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Authenticity in leading: Asset or liability?

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Master in Human Resource Development Policies

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Department of Political Economy

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LEADING WITH AUTHENTICITY: ASSET OR LIABILITY

Cláudia Gandarez

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Acknowledgement

I could write a lot, thank you even more, but words are scarce when it comes to showing the gratitude I feel for those who accompanied the most important and beautiful journey of my life. Everything that I could write sounds very little when it portrays the immense gratitude that I feel for these people.

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To all of you I will be eternally grateful, and I will carry you all in a special corner, forever.

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Abstract

Following the emergence of the ethical dimension in business, leadership studies have been proposing several types of ethically-focused leaders, among which authentic leadership. This has been mostly advocated as being beneficial to organizations and employees, but there are also suggestions in the literature that it can be detrimental as authenticity may be occasionally counterproductive, as inferred by the organizational politics literature. This suggests that the relationship between authentic leadership and organizational outcomes may not follow a linear relation contrarily to what is usually assumed. This study is designed to test an inverted U-shaped relationship between authentic leadership and preparedness to deal with a political crisis in organizations.

We tested the proposed curvilinear model with a sample of 127 employees to find a surprising U-shape relation, suggesting authenticity in leaders can be both an asset (when low or high) and a liability (when moderate). Findings are discussed in light of the literature.

Keywords: Authentic Leadership; Organizational political crisis; Crisis preparedness; Political Savvy.

JEL Classification: D23, M12

Resumo

Na sequência da emergência da dimensão ética nos negócios, os estudos de liderança têm vindo a propor vários tipos de líderes focados na ética, entre os quais a liderança autêntica. Isto tem sido defendido principalmente como sendo benéfico para as organizações e os trabalhadores, mas também há indicações na literatura que pode ser prejudicial, uma vez que a autenticidade pode ser ocasionalmente contraproducente, como inferido na literatura de política organizacional. Isto sugere que a relação entre a liderança autêntica e alguns resultados organizacionais pode não seguir uma relação linear, ao contrário do que é normalmente assumido. Este estudo foi concebido para testar uma relação em forma de U invertido entre a liderança autêntica e a preparação para lidar com crises políticas nas organizações.

Testámos o modelo curvilíneo proposto com uma amostra de 127 trabalhadores, e encontrámos uma surpreendente relação em U, sugerindo que a autenticidade nos líderes pode ser tanto um activo (quando baixa ou alta) quanto um passivo (quando moderada). Os resultados são discutidos à luz da literatura.

Palavras-chave: Liderança autêntica; Crise política organizacional; Preparação para a crise; Sabedoria política.

Classificação JEL: D23, M12

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1. INTRODUCTION

Although authentic leadership is a current topic, it only became a subject of study when corporate scandals emerged, and questions were raised about what "good leadership" is.

Behaviors such as working directly with subordinates and ensuring their development and well-being, along with values such as openness, trust, authenticity, truth, and transparency, are some of the assumptions of leadership to respond to the changes that mark the 21st century adequately. Authentic leadership is considered to be one of the leadership styles that best meets the demands of today's working world and can be successfully applied to a wide variety of types of organizations (Luthans & Avolio, 2003).

By favoring a sense of ethics, self-awareness, the quality of the interpersonal relationship between leader and followers, and the interest in growing the greatest potential of these followers, without forgetting the economic interests of the organizations, authentic leadership has been on the rise since the beginning of this century.

This is not merely of academic interest; it deserves intersocietal attention as society at large demands greater accountability from business leaders due to such ethical scandals. The centrality of this issue is common not only to contemporary societies, but also has ancient roots in various philosophical traditions (Walumbwa et al., 2008). Authenticity as a construct is thus understood to originate in ancient Greece "know thyself" (Harter, 2002) but can also be found as a Confucian virtue (values, norms, practices) in Chinese culture (Zhang et al., 2012). Authentic leadership implies these fundamental ideas as expressed in its multidimensional conception. Walumbwa et al. (2008) propose that authentic leaders have a high level of self-awareness (as a precondition for individuals not to deceive themselves), complemented by relational transparency (which is an antidote to all those who have hidden intentions, or who want to manipulate others), complemented by an internalized moral perspective (implying that a sense of ethics is a basis for deciding one's own action, which is ethically consistent) and a balanced processing of information (where individuals show openness to integrate divergent views of themselves, and maintain reasonable doubt about any ideas they may have). Walumbwa et al. (2008) propose going to the heart of some corporate scandals where leaders have been found to be deceptive (lack of relational transparency), dogmatic (blind to divergent opinions or decisions), two-faced (not walking the talk), and ultimately leaders who deceive themselves by ignoring their true selves.

It is noteworthy that in a study by Campos et al. (2015), when searching for the keyword authentic leadership, 259 other keywords were used by researchers, of which, "job satisfaction" (9), "psychological capital" (8), "trust" (8), "creativity" (7), "work commitment" (7), "leader-

leader exchanges" (5), and "burnout" (4). This suggests the relevance authentic leadership can have – when in consonance with political wisdom and political crisis preparedness – to organizations, as it adds value and novelty to the subject.

Lately, in the face of critical and numerous corporate scandals, authentic leadership has emerged as a key topic in leadership development (Vogel et al., 2021), and there is now consensus that it is crucial to understand its presence in organizations, its true impact, and whether this type of leadership is effective in dealing with organizational crises as they are becoming more frequent and cumulative (Hwang & Lichtenthal, 2000).

Despite this consensus, and the fact that authentic leadership is deeply rooted in philosophical traditions, it must be borne in mind that across historical eras, the prevailing sense of ethics varies (MacIntyre, 2003), and within the political literature, authenticity is again staged or taken as counterproductive (e.g., in Machiavellianism).

This is not surprising because authenticity, as a value, is closer to instrumental values (e.g., honesty) than to terminal values (e.g., peace, freedom), as proposed by Rokeach (1968), implying that authenticity may not be an absolute value, but rather an instrument to achieve these types of values. As with all instrumental characteristics, it may be that being advocated by some and opposed by others, authenticity may become counterproductive, as is the case with many characteristics within organizational studies (Pierce & Aguinis, 2013). This study is set to explore this possibility by scrutinizing where (if any) to draw the line between the appropriate dose of authenticity in leadership from that which becomes counterproductive. This work will proceed firstly by exploring akin literature on organizational crises and the role of authentic leadership in preparing for such crises. By joining divergent ideas about a maximum versus optimum level, the study explores a curvilinear relation which is, to our knowledge, novel.

2. LITERATURE REVIEW

Literature review starts by offering an understanding and relevance of organizational political crises as a phenomenon that potentially exerts nefarious effects upon any organization. It then develops by highlighting leadership's role in solving such crises. Among the several possibilities, the review focuses on authentic leadership as an ethical-based agent that can protect organizations under such stressful events. We then incorporate the case against this view by highlighting the limitations of authenticity from a political point of view. Lastly, literature on political savvy is reviewed as this is the main construct in thinking about leadership's ability to prepare organizations to deal with political crises. This converges into a hypothesis that sets authentic leadership as having a curvilinear relationship with organizational preparedness to deal with crisis, being able to explain it over and beyond political savvy.

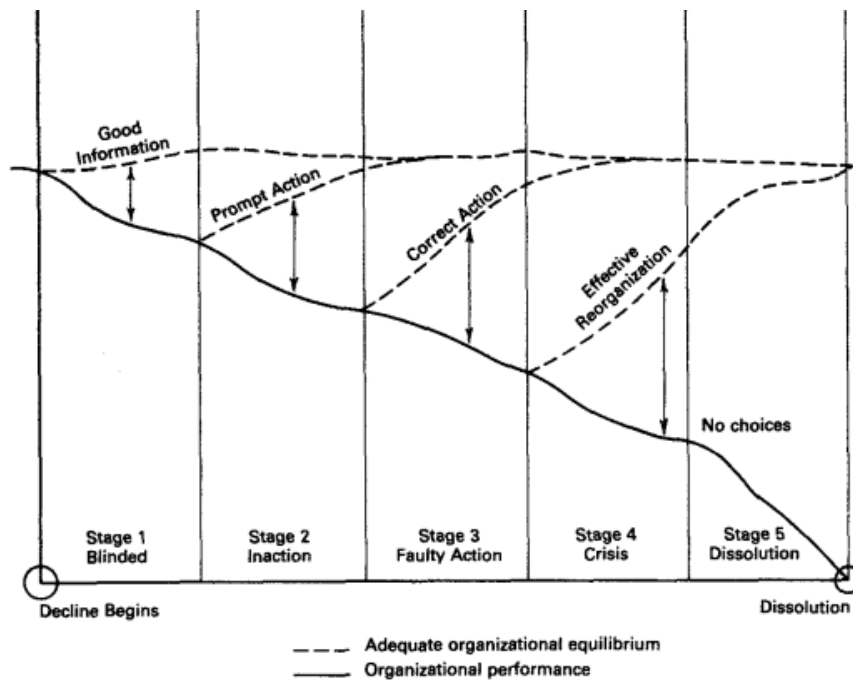### 2.1. Organizational political crisis

2.1.1 Nature

Taking a classical approach, one of the key factors to the success of an organization is expressed in five principles concerning management: planning, organizing, commanding, coordinating, and controlling. A leader must be able to lead based on these five principles; otherwise, according to some scholars like Caetano et al. (2020), the lack of one of these principles triggers a possible organizational breakdown.

