evaluations. The total indirect effect of authentic leadership and core self-evaluations on OCB mediated by psychological empowerment were 0.12 and 0.24 respectively.
Authentic leadership and work engagement: the mediating effect of practicing core values	Oh et al. (2018)	Leadership and Organisation Development	281 employees working in three major corporations in south Korea	Structural equation modeling	AL had direct and significant on employees' core values. Core values have a significant positive impact on work engagement. Core values partially mediated the relationship between AL and employee work engagement.
Authentic leadership, career self-efficacy and career success: a cross-sectional study	Chughtai et al. (2018)	Career Development International	162 employees working in leading food and beverage company in Pakistan	Structural equation modeling	Positive correlation exists between AL behavior and employees' career self-efficacy. Career self-efficacy was positively correlated career satisfaction. Finally, the indirect effect of authentic leadership on career satisfaction via career self-efficacy was 0.10.
Relationship between authentic leadership and nurses' intent to leave: The mediating role of work environment and burnout	Lee et al. (2018)	Journal of Nursing Management	946 nurses from three different levels of hospitals fromTiawan	Structural equation modeling	Work environment and burnout mediated the effect of authentic leadership on intent to leave among nurses. The mediating effects of burnout on authentic leadership was present both for junior and senior nurses.
Relationships among authentic leadership, managers	Alkaabi and Wong (2019)	Leadership	1020 new graduate nurses working in	Hierarchical multiple linear regression	AL had a negative relationship with incivility. Significant negative

incivility and trust in the managers			Canada		association exists between incivility and trust in the managers. AL was positively associated with trust in the managers. There was a significant indirect effect of authentic leadership on trust in the manager through incivility.
The effect of school leaders' authentic leadership on teachers' job stress in the eastern Part of Peninsular Malaysia	Ismail (2019)	International Journal of Instruction	330 teachers working in primary schools in the Eastern part of Peninsular Malaysia	Multiple Regression Analysis	The finding also revealed that there is a moderate negative significant relationship between school leaders' authentic leadership and teachers' job stress. Furthermore, Step wise's multiple regression analysis shows that authentic leadership also contributed a significant negative impact on teachers' job stress.
Authentic Leadership and Teachers' Intention to Stay: The Mediating Role of Perceived Organizational Support and Psychological Capital	Aria et al. (2019)	World Journal of Education	470 teachers working in high schools in Tehran	Structural equation modeling	The results suggest that authentic leadership significantly influences teachers' intention to stay, psychological capital, perceived organizational support. As predicted, both perceived organizational support and psychological capital had a significant positive direct effect on intention to stay. The effect of authentic leadership on intention to stay was found to be mediated by teachers' psychological capital and perceived organizational support

How Authentic Leadership Promotes Individual Creativity: The Mediating Role of Affective Commitment	Ribeiro et al. (2019)	Journal of Leadership & Organizational Studies	177 leader–follower dyads from 26 private, small- and medium-sized enterprises in Portugal	Structural equation modeling	The results show that authentic leadership has a positive impact on affective commitment and creativity. Moreover, affective commitment fully mediates the relationship between perceived authentic leadership and individual creativity.
How authentic leadership impacts on job insecurity: The multiple mediating role of psychological empowerment and psychological capital	Wang et al. (2020)	Stress and Health	451 employees working in 68 departments of a communications enterprise in China	Correlation Analysis	The study found that authentic leadership has a cross-level negative impact on employees' job insecurity. Moreover, psychological empowerment and psychological capital played a multiple mediating role between authentic leadership and job insecurity.
Effect of authentic leadership on employees' turnover intention and self-efficacy in south Korea's Casino Industry: mediating role of employees' gender and age	Kim et al. (2020)	Journal of Quality Assurance in Hospitality & Tourism	281 employees working in Casino industry in South Korea	Structural equation modeling	Self awareness dimension of AL and employees' self-efficacy positively relate to each other. Employees' Self-efficacy significantly influenced turnover intentions. Employees' gender and age moderated the relationship employees' their self-efficacy and AL.
Authentic leadership and teachers' voice behavior: The mediating role of psychological empowerment and moderating role of interpersonal trust	Zhang et al. (2020)	Educational Management Administration & Leadership	982 teachers working in 38 primary schools in mainland China	Regression analysis	Authentic leadership is significantly and positively correlated with psychological empowerment and teachers' voice behavior. Psychological empowerment is significantly correlated with teachers' voice behavior. Interpersonal trust is significantly and positively correlated with authentic leadership,

					psychological empowerment and teachers' voice behavior. Psychological empowerment mediated the relationship between authentic leadership and teachers' voice behavior.
Emotional intelligence and authentic leadership among Saudi nursing leaders in the Kingdom of Saudi Arabia	Alshammari et al. (2020)	Journal of Professional Nursing	152 Nurse leaders working in Saudi Arabia	Regression analysis	Age and experience significantly and positively related to emotional intelligence. Gender, age and years of experience significantly related to authentic leadership. Emotional intelligence significantly and positively related to authentic leadership.
The Relationship between Authentic Leadership and Work Engagement	Basaran et al. (2020)	International Journal of Contemporary Educational Research	300 teachers working in official secondary schools Turkey	Descriptive and inferential statistical techniques	It was found that teachers' general perceptions of authentic leadership of school administrators were relatively high and the highest level on balanced processing. According to teachers, the authentic leadership of school administrators significantly predicted teachers' perceptions of work engagement.
The impact of authentic leadership on individual and team creativity: a multilevel perspective	Lie et al. (2021)	Leadership & Organization Development Journal	Data were collected from 58 team leaders and 283 employees in a creative industry park in the Yangtze River Delta region from China	Path analysis	The results reveal that AL is an important antecedent of creativity. Furthermore, an innovation-based atmosphere at the team level mediates the theorized relationship between AL and individual creativity. The study found that AL moderates the relationship between creative self-efficacy and individual creativity.
The impact of authentic	Phuong et al. (2021)	Asia Pacific Business	533 employees	Structural equation	Results confirm the direct impact of authentic

		Review	working in 19 enterprises of Vietnam	modeling	leadership on employee creativity. AL had a significant and positive impact on relational contract. Relational contract had a significant impact on employee creativity. The relationship between AL and employees creativity was partially mediated by relational psychological contract. Public work experience as well as gender moderated the relationship between AL and employee creativity.
Authentic Leadership and Engaging Employees: A Moderated Mediation Model of Leader–Member Exchange and Power Distance	Du et al. (2021)	Cornell Hospitality Quarterly	440 frontline employees working in five-star hotels in China	Hierarchical Linear Modeling	The result supported a positive influence of authentic leadership on work engagement and the mediating role of leader–member exchange (LMX). Hotel employees' perceived power distance orientation moderated the indirect relationship between authentic leadership and work engagement through LMX.
Can authentic leadership influence the employees' organizational justice perceptions? – a study in the hotel context	Kurain et al. (2021)	International Hospitality Review	172 employees working in the hotel industry in the United States	Regression analysis	The results indicate that authentic leadership has a strong relationship with hotel employees' organizational justice perceptions, and authentic leadership predicted the employees' perceptions of organizational justice. Authentic leadership has stronger relationships with informational and interpersonal dimensions of justice which implies that authentic leaders are strategic in their interactions with their