According to Caetano et al. (2020), to solve pernicious situations and/or avoid them within the organization, there should be a focus on instrumental rationality in the functioning of organizations in a unitary way between means and ends. However, such rationality does not prevent organizations from experiencing growth phases that are not forcefully characterized by rationality. One of the most influential organizational growth models (Greiner, 1998) proposes that as organizations develop, they face challenges that they must overcome in order to continue growing. For that, Greiner created a model that proposes five phases of organizational growth that operate as stages, i.e., a given phase develops once the previous one is completed. The first stage is Creativity, either of the product or the market, where the advancement of novel ideas is critical to the organization. Once this stage is mature, a crisis ensues where leadership is felt as lacking. This crisis, if successfully overcome, opens room for the second stage: Direction. In this stage, organizations evolve and gain functionality, focusing on the objectives but eventually reaching a state where there is an overload at the top management that slows down the organizational flow and creates trouble for the organization. The resulting crisis of autonomy is visible in positions, hierarchies, and power conflicts. This crisis is solved by means of Delegation. Once this practice is set in motion, the organization has entered the third stage. This solves the obstacles and resources taken by a centralized decision-making system, but,

eventually, as decentralization takes precedence over centralization, a crisis of control emerges. The top management experiences a loss of control as parochialism takes over the organization. Finally, calling back power to the leader is not truly a solution to solve the control loss, as it would only bring back the troubles experienced in the preceding stage. The loss of control is solved by Coordination, which is the fourth stage. At this stage, there is an emergence of large and formal systems of high level in order to coordinate the company. This coordinating mechanism eventually generates a sense of distrust on the part of the workers, which imply a new crisis of mistrust. This is solved once the organization migrates from coordination to collaboration, i.e., alongside the formal mechanisms, the leader fosters spontaneity in management action through teams and skillful confrontation of interpersonal differences. This is stage five, that, according to Greiner (1998), privileges acting in accordance with the interests of all those involved in the organization.

Although Greiner's model does not preview, other growth models consider a decline phase where organizations fade. Weitzel and Jonsson (1989) explored the micro stages of organizational decline, which they define as the failure to "anticipate, recognize, avoid, neutralize, or adapt to external or internal pressures that threaten the organization's long-term survival" (Weitzel & Jonsson, 1989, p. 94). These authors proposed five decline stages as well as suitable actions to deal with the ensuing crisis (Figure 2.1).

In the first stage, "blinded", organizations experience difficulties understanding internal and external changes that threaten their survival. In this stage, organizations should strive to gain a high amount and quality of information concerning their external environment. The second stage, "inaction", expresses the failure to take corrective actions or make decisions pertaining to such problems. The authors state that organizations should act swiftly and define objectives focusing on a sense of direction, providing guidance toward the future of the organization. The third stage, "faulty action", expresses wrongful decisions or defective execution of such decisions. Should organizations fail to deal successfully with their problems they will enter the fourth stage. This stage, "crisis", is characterized by an experience of organizational decline where divisiveness erodes social capital, the order is disrupted with chaos, cutbacks are aggravated, and relationships with stakeholders are restricted as they distance themselves from the organization. At this stage, recovery can only be ensured by disruptive reorganizing, which often leads to top management replacement. If such major changes fail, then organizations enter the last stage, "dissolution" which is irreversible, without possible answers, leading to the orderly or disorderly dismantlement of all structure, resources (financial, market reputational, people), and existence.

Good Information

Prompt Action

Correct Action

Effective Reorganization

No choices

| Stage 1 Blinded | Stage 2 Inaction | Stage 3 Faulty Action | Stage 4 Crisis | Stage 5 Dissolution |

Decline Begins

Dissolution

_ _ _ Adequate organizational equilibrium
_____ Organizational performance

Source: Weitzel and Jonsson (1989, p. 102)

Figure 2.1. Organizational decline stages

Leadership seems to play an important role in all these stages as it can act to prevent blinding itself to unwanted news, which is a signal of unauthenticity (Gardner et al., 2005), as well as endorsing corrective actions and guaranteeing the effective execution of decisions made, and be courageous to take on the risk of major changes (or be excluded from the organization in the process) so to avoid the irreversible dissolution of the organization. It is therefore unsurprising that Pedro (2014) pointed out, among the factors that lead to organizational decline, the predominance of poor personnel management that comes from poor leadership, associated with external crisis factors, such as the economic, financial and/or market.

The focal point of Weitzel and Jonsson (1989) model is the crisis stage, which is the defining moment when organizations turnaround back to normality or continue to decay down to destruction (Inneraty, 2022). Therefore, it is reasonable to give the critical role to leadership precisely within the crisis stage. This ability to deal with the crisis should take into consideration that such phenomena require shortness of time to cope, while facing ill-structure, and inadequate resources (Mishra, 1996), being an exceptional, high-intensity event (Inneraty, 2022).

Decentralization and the collaboration of all involved to solve organizational crises are the main factors for political survival, but mainly the leader's participation, for whom the greater his political skills are, the more effective he will be in solving these problems. For everyone to have the same power, it would be necessary for everyone to have the same competencies. Judging from the assumptions of both Greiner and Weitzel & Jonsson's models, organizational political crises can be instrumental to the evolution of the organization. However, these crises are also the greatest threat to the organization's survival.

2.1.2 Importance of power crises in organizations

When we look at a contemporary and globalized world and realize that all individuals in society have ways of being and thinking that are idiosyncratic, and that the strategies they choose to pursue their goals and power are also divergent, we realize that socialization is not always an easy process, and the same applies to the organizational context. It is thus unsurprising to expect permanent or recurrent conflicts within society and organizations as the limited available resources are insufficient to satisfy all individuals' aspirations. These conflicts have diverse natures (James & Wooten, 2005; Medina et al., 2005), among which they can assume the form of power struggles, also known as political crises (Van Bunderen et al., 2018).

Medina et al. (2005) propose that conflict is a phenomenon that can have both beneficial effects on organizations and negative effects on individuals, groups, and the organization as a whole. Poor communication and lack of empathy are seen as predictors of conflict. In organizational studies, conflict is seen as a problem that must be solved as soon as possible, however, there are strong reasons why some of these authors at this point assume organizational conflict to be something positive.

According to the same authors, there are two types of conflict, relational and task conflicts. The first relates to disagreement with norms, actions, values, and thoughts, while the second (task conflict) refers to innovation, the way of working and acting in the organization. Hence, Medina et al. (2005) recommend that leaders encourage task conflict and avoid relational conflict during team decision-making. One conclusion is that task conflict has functional effects when there are low levels of relationship conflict, but it tends to become dysfunctional as relationship conflict increases. In short, conflict is not always negative, it depends on the type of conflict and the stage the organization is in.

2.1.3 Role of leadership in managing organizational political crises

In a crisis context, it is natural to seek the origins and the solution for this phenomenon, and both end up falling on the same organizational actor: the leader. In building a model to account for crisis management, Pearson and Clair (1998) highlight the foundational role of leaders in promoting the adoption of preparation measures related to organizational crisis. According to these authors, it is the interaction between C-suite perceptions about the risk that indicate their personal attention to crisis preparation with the environmental context (institutionalized practices and industry regulations) that lead to the adoption of organizational crisis management preparations. Depending on the preparation level, the eventual trigger of a crisis will lead to disruptive individual and collective reactions as well as to the enactment of planned and ad hoc responses. Together, they will determine the success or failure of the organization. Thus, leadership is given a critical role in anticipating and setting up mechanisms that avert or effectively cushion the detrimental effects of crises.

Literature has been highlighting the role that trust in the leader plays within the context of organizational crises, being acknowledged as a key point as evidenced by James and Wooten (1998) statement "…best crisis leaders are those who build a foundation of trust not only within their organization, but also throughout the organization's system" (pg. 142). These authors add that building trust requires the leaders' frequent, honest, and open communication. Thus, authenticity-like behaviors that foster transparency contribute to the successful role of leaders in managing organizational crises due to heightened trust (Auger, 2014). Authenticity then seems to be a critical feature in studying the role of leadership and organizational crisis management.

2.2. Authenticity and authentic leadership

2.2.1 Definition

According to Gardner et al. (2011), the construct of authentic leadership has been studied theoretically, empirically, and practically since 1983, but it is noticeable that the expansion of the theme occurred in 2005, when a steady flow of theoretical (four to seven per year) and empirical (two to eight per year) publications can be observed, with empirical publications (eight) exceeding the number of conceptual publications (four) in 2010 for the first time.

Notwithstanding the recent scientific interest in the field of organizational studies for this theme, authenticity is a construct with ancient roots. Authenticity goes back to the classical Greek philosophy of "Know thyself" that was inscribed on the Temple of Apollo (Parke & Wormell, 1956 cited in Gardner et al., 2011). In fact, the etymology of the word "authentic" is

Greek from *authento*, "to have all power," reflecting the notion of authentic functioning in which an individual is "the master of his own domain" (Kernis & Goldman, 2006 cit. in Gardner et al., 2011, p. 1121), but it can also be found as a Confucian virtue in Chinese culture. Zhang et al. (2012) show us how leadership can be put into perspective from Confucianism, "which brings a creative and natural ethical dimension to the understanding of leadership" (Zhang et al., 2012, p. 588). Thus, morality and politics (leadership) are inseparable. In Confucianism, virtue (i.e., authenticity) is learned and cultivated through interaction with others (Stephens, 2009).

Over two millennia after the Confucian view of leadership, the same principles echo in literature. Luthans and Avolio (2003) argue that to be authentic, one must be convinced about oneself and accept, as well as understand, the way one is, regardless of the environment or context in question. Authenticity in leadership is a topic increasingly studied in the literature, both academic and applied. Over the years, several definitions have been given to the concept of authenticity, all of which intersect with morality, ethics, values, and personality. However, they differ in the ways and theories by which they are governed. Authenticity appears as something intrinsic to the individual that may or may not be positive, Harter (2002, p. 382) defines authenticity as one's acting "in accord with the true self, expressing oneself in ways that are consistent with inner thoughts and feelings".

Accordingly, Luthans and Avolio (2003, p. 243) define authentic leadership "as a process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulated positive behaviors on the part of leaders and associates, fostering positive self-development". Authentic leaders take the challenge of having to realize their strengths and turn them into a guiding foundation for their followers. Secondly, they must know how to separate their true self from the values/actions they encourage their followers to observe, and finally, it is important that they show some of their vulnerabilities, but not all of them. Thus, the authentic leader should be confident, hopeful, optimistic, transparent, morally/ethically future-oriented, and give priority to the development of followers. The existential question is based on the fact that we are individuals who have actions and inactions that interfere in the context in which we are inserted, and authenticity recognizes this way of being one of the bases for living in our world. Based on Gino et al. (2020) findings, Einola and Alvesson (2021, p. 487) stated that "genuine people who do not fake it too much are likely to feel and perform better than those who pretend to be someone they are not".

Despite consensus on what an authentic leader is, there are critiques about the need for such a construct. Banks et al. (2016) meta-analytic findings, later corroborated by Hoch et al. (2018) meta-analytic findings, suggested authentic leadership had only marginal incremental validity over transformational leadership, i.e., authentic leadership would be a construct that

does not add much to transformational leadership. Despite this critique, Walumbwa et al. (2008) had already clarified that there is a clear difference between being an authentic leader or being a transformational leader. While the former builds long-lasting relationships and leads towards a motivating purpose, it cannot be depicted as being charismatic or inspirational as against transformational leaders. Being authentic implies being transparent when facing challenges or dealing with people. This transparency and personal values are internalized by followers which thus do not need to be motivated by inspirational appeals but rather by the leaders' moral character. Conversely, by definition, a transformational leader relies on inspiration and charisma to mobilize followers (as per the definition by Bass & Bass, 2009).

Notwithstanding the rationale presented by Walumbwa et al. (2008) a meta-analysis does have its weight and should not be disregarded. Thus, it is with this attitude in mind that Einola and Alvesson (2021) stated that authentic leadership as a construct is still unstable because, on the one hand, it has deep roots in philosophy, sociology, and psychology, but, on the other hand, leadership is a very recent field of research. Compared to transformational leadership, authentic leadership implies both an inward focus (authenticity) and an outward focus (leadership), which may explain some of the overlap reported. Anyhow, the inward focus is per se different from transformational leadership conceptions (Bass & Bass, 2009), and that also justifies why this construct has received so much attention from researchers.

Overall, one can state that the construct is evolving with rather consistent grounds in the mainstream literature.

2.2.2 Positive consequences and arguments for authenticity

According to Walumbwa et al. (2008), organizational actors such as employees are increasingly intolerant of inconsistencies between the principles, values, and conduct espoused by leaders. These organizational actors expect leaders to work with higher levels of integrity because some of them agree that the concept of integrity can be a good way to measure the leader's authenticity. It is also interesting to note the differences between the "true" authentic leader and the "pseudo" authentic leader. According to Gardner et al. (2005), "unauthenticity" refers to leaders who hide, not only from themselves, their values, and who they are, but also to and from others, e.g., saying what others want to hear (rather than what one really means). Authenticity is based on the person themselves; therefore, any positive effect comes from within the individual. Thus, an authentic leader will not be authentic because he or she wants to look authentic. Rather, authenticity occurs because the leader is genuinely authentic. Likewise, Luthans and Avolio (2003) state that authentic leaders should make themselves felt in the organization through their behavior, which trickles down the hierarchy and spreads from the top

leadership to the most recently hired employee. This process can only occur based on the leader's character, actions, and behaviors which are always closely monitored by stakeholders, be they external (suppliers, regulators, trade unions, competitors) or internal (employees). These will be the ultimate judges of how authentic leaders are, and their evaluation will determine what consequences it may trigger.

There is increasing evidence that an authentic leadership approach is desirable and effective in achieving positive and lasting results within organizations. Avolio et al. (2004) proposed a model to show how authentic leadership works for the benefit of the organization, based on positive leadership factors that result in a structure of performance, effort, and commitment.
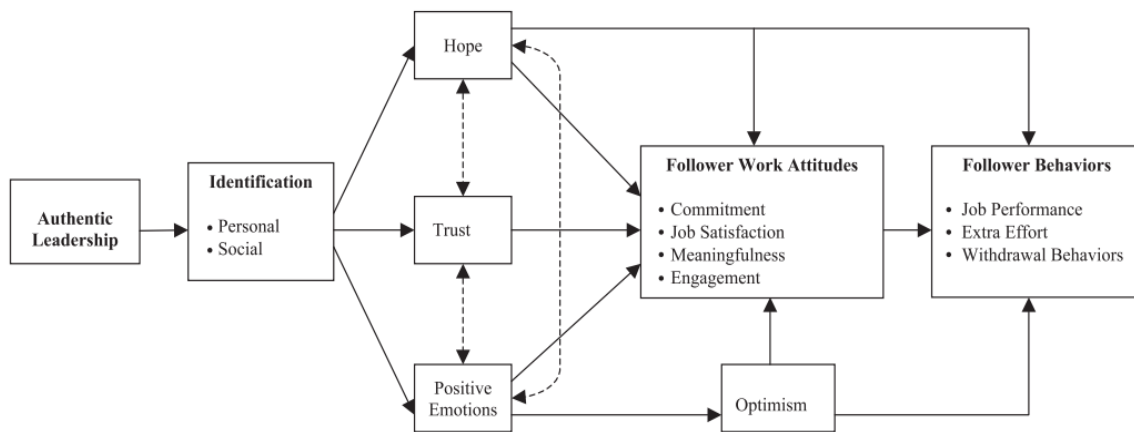
Figure 2.2. Authentic leadership process model

Source: Avolio et al. (2004, p. 803)

This model has received ongoing support in empirical studies. Accordingly, authentic leadership has been found to foster positive outcomes, such as higher follower trust, higher well-being, workers' engagement, follower's ethical decisions, and individual creativity (Cianci et al., 2014; Einola & Alvesson, 2021; Ribeiro et al., 2020).