					employees.
Impact of Big Five personality traits on authentic leadership	Shahzad et al. (2021)	Leadership & Organization Development Journal	305 leader–subordinate dyads from Pakistan	Multiple linear regression analysis	While extraversion, agreeableness, conscientiousness and openness to experience were positively related to authentic leadership style, neuroticism was negatively related to it.
Working from home during the corona pandemic: Investigating the role of authentic leadership, psychological capital, and gender on employee performance	Daraba et al. (2021)	Cogent Business & Management	There were 116 usable responses were recruited from a governmental institution under the Minister of Home Affairs in Indonesia	Hayes' PROCESS macro for moderation analysis	Employees' perception of leaders' authenticity could directly influence employees' performance or indirectly via employees' PsyCap. The effect of Authentic Leadership on PsyCap was significantly moderated by employees' gender in which female respondents showed a positive and significant impact of authentic leadership on their PsyCap.
Authentic Leadership Fostering Creativity in Start-ups: Mediating Role of Work Engagement and Employee Task Proactivity	Sengupta et al. (2021)	Business Perspective and Research	leaders and 300 employees of Indian start-ups	Structural equation modeling	The findings suggest that AL has direct and significant effects on creativity and the same is mediated by work engagement and employee task proactivity.
Authentic Leadership and Improved Individual Performance: Affective Commitment and Individual Creativity's Sequential Mediation	Duarte et al. (2021)	Organisational Psychology	214 employees working in different business sectors in Portugal	Confirmatory Factor Analyses	The results reveal a statistically significant positive relationship between authentic leadership and employees' workplace performance, which are both directly connected and indirectly linked through the two proposed psychosocial mechanisms. The findings thus indicate that authentic leadership reinforces workers' emotional connection with

					their organizations, thereby increasing their individual creativity and, subsequently, promoting better on-the-job performance.
The Role of Authentic Leadership and Teachers' Organizational Commitment on Organizational Citizenship Behavior in Higher Education	Roncesvalles et al. (2021)	International Journal of Educational Leadership & Management	150 college teacher from Philippines	Structural Equation Modeling	The results of this research revealed that authentic leadership and teachers' organizational commitment significantly influence organizational citizenship behavior. The results also depicted that authentic leadership significantly affects organizational commitment. Results yielded that authentic leadership has an indirect influence on organizational citizenship behavior through organizational commitment.
Studying the relationships between authentic leadership, structural empowerment, and civility in the palliative care sector in Portugal	Kulari et al. (2022)	Leadership in Health Services	213 employees working in five major public palliative care hospitals in central Portugal	Hayes' PROCESS macro for mediation analysis	AL has a significant positive direct relationship with both structural empowerment and civility. Furthermore, structural empowerment demonstrated to play a partial mediation effect between AL and civility.
Impact of authentic leadership on employee engagement in the banking sector of Karachi	Khan and Ghayas (2022)	International Journal of Business Performance Management	230 pairs of respondents from the banking sector of Karachi	Multiple regression analyses	Results showed that relational transparency, internalized moral perspective and balanced processing have positive impact on vigour. Whereas, self-awareness, relational transparency, internalized moral perspective and balanced processing have positive impact on dedication. On the other hand, self-awareness has positive

					impact on absorption.
Relationships among basic psychological needs, organizational commitment, perceived authentic leadership and turnover intention in Korean nurses: A cross-sectional study	Hwang et al. (2022)	Journal of Nursing Management	216 nurses working at a university hospital in South Korea	Multiple regression analysis	Clinical experience, subjective workload, psychological needs frustration, organizational commitment and perceived authentic nurse leadership were found to have significant effects on nurses' turnover intention.