2.2.3 Limits to authenticity

Although positive effects from authentic leadership are generally found in empirical studies that explored diverse national samples, they may be sensitive to the national culture (Zhang et al., 2021). This indicates they may not be universally found. Additionally, recent studies have been questioning the assumed maximal relationship between authentic leadership

and some outcomes, i.e., they have been questioning the often-assumed idea that the more authentic, the better.

Most recently, the whole line of research on authentic leadership has been subjected to scrutiny as illustrated by a special issue in Leadership titled "Do we need authentic leadership? Interrogating authenticity in a new world order". In this issue, an influential paper claimed that authentic leadership research is perilous as researchers risk coming out as naïve and out of touch with real work life, while trying to live up with being 100% authentic, reinforcing a focus on their own self (Einola & Alvesson, 2021). According to these authors, the credibility of empirical claims of positive effects from authenticity is feeble due to the use of cross-sectional designs and, again, scholars relying too much on leadership as a solution for scandals plaguing corporations.

In a previous paper, Alvesson and Einola (2019) called attention to the fact that authenticity is often undesired in work settings where rules are usually necessary to align individual behaviors with organizational culture or strategy. This was noticed by Gardner et al. (2009) when exploring the contradiction that leader's emotional labor has with being an authentic leader, especially when making research proposals that positively link high emotional intelligence, high-self monitoring, and high political skills with leadership effectiveness. Why disguising negative emotions would be favorable to a leader's effectiveness if, indeed, that action goes against the principle of being authentic? These findings strongly suggest that authenticity is good to a certain extent. Other studies reinforce the idea that authenticity can become counterproductive. For example, Harter (2002) study reported that some positive changes require inauthenticity. This indicates authenticity is not always desirable. In the same line, Woolley et al. (2007) indicate that becoming too authentic can produce negative results. This counters the assumed maximal relationship between leaders' authenticity and performance.

Overall, criticism of those who advocate in favor of authenticity tend to overlook extant empirical findings that contradict their stand (Caza & Jackson, 2011). In line with this idea that authenticity is positive but that it can also become negative, we trust the true relationship between authenticity and leadership outcomes (or organizational outcomes) follows an optimal function and not a maximal one. This sort of inverted U-shaped relationship has been largely reported in leadership studies where, e.g., Mo et al. (2019) reported an inverted U-shape relationship between ethical leadership and team creativity. Most interestingly, Konig et al. (2020) proposed a theoretic-based model that establishes an inverted U-shape relation between leaders' empathy (a trait/behavior closely related to authenticity, Bravo, 2018; Kotze & Nel, 2015; Miao et al., 2018) and managerial teams' ability to deal with organizational crises. Thus, we hypothesize that:

Hypothesis 1: Authentic leadership has a curvilinear relationship with preparedness to deal with organizational political crises so that an inverted U shape depicts the true relation between these two variables.

2.3. Conceptual Model

The depiction of the u-shaped curvilinear relationship between authentic leadership and preparedness for organizational political crisis can thus be the following:
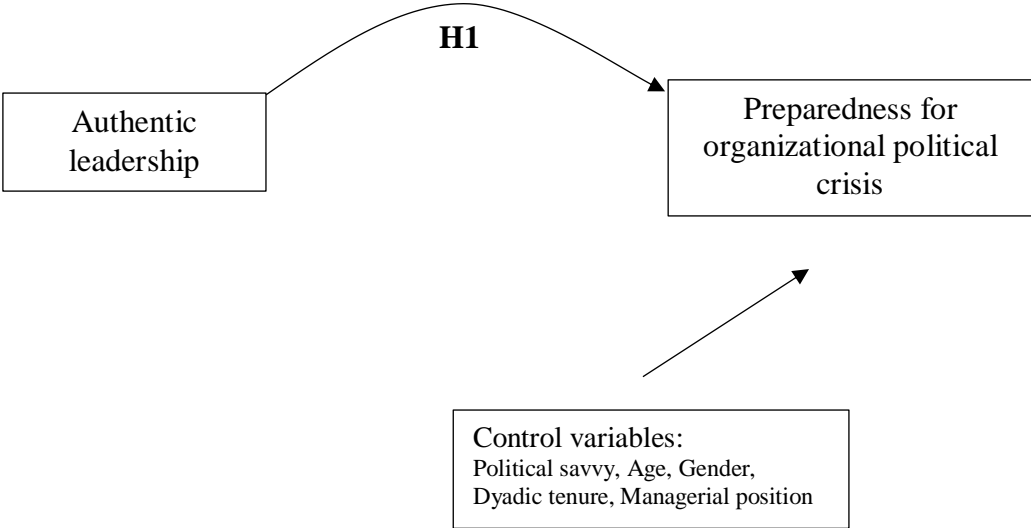

Figure 2.3. Conceptual model

3. METHOD

3.1. Data analysis strategy

Regarding data analysis, the psychometric quality of scales was ascertained via confirmatory and exploratory factor analyses techniques complemented with reliability (Alpha Cronbach, and Joreskog rho composite reliability) and convergent validity (average variance extracted, AVE, Fornell & Larcker, 1981). The confirmatory factor analysis is interpreted with the fit indices, for which we adopted Hu and Bentler (1999) recommendations about the following thresholds (CFI > .90, TLI>.90), RMSEA<.08, and SRMR<.08. Additionally, the normed chi-square (chi-square divided by the degrees of freedom) should be lower than 3. Additionally, all factors should attain at least the value of .70 for the Cronbach alpha or the composite reliability) and .500 in the AVE value. The exploratory factor analysis requires a KMO above .500, a significant p value ($p<.001$) for the Bartlett sphericity statistic, and that the rotated factor solution is able to account for at least 60% variance, while all commonalities are above .500 and no cross-loadings are observed whenever an orthogonal rotation is suitable. It is worth noticing that according to Conway and Huffcutt (2003), the confirmatory factor analysis should be used whenever the theoretical structure of the scale is known, while the exploratory factor analysis is more suited for cases where no previously known theoretical structure exists or when the confirmatory factor analysis has unacceptable fit indices.

To test the hypothesis, we have conducted a hierarchical multiple linear regression. This approach is based on ordinary least squares (OLS) with a sequential entry of blocks of variables. So, in the first block, we included the control variables, in the second block, the predictor (authentic leadership), and because a curvilinear relation is hypothesized, we have included the quadratic term of authentic leadership in the third step. Following Aiken and West (1991) recommendations, all these variables were centered to avoid biasing results.

All statistical, as well as graphical analysis, were conducted using IBM SPSS 28.0 statistics, and AMOS 26 data analysis software.

3.2. Procedure

This research takes a quantitative approach based on a survey by questionnaire. A questionnaire was considered advantageous, since the problem under study intends to scrutinize the respondents' opinion regarding the leadership they perceived in their workplace, and the approach is hypothetical-deductive.

The questionnaire was elaborated in Qualtrics platform and made available online, being distributed via a link with the invitation to participate. The data collection took place from

3rd to 29th April. The invitation made explicit the nature of the study, sharing the expectable time to fill in, ensuring anonymity and confidentiality of the data, as well as it was solely for academic research and accessible only to the researcher. An institutional email was provided so that the potential participant could clarify any doubt or ascertain the authenticity of the invitation. The participation was entirely free and under informed consent.

The invitation was sent via social networks and email to known first contacts asking to spread the link in a snowball manner. This data collection strategy is not random, and thus the sampling must be considered of convenience. All individuals, over 18 years-old, with an active working status under a direct supervisor, were eligible. The questionnaire was written in Portuguese.

3.3. Sample

A total of 127 valid answers were received. The sample comprises mostly females (66.7%) and is aged between 19 and 61 years-old averaging 34.2 (SD=11.8). The participants have a working relationship with the direct supervisor averaging 4.5 years and ranging from less than 3 months to 31 years (SD=6.5). The vast majority of participants do not hold any supervisory functions (87.2%).

3.4. Controlling for alternative explanations

Political crises have a nature that requires a comprehensive understanding of power dynamics, which anticipates possible scenarios on courses of action and plausible adversarial behavior. According to Gill et al. (2014) leaders' political skill was found to exert a direct positive effect on organizational citizenship behaviors, which are instrumental when facing an organizational crisis. This goes in line with Van de Ven (2004) assertion that politically skilled actors have a greater ability to recognize key interests within organizations and make other people align with those interests. Political savvy is then an important soft skill in exerting leadership. Within the debate on the role of authenticity in leadership and the proposed hypothesis in this study, it is worth noticing that political skills (as conceived by Ferris et al., 2005) have an intrinsic anti-authenticity claim when "social astuteness" and "apparent sincerity" are called for as two core dimensions of political skill.

3.5. Measures

Except where otherwise noticed, participants signaled their answers using a 5-point Likert scale (1=Totally disagree, 5=Totally agree).

Authentic leadership was measured with Walumbwa et al. (2008) 16-item scale comprehending four factors: Self-awareness (4 items, i.e. "My manager seeks feedback to improve interactions with other."; "My manager accurately describes how others view his or her capabilities."; "My manager knows when it is time to reevaluate his or her position on important issues.", and "My manager shows he or she understands how specific actions impact others".), *Relational Transparency* (5 items, i.e. "My manager says exactly what he or she means"; "My manager admits mistakes when they are made"; "My manager encourages everyone to speak their mind"; "My manager tells you the hard truth", and "My manager displays emotions exactly in line with feelings."), *Internalized Moral Perspective* (4 items, i.e., "My manager demonstrates beliefs that are consistent with actions."; "My manager makes decisions based on his or her code beliefs."; "My manager asks you to take positions that support your core values.", and "My manager makes difficult decisions based on high standards of ethical conduct."), and *Balanced Processing* (3 items, i.e., "My manager solicits views that challenge his or her deeply held positions"; "My manager listens carefully to different points of view before coming to conclusions."; "My manager analyses relevant data before coming to a decision"). We tested a second-order factor structure on the four first-order factors. The model has acceptable fit indices (X^2(98)=166.625, p<.001; Normed X^2=1.700; CFI=.955; TLI=.944: RMSEA=.075 CI90 [.055; .094] PClose=.024 SRMR=.0463). The second-order factor has good reliability (CR=.968) and convergent validity (AVE=.883). The first-order factors have all acceptable reliabilities (CR$_{SA}$=.889; CR$_{RT}$=.847; CR$_{IMT}$=.823; CR$_{BP}$=.913) as well as convergent validity (AVE$_{SA}$=.668; AVE$_{RT}$=.530; AVE$_{IMT}$=.543; AVE$_{BP}$=.778). The first-order solution has mixed discriminant validity indicators, as only the association between RT and IMP reaches an HTMT value above the critical threshold of .90 (for liberal discriminant validity). Thus, although first-order factors can be distinguished, two of them do not have enough differentiation and the single second-order factor solution is preferable, in line with options made by Lyubovnikova et al. (2017).
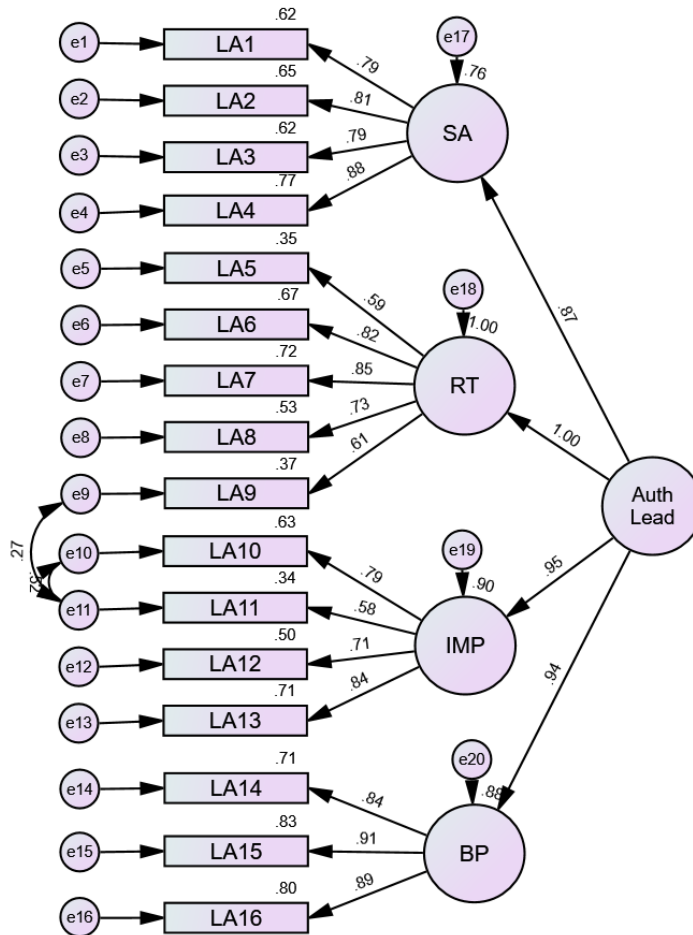
Figure 3.1 – CFA for authentic leadership

The leader's readiness for a political crisis was measured with Jin (2010) five-item scale adapted to target the leader instead of the organizational readiness to cope with a crisis: "The leader… would have difficulty in dealing with the crisis.", "The leader… would feel that crisis for a long time", "The leader… would severely feel the crisis", "The leader… would not know exactly how to deal with the crisis", and "The leader… would hardly win the power struggle". The confirmatory factor analysis for the single-factor solution showed unacceptable fit indices. A principal component analysis indicated a valid unifactorial solution (KMO=.694; .637<MSA<.735; Bartlett's $X^2(10)$=179.120, $p<.001$) but there are three cases with too low

communalities (<.500) and the variance explained is a modest 51.8%. By considering the highest factor loadings, we retained a three-item solution (items 1, 4, and 5) that was subjected to a CFA. This solution is just-identified, and all the factor loadings showed significant (Item1 λ=.791, Item4 λ=.770, Item5 λ=.563, p<.001). The solution also has good reliability (CR=.755) and convergent validity (AVE=.512). For simplicity's sake, we have inverted this variable to make higher values express the level of readiness to face a political crisis (Figure 3.2).
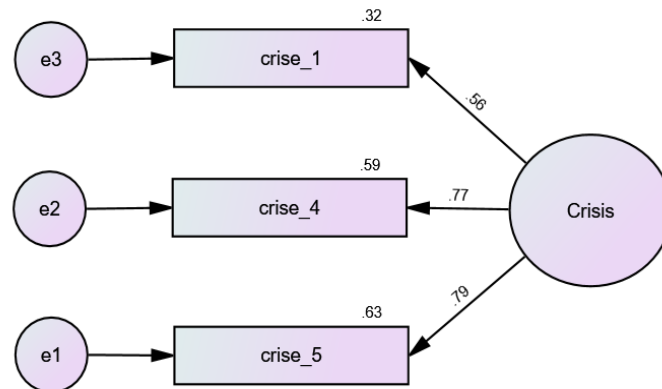
Figure 3.2 – CFA for political crisis readiness

Regarding socio-demographic data, respondents provided information about their age, gender, and information relating to their professional status, namely: organizational tenure ("how long have you worked with your current manager?"), and managerial position ("do you hold managerial positions?"), in order to characterize the professional status of each respondent.

An important control variable is political savvy, which was measured with Chao et al. (1994) 6-item scale: 1. "I have learned how things "really work" on the inside of this organization."; 2. "I know who the most influential people are in my organization."; 3. "I do not have a good understanding of the politics in my organization."; 4. "I am not always sure what needs to be done in order to get the most desirable work assignment in my area."; 5. "I have a good understanding of the motives behind the actions of other people in the organization.", and 6. "I can identify the people in this organization who are most important in getting the work done.". This measure captures how much subordinates perceive leaders as being politically wise. The confirmatory factor analysis for the single factor solution showed unacceptable fit indices with both reversed items (PolSav3, PolSav4) showing an unacceptable loading.

By removing such items as well as another with relatively lower loading, a 3-item solution was found to be just identified in a CFA (Figure 3.3). All the factor loadings showed

significant (Item1 λ=.617, Item2 λ=.869, Item6 λ=.677, p<.001). The solution also has good reliability (CR=.769) and convergent validity (AVE=.531).