Journal Titles and Publication Volume

A total of 40 articles related to outcomes and antecedents of authentic leadership have been found in 30 English journals in the fields of business, human resource management, and organisational behavior. A good number of articles have featured in top-tier journals. For instance, eight articles were published in Leadership and Organisational Development Journal: Alok (2014), Azanza et al. (2015), Gatling et al. (2016), Liu et al. (2017), Joo et al. (2018). Oh et al. (2018), Lie et al. (2021) and Shahzad et al. (2021); two papers in Leadership Journal: Cerne et al. (2013), and Alkaabi& Wong et (2019); two were published in Journal of Business Ethics: Peus et al. (2012) and Wie et al. (2016), One was published in Journal of The Leadership Quartely: Walumbwa et al. (2010), and one in Journal of Business Research: Rego et al. (2012). There is a clear ascending research trend with some fluctuations in the past two decades (see Fig. 1). This trend indicates a continuously growing research interest in the topic of authentic leadership. In total, 40 empirical research studies have been published using samples from 18 countries and regions, with China leading the ranking with 5 articles, followed by the USA with four articles (see Fig. 2 below).
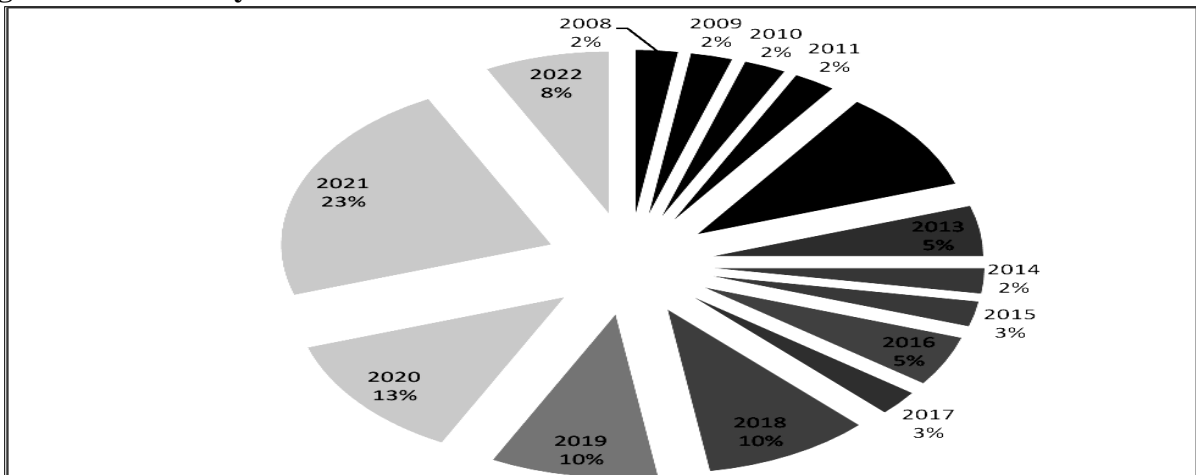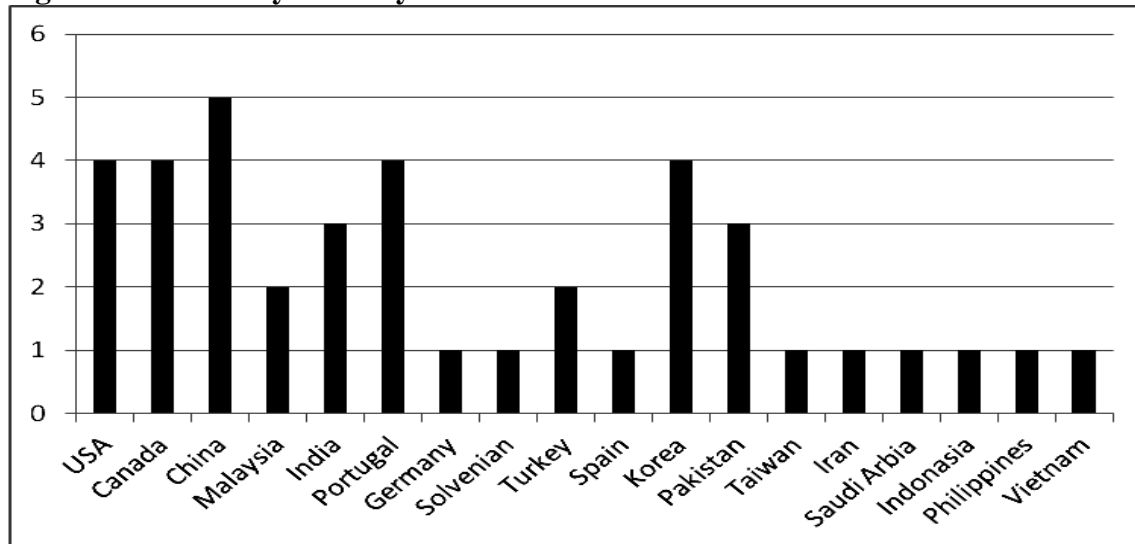
Figure 1: Volume by Year