Figure 3.3- CFA political savvy

4. RESULTS

This section will firstly show the descriptive statistics of all the variables involved in the conceptual model as well as the correlatio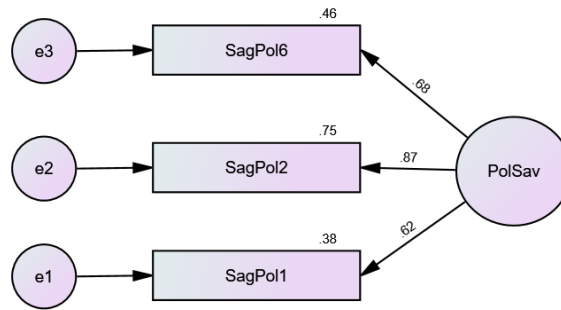ns among them. After this, it will show the results of the hypothesis testing. Table 4.1 shows the means, dispersion and correlations for the variables in the conceptual model.

4.1. Descriptive and bivariate statistics

Authentic leadership is modestly reported by participants with a mean of 3.41 (SD=.95), with all four dimensions showing values close to this grand mean, thus indicating the dimensions have minimum contrasts. The degree of the leader's perceived preparation to face a crisis is relatively low (M=2.69, SD=.95), falling below the midpoint of the scale (t(126)=-3.611, $p<.001$ CI95 [-.47;-.13]). Although it is treated as a control variable, we consider important to understand the perception about the leader's political savvy, which is relatively high (M=4.01, SD=.87).

As to the bivariate analysis, the first focus of attention falls upon the association between the sociodemographic variables (and other control variables) with organizational crisis. In this case, the correlations found have either a modest magnitude (e.g., age * authentic leadership r=-.232, $p<.01$) or are absent at all, as in the case of gender and political savvy (namely for preparation to deal with organizational crisis, r=-.043, $p=.635$). It is worthwhile to highlight the substantial correlation found between holding a managerial position and authentic leadership (r=.501, $p<.01$), which suggests people not holding managerial positions perceive lower values of authentic leadership in their direct supervisor.

As the two main constructs in the conceptual model (authentic leadership and preparation to deal with organizational crisis), the correlation found (r=-.366, $p<.01$) suggests that the higher the perception of authentic leadership one ascribes to their own supervisor, the lower the perception that supervisor is able to deal with an organizational political crisis.

Table 4.1 – Descriptive and bivariate statistics

	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Age	34.24	11.82	--									
2. Gender	1.33	0.47	.050	--								
3. Dyadic Tenure	4.56	6.49	.575**	.072	--							
4. Management	1.87	0.33	-.122	-.108	-.144	--						
5. Political Savvy	4.01	0.87	-.064	.097	-.062	-.117	--					
6. Authentic Leadership	3.41	0.95	-.232**	-.055	-.057	.501**	-.047	--				
7. AL Self-awareness	3.30	1.05	-.161	-.026	.019	.483**	-.134	.872**	--			
8. AL Balanced Processing	3.33	1.20	-.159	.017	-.062	.362**	-.007	.908**	.751**	--		
9. AL Internalized Moral	3.62	0.94	-.264**	-.031	-.066	.503**	-.030	.885**	.634**	.771**	--	
10. AL Relational Transparency	3.38	1.05	-.247**	-.126	-.090	.456**	.001	.941**	.756**	.790**	.810**	--
11. Preparedness for Crisis	2.69	0.95	-.043	.125	.017	-.290**	.052	-.366**	-.272**	-.299**	-.341**	-.394**

*p<.05; **p<.01

4.2. Hypothesis testing

The main proposal of this study concerns the nature of the relationship between authentic leadership and the perceived ability the leader has to deal with an organizational political crisis. The hypothesis establishes a curvilinear relation where authentic leadership can be detrimental if too low but also counterproductive if too high. This follows the Too-Much-of-a-Good-Thing (TMGT) logic (Pierce & Aguinis, 2013).

This hypothesis was tested with a hierarchical ordinary least squares regression (OLS) where control variables were entered in the first step (age, gender, dyadic tenure, management position, and political savvy), followed by authentic leadership in the second step, and followed by the quadratic term in the last step which is the square of authentic leadership. Following Aiken and West (1991) recommendations, all these variables were centered to avoid biasing results. Table 4.2 shows the findings.

Table 4.2 – Hierarchical OLS models to explain Preparedness for Crisis

	Model 1	Model 2	Model 3
Age (centered)	-.093	-.189	-.187
Gender (centered)	.158	.124	.148
DyadicTen (centered)	.047	.095	.081
Management (centered)	.032	.028	-.002
Political Savvy (centered)	-.269**	-.108	-.101
Authentic Leadership (centered linear)		-.324**	-.239**
Authentic Leadership (centered curvilinear)			.192*
Delta F	2.298	9.316**	4.141*
R^2	9.5%	16.6%	19.7%

*$p<.05$, **$p<.01$

Model 1 shows that political savvy is a predictor of the leader perceived capacity to deal with an organizational political crisis, thus stressing the correctness of including it as a control variable. In Model 2, the linear term of authentic leadership is significant ($\beta = -.324$, $p<.01$), and its inclusion renders political savvy non-significant ($\beta = -.108$, *n.s.*). Finally, Model 3 shows the test when the quadratic term is included in the regression. It was found to be significant and

positive (β =.192, $p<.05$) and accounting for an extra 4.1% of explained variance, which was found to be a significant addition ($p<.05$). The positive coefficient found implies that the curve is U-shaped instead of inverted U-shape against the hypothesized relationship (Figure 4.1). This rejects hypothesis 1.
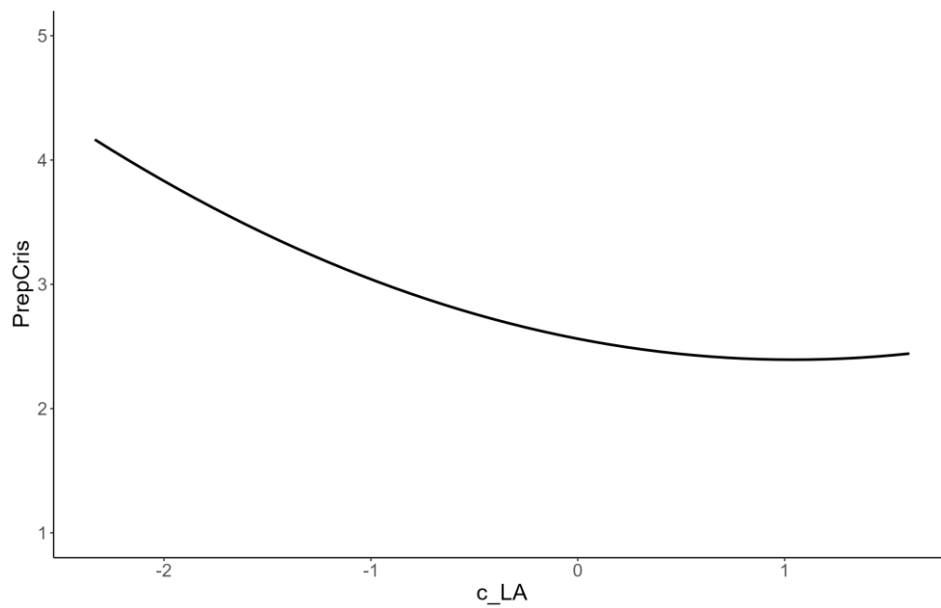

Figure 4.1- Curvilinear relation

5. DISCUSSION AND CONCLUSION

In organizational behavior and leadership studies in general, there are many proposals as regards types of leadership. Most recently, due to the emergence (or stronger awareness and scrutiny) of organizational and political scandals attributed to the misconduct of leaders, ethical dimensions of leadership have been gaining the attention of scholars (Gardner et al., 2011). Amongst the ethical-based leadership proposals, authentic leadership is a noteworthy case. The first intuition that the layman has about this equates authenticity as an asset the leader has. The more authentic, the better the leadership in line with common sense. This goes in line with research that has linked authentic leadership to positive outcomes via the followers. Avolio et al. (2004) model, place the focus on followers' identification with the leader, which builds trust, hope, and positive emotions, that trigger favorable work attitudes (such as commitment, job satisfaction, meaningfulness, and engagement), finally fostering positive follower behaviors (e.g., extra effort) and preventing negative ones (e.g., withdrawal).

This intuition, however, collides with another line of research in leadership that highlights the importance of power and, e.g., political savvy (Van de Ven, 2004) or political skills (Ferris et al., 2005). These go counter to the very nature of authenticity as evidenced by the need to conceal, to be astute, and to appear to others rather than being. Reasoning led to stating an inverted U-shaped relationship between authenticity and dealing with an organizational political crisis based on the TMGT reasoning. Considering that U-shaped relations were found in previous leadership studies (e.g., Mo et al., 2019) our findings demolished such TMGT reasoning. They not only showed that no such inverted-U relationship existed, as they gave support to the exact opposite profile: a U-shape relation.

This U-shaped curve suggests that the extremes are more favorable than the midpoint indicating both inauthentic leaders and highly authentic leaders have advantages in dealing with an organizational political crisis. Additionally, we can rule out the plausible role of political savvy as it was controlled together with other potential factors such as age, gender, dyadic tenure, or hierarchical position.

In line with the traditional literature that conceived higher authenticity as an asset for leaders, being an authentic leader does have its impact in dealing with a power crisis because authenticity fosters trust and hope in followers, which are critical personal assets to face adversity (Avolio et al., 2004). Conversely, albeit common morality condemns Machiavellianism and astuteness as decent behaviors and values that clash with the idea of virtue, a reflexive follower may accept such values and attitudes can be instrumental when dealing with such a crisis. Especially because Machiavellianism originated and was recommended within a context of political crisis such as those experienced in Italian renaissance

states (Florence court). Such a leader may have the cunning to protect the group, although this may imply followers' obeyance and acceptance of centralized decision-making. In such circumstance, followers may take the negative side of inauthenticity as a lesser evil compared to leaving the group exposed to an external threat or internal disintegration due to political struggle.

Although the empirical findings go counter the hypothesized inverted U-shape relation, the true relation between authentic leadership and preparedness to deal with organizational political crisis may not be approached neither from an atomized leader perspective (i.e., that considers leadership within the boundaries of the individual leader) nor from the premise that followers are impacted by the leader's actions (Larsson et al., 2021). This means that individuals that support an authentic leader may also be authentic, while those that endorse an inauthentic leader may also align with such values, as leadership may result from their interaction.

This U-shape relation is not an outlier in organizational or leadership research. Antonakis et al. (2017), for example, proposed this U-shape in studying the relationship between intelligence and non-typical leadership. Beyond the mere proposal, Humborstad et al. (2014) reported, from an empirical study, such a curvilinear relationship between empowering leadership and organizational citizenship behaviors. Similarly, Morrow et al. (2005) reported a significant U-shape between leader-member exchange and employee turnover. Thus, it is not that unusual to find reasons to propose and support this U-shaped relationship.

This study has both theoretical and practical implications. One of the main practical implications of this study is that it reveals the evident importance of the relationship that is established between a leader and his or her personal values which, was for a long time undervalued in everyday organizational life.

Based on our findings, organizations that expect to face a power crisis recurrently may benefit from attracting and selecting professionals for leadership positions who display either characteristics of an extreme authentic leader or and extreme inauthentic leader. As political crises should be the exception rather than the rule, we contend that organizations benefit the most from fostering extreme authentic leaders as they will be equally effective in both normal and crisis situations. However, if such leaders try to be partially authentic, findings indicate they will fail to face an organizational political crisis. In such circumstance, it would be preferable if they were extremely inauthentic.

As a caveat, as stated, organizational political crisis should be the exception, as its recurrency would deplete organizations of critical resources required for its survival and flourishment. Therefore, the U-shaped curve should not be taken as making equal both authentic and inauthentic leadership behaviors. Our findings offer a novel contribute to theory as extant

research either advocates a linear positive association between authenticity and leadership outcomes, or an inverted U-shaped relationship. Our findings are quite uncommon and provocative as they may be contributing, albeit modestly, to uncover new theory on how contradictory leadership styles can be equally effective as long as they keep a clear strong identity.

On a practical level, it would be interesting to see studies that align a pattern of authentic leadership to the needs of employees, seeking to respond to better levels of organizational well-being that predominates in a greater effective contribution at work that results from the needs to be more competent and functional as individuals.

As a first limitation, we highlight the use of a convenience sample, whose data were collected through an informal network of contacts and dissemination in social networks, such as Facebook, Instagram, and Whatsapp. Additionally, the sample includes a small number of participants. We endeavored to guarantee the highest possible test of validity and reliability of the measures so to compensate for issues arising from small samples. Anyhow, being a non-randomly generated sample, especially a small one, precludes any claim of generalizability. The cross-sectional nature of the study design is also not helpful to infer causal relations. Still, having used a hypothetical scenario to elicit the answers, we reason those participants have lower pressure to show consistency or hide their true opinions due to organizational constraints.

For future research, it would be interesting to see studies that focus on the group rather than the leader. Pearson and Clair (1998, p. 3) definition of Organizational Crisis Management as the "systematic attempt by organizational members with external actors to prevent crises or to effectively manage those that occur." Suggests collective action rather than a single individual effect. Likewise, future research may also explore the possibility that it is not the leader's consistency that follower value, but rather the match between follower's personal values and those espoused by the leader. Thus, the U-shaped curve could be matched by a U-shaped distribution in the e.g., moral identity of followers.

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Appendix I

Outputs SPSS

		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.711	.088		30.890	<.001		
	c_Idade	-.007	.009	-.093	-.840	.403	.666	1.501
	c_sexo	.324	.188	.158	1.724	.087	.976	1.025
	c_dyad	.007	.017	.047	.425	.672	.662	1.511
	c_chefia	.093	.268	.032	.345	.730	.953	1.050
	cSPol126	-.306	.105	-.269	-2.919	.004	.967	1.034
2	(Constant)	2.711	.085		32.037	<.001		
	c_Idade	-.015	.009	-.189	-1.691	.094	.614	1.628
	c_sexo	.255	.183	.124	1.394	.166	.961	1.041
	c_dyad	.014	.016	.095	.877	.382	.648	1.544
	c_chefia	.082	.258	.028	.317	.752	.953	1.050
	cSPol126	-.123	.117	-.108	-1.047	.297	.716	1.398
	c_LA	-.336	.110	-.324	-3.052	.003	.681	1.469
3	(Constant)	2.712	.083		32.500	<.001		
	c_Idade	-.017	.009	-.220	-1.981	.050	.602	1.660
	c_sexo	.281	.181	.137	1.557	.122	.956	1.046
	c_dyad	.014	.016	.091	.849	.398	.648	1.544
	c_chefia	-.004	.258	-.001	-.017	.987	.927	1.079
	cSPol126	-.123	.116	-.108	-1.060	.292	.716	1.398
	c_LA	-1.555	.609	-1.498	-2.554	.012	.022	46.270
	c_LAquad	.186	.091	1.180	2.035	.044	.022	45.197

a. Dependent Variable: PrepCris

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
A sua idade	126	19.00	61.00	34.2414	11.82446	.661	.216	-.843	.428
É do sexo ...	117	1	2	1.33	.473	.716	.224	-1.513	.444
Há quantos anos trabalha com a sua chefia direta atual?	117	.00	31.00	4.5654	6.49729	2.441	.224	5.768	.444
Exerce funções de chefia?	117	1	2	1.87	.336	-2.253	.224	3.130	.444
Authentic Leadership	127	1.06	5.00	3.4173	.95343	-.325	.215	-.702	.427
AL Self-awareness	127	1.00	5.00	3.3051	1.05405	-.391	.215	-.702	.427
AL Balanced Processing	127	1.00	5.00	3.3360	1.20807	-.370	.215	-.824	.427
AL Intern. Moral	127	1.00	5.00	3.6280	.94326	-.526	.215	-.113	.427
AL Relational Transparency	127	1.00	5.00	3.3874	1.05130	-.415	.215	-.706	.427
LAquad	127	1.13	25.00	12.5800	6.30260	.150	.215	-1.065	.427
PrepCris	127	1.00	5.00	2.6955	.95028	.460	.215	-.175	.427
SPol126	127	1.00	5.00	4.0184	.87621	-1.470	.215	2.461	.427
Valid N (listwise)	116								

Descriptive Statistics

	Mean	Std. Deviation	N
PrepCris	2.7098	.97161	116
c_Idade	.0414	12.32786	116
c_sexo	-.0038	.47446	116
c_dyad	-.0011	6.52383	116
c_chefia	.0007	.33700	116
cSPol126	.0001	.85611	116
c_LA	.0001	.93604	116
c_LAquad	.0000	6.16014	116

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.308[a]	.095	.053	.94529	.095	2.298	5	110	.050	
2	.407[b]	.166	.120	.91147	.071	9.316	1	109	.003	
3	.443[c]	.197	.145	.89861	.031	4.141	1	108	.044	2.153

a. Predictors: (Constant), cSPol126, c_dyad, c_sexo, c_chefia, c_Idade
b. Predictors: (Constant), cSPol126, c_dyad, c_sexo, c_chefia, c_Idade, c_LA
c. Predictors: (Constant), cSPol126, c_dyad, c_sexo, c_chefia, c_Idade, c_LA, c_LAquad
d. Dependent Variable: PrepCris