Figure 2: Volume by Country

Table-2. Volume by Journal

Discussion

The continuous research on the construct of AL by management scientists has aided to develop the theoretical base for practicing and implementing the authentic leadership theory in modern organisations. Organisations now expect their workers to be more ambitious, constructive, show initiative, cooperate and take ownership of their jobs (Salanova et al., 2016). Employees also prefer leaders who are honest, trustworthy and concerned with their needs. Consequently, the focus is shifting towards authentic leadership with the research however, documenting a mixed and inconclusive benefits' the AL offers to its various stakeholders like the leaders, the followers and the organizations. For example, Alok (2014) in a study conducted on 182 professionals working in various organisations in India, established promotive psychological ownership as a consequence of AL (SE=.228, p<0.001) but found no link between AL and preventive psychological ownership (SE=-0.04, p<0.05). Oh et al. (2016) observed that employees working in three major corporations in South Korea showed higher work engagement and core values in response to AL with the core values partially also mediating the relationship between AL and work engagement as well as between AL and OCB. The researchers found all paths among constructs as significant (t >1.96, p < 0.05).

AL was also found to augment creativity amongst employees. For example, Rego et al.(2012) conducted a study on 201 employees working in 33 commerce firms in Portugal and found AL predicting employee creativity (r=.65, p<.001) both directly and indirectly with employees'psychological capital (r=.71, p<.001) as a mediator. Likewise, Metej et al. (2013) in a study conducted on 23 leaders and their 289 followers working in manufacturing and processing companies in Slovenian, contended that AL plays an important role in the development of employees' creativity (γ = .26, SE = .01, p < 0.05) and innovation (β= .36, p < 0.05) with the relationship between AL and creativity being mediated by perception of support for innovation (γ= .21, SE= .01, p < .01).

Additionally, scholars investigated complex behavioral tendencies associated with application of AL. Feng et al. (2016) for example, conducted a study on 320 followers and their immediate supervisors working in various organizations in China and measured organizational citizenship behavior as a consequence of AL and improved performance as a consequence of organizational citizenship behavior. When work engagement was entered into the relationship between AL and job performance, the positive relationships between authentic leadership and

Journal Titles	No. of articles found
Journal of Leadership and Organisational Studies	02
Journal of Leadership Studies	01
The Leadership Quarterly	01
International Journal of Human and Social Sciences	01
The Indian Journal of Industrial Relation	01
Journal of Business Research	01
Journal of Advanced Nursing	01
International Journal of Business Ethics	02
Leadership	02
Procedia-Social and Behavioral Science	01
Leadership and Organisational Development	08
Career Development Instrumental	01
Journal of Nursing Management	01
International Journal of Instruction	01
World Journal of Education	01
Stress and Health	01
Journal of Quality Assurance in Hospitality and Tourism	01
Educational Management Administration and Leadership	01
Journal of Professional Nursing	01
International Journal of Contemporary Educational Research	01
Asia Pacific Business Review	01
Cornell Hospitality Quarterly	01
International Hospitality Review	01
Cogent Business and Management	01
Business Perception and Research	01
Organisational Psychology	01
International Journal of Educational, Leadership and Management	01
Leadership in Health Services	01
International Journal of Business Performance and Management	01
Journal of Nursing Management	01

task performance (from $\beta = 0.19$, $p < 0.01$ to $\beta = 0.12$, n.s.) and OCB (from $\beta = 0.13$, $p < 0.05$ to $\beta = 0.04$, n.s.) were recorded as insignificant thus, indicating that work engagement fully mediates the authentic leadership and job performance. Parallel to this line of investigation,