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.269	5	2.054	2.298	.050[b]
	Residual	98.293	110	.894		
	Total	108.562	115			
2	Regression	18.008	6	3.001	3.613	.003[c]
	Residual	90.554	109	.831		
	Total	108.562	115			
3	Regression	21.352	7	3.050	3.777	.001[d]
	Residual	87.211	108	.808		
	Total	108.562	115			

a. Dependent Variable: PrepCris
b. Predictors: (Constant), cSPol126, c_dyad, c_sexo, c_chefia, c_Idade
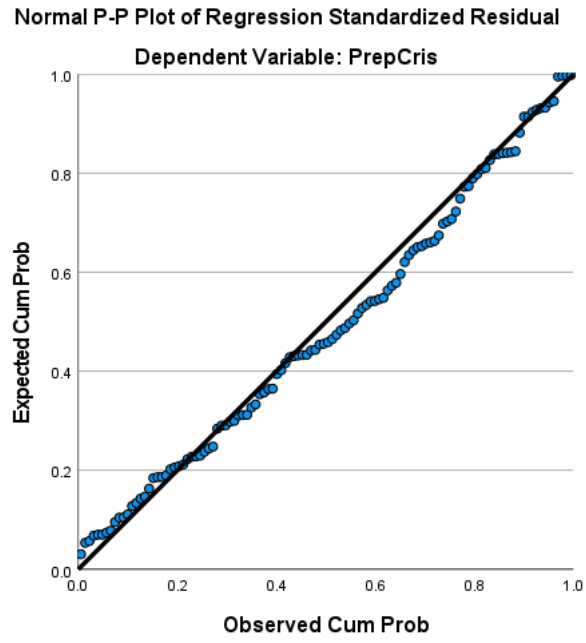c. Predictors: (Constant), cSPol126, c_dyad, c_sexo, c_chefia, c_Idade, c_LA
d. Predictors: (Constant), cSPol126, c_dyad, c_sexo, c_chefia, c_Idade, c_LA, c_LAquad

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	2.711	.088		30.890	<.001		
	c_Idade	-.007	.009	-.093	-.840	.403	.666	1.501
	c_sexo	.324	.188	.158	1.724	.087	.976	1.025
	c_dyad	.007	.017	.047	.425	.672	.662	1.511
	c_chefia	.093	.268	.032	.345	.730	.953	1.050
	cSPol126	-.306	.105	-.269	-2.919	.004	.967	1.034
2	(Constant)	2.711	.085		32.037	<.001		
	c_Idade	-.015	.009	-.189	-1.691	.094	.614	1.628
	c_sexo	.255	.183	.124	1.394	.166	.961	1.041
	c_dyad	.014	.016	.095	.877	.382	.648	1.544
	c_chefia	.082	.258	.028	.317	.752	.953	1.050
	cSPol126	-.123	.117	-.108	-1.047	.297	.716	1.398
	c_LA	-.336	.110	-.324	-3.052	.003	.681	1.469
3	(Constant)	2.712	.083		32.500	<.001		
	c_Idade	-.017	.009	-.220	-1.981	.050	.602	1.660
	c_sexo	.281	.181	.137	1.557	.122	.956	1.046
	c_dyad	.014	.016	.091	.849	.398	.648	1.544
	c_chefia	-.004	.258	-.001	-.017	.987	.927	1.079

cSPol126	-.123	.116		-.108	-1.060	.292	.716	1.398
c_LA	-1.555	.609		-1.498	-2.554	.012	.022	46.270
c_LAquad	.186	.091		1.180	2.035	.044	.022	45.197

a. Dependent Variable: PrepCris

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: PrepCris

Appendix II

Authentic Leadership

Chamo-me Cláudia Gandarez e estou a realizar o Mestrado em Políticas de Desenvolvimento dos Recursos Humanos no ISCTE - Instituto Universitário de Lisboa e gostaria de convidá-lo/a a preencher um pequeno questionário com a duração máxima de 7 minutos. O inquérito é anónimo e os dados são tratados de forma agregada. Pode interromper a qualquer momento.

O objetivo é estudar as dinâmicas da liderança organizacional numa população profissionalmente ativa. Não há respostas certas nem erradas. Peço a máxima sinceridade na resposta porque quanto mais próximas da realidade as respostas, maior a qualidade da análise e resultados. Para qualquer dúvida ou esclarecimento queira por favor contactar-me para csnpg1@iscte-iul.pt

Um enorme obrigada.

Q Este questionário é dirigido apenas a quem esteja a trabalhar e tenha uma chefia direta. Está atualmente a trabalhar e tem uma chefia direta?

Sim (1) Não (2)

Skip To: End of Block If Este questionário é dirigido apenas a quem esteja a trabalhar e tenha uma chefia direta. Está atu... = Não

---

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Liderança Autêntica

P.1. Pense na sua chefia direta e indique em que medida concorda ou discorda com as seguintes afirmações usando a escala de 1 "Discordo totalmente" a 5 "Concordo totalmente".

A minha chefia direta ...

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)
... procura feedback para melhorar as interacções com os outros. (1)					
... descreve com precisão como os outros vêem as suas capacidades. (2)					
... sabe quando é altura de reavaliar a sua posição sobre questões importantes. (3)					
... mostra que compreende como as acções específicas têm impacto nos outros. (4)					
... diz exactamente o que quer dizer. (5)					
... admite os erros quando os comete. (6)					
... encoraja todos a dizerem o que pensam. (7)					
... diz-me a dura verdade. (8)					
... exibe emoções de acordo com o que está verdadeiramente a sentir. (9)					
... age de forma coerente com as suas próprias crenças. (10)					
... toma decisões com base nas suas crenças fundamentais. (11)					
... pede-me que tome posições consistentes com os meus próprios valores. (12)					
... toma decisões difíceis com base em elevados padrões de conduta ética. (13)					
... solicita opiniões que desafiem as suas convicções. (14)					
... ouve atentamente os diferentes pontos de vista antes de chegar a conclusões. (15)					
... analisa dados relevantes antes de tomar a uma decisão. (16)					

Lidar com crise

P.2 Considere o caso hipotético de uma luta pelo poder ocorrer na sua organização. Esta é uma crise política organizacional que exerce pressão sobre qualquer líder. Na sua opinião e numa escala de "Totalmente Incapaz" a "Totalmente Capaz", indique até que ponto as afirmações seguintes descrevem a forma como a sua chefia direta seria capaz de lidar com esta situação.

	1	2	3	4	5
A minha chefia direta teria dificuldade em lidar com esta crise. (1)					
Com esta chefia, a crise duraria muito tempo. (2)					
Com esta chefia, a crise seria gravemente sentida. (3)					
A minha chefia direta não saberia exatamente como lidar com a crise. (4)					
A minha chefia direta dificilmente ganharia a crise da luta pelo poder. (5)					

Sabedoria política

P.3. Numa escala de "Discordo Totalmente" a "Concordo Totalmente" indique o seu grau de concordância com as seguintes afirmações face à situação atual que mais descreve a sua chefia direta:

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)
A minha chefia aprendeu como as coisas "funcionam realmente" no interior desta organização. (1)					
A minha chefia sabe quem são as pessoas mais influentes na minha organização. (2)					
A minha chefia não tem uma boa compreensão dos jogos políticos na minha organização. (3)					
A minha chefia nem sempre sabe o que tem de fazer para obter os melhores recursos para a sua unidade. (4)					
A minha chefia tem uma boa compreensão dos reais motivos por detrás das ações de outras pessoas. (5)					
A minha chefia consegue identificar, nesta organização, as pessoas mais importantes para conseguir o que quer. (6)					

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Q Finalmente, apenas para efeitos de caracterização agregada da amostra, queira por favor indicar:

---

*

Q A sua idade

_____

Q É do sexo ...

○ Feminino (1)

○ Masculino (2)

○ Prefiro não dizer (3)

---

*

Q Há quantos anos trabalha com a sua chefia direta atual?

_____

---

*

Q Há quantos anos trabalha na sua organização atual?

_____

Q Exerce funções de chefia?

Sim (1) Não (2)

Chegou ao fim do questionário!

Muito obrigada pelo seu precioso contributo!