Ohood et al. (2019) in their study on 1020 new graduate nurses working in Canadaconcluded that authentic leaders were found to minimize employees' uncivil behaviors or attitudes (β = -0.563, p < 0.001) besides, confirming a significant indirect effect of authentic leadership on trust in the manager through incivility (β = 0.146, 95 per cent CI [0.115, 0.179]). AL was shown to be a strong predictor of followers' satisfaction with their managers, as well as of dedication, extra effort, and team effectiveness (Claudia et al., 2016) and had a significant impact on structural empowerment of nursing staff, thus, increasing their job satisfaction and self-rated performance (Carol et al., 2012).

While hundreds of studies have highlighted the positive side of AL, some researchers argue that uprooting of problems such as unethical behavior, corruption, mismanagement, corporate malfeasance, and instrumentalism requires more than what is offered by authentic leadership theory. For example, Einola and Alvesson (2021) believed that all of the time, mental effort, and money spent on such an ill-conceived concept reflect a huge potential cost in terms of new ideas and exciting theories that might have been uncovered in the midst of such frantic activity. Additionally, they argued that AL is dangerous to leadership scholars, organizations, and others, who believe in it, as it could undermine academic work, delegitimize business institutions and universities, make false promises to organisations and cause identity trouble to leaders. An uncompromisingly authentic person, according to Jackall (1988), may have some success at the workplace, but they are also more likely to get into trouble. The leaders who attempt to mould themselves into the type of human subject that is prescribed, are quickly trapped in beliefs and standards that lead to identity control (Foucault, 1980), and deviation from the prescription of a "authentic leader" can engender a luring sense of disappointment for failing to live up to the established or self-made standards. These and some other scholars (see for example, Alvesson et al., 2019) have cast aspersions on the Authentic Leadership Theory (ALT) raising concerns on its poor philosophical and theory foundations, tautological rationale, unreliable empirical studies, nonsensical measuring instruments, unsubstantiated assertions of knowledge, and a generally simplified and obsolete perspective of corporate life. We find that the absence of in-depth, varied, and rich explorative multi-method field work, including observations combined with interviews with managers and their presumed followers, alongside or preceding efforts to build quantifiable constructs, is a significant missed opportunity to understand authenticity in the workplace.

Findings

Based on this literature review, the present study identified twelve antecedents of authentic leadership such as self-knowledge, emotional intelligence, self-consistency, empathy, moral reasoning, moral identity, emotional intelligence, and so on. Further thirty two consequences of authentic leadership have been identified, which have been divided into two parts: positive outcomes (such as job satisfaction, organisational citizenship behavior, work engagement, employee creativity, team effectiveness and so on) and negative outcomes (such as false promises to organisations, identity trouble, delegitimize business institutions and undermining academic work). As majority of the previous research had focused on the positive side of the authentic leadership, the present study tried to capture its darker side too. So, for

better performance of employees, the leaders should mitigate the negative consequences of authentic leadership and provide an environment where positive consequences of authentic leadership are encouraged and promoted.

Future Scope

From a research point of view, the construct of authentic leadership is still in its infancy, so further work is needed to develop the philosophy behind it. As most of the studies on authentic leadership are simple questionnaire-based correlational studies, there is a need for exhaustive, diverse, and rich multi-method field work to build quantifiable construct, including observations coupled with interviews with managers and their supposed followers (Elvesson et al., 2021). Moreover, majority of authentic leadership research is skewed towards its outcomes: organisational citizenship behavior, work engagement, commitment, and innovation, with only a few studies focusing on its antecedents. Thus, future research and analysis should emphasize on the developmental aspects of authentic leadership. Taking cue from Wong et al., (2012) longitudinal designs examining authentic leadership behavior in leaders and how they develop relationships with their followers over time should be a focus of future research.

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