

Limits of Authenticity: How Organizational Politics Bound the Positive Effects of Authentic Leadership on Follower Satisfaction and Performance

The final version of this work is published in the *Journal of Applied Social Psychology*. Please cite accordingly:

Munyon, T. P., Houghton, J. D., Simarasl, N., Dawley, D. D., & Howe, M. (2021). Limits of authenticity: How organizational politics bound the positive effects of authentic leadership on follower satisfaction and performance. *Journal of Applied Social Psychology* 51(6), 594-609. DOI: 10.1111/jasp.12762.

Limits of Authenticity: How Organizational Politics Bound the Positive Effects of Authentic Leadership on Follower Satisfaction and Performance

Abstract

The authentic leadership paradigm has been widely advocated as an effective leadership approach for organizations interested in promoting positive and ethical leader – member relations. Despite accumulating evidence concerning the positive follower effects of authentic leadership, research examining potential boundary conditions remains limited. The political influence theoretical perspective promises to shed new light on the effects of authentic leadership by proposing that authentic leadership may be less effective in political contexts, bounding its positive operation on followers. Specifically, we anticipate that organizational politics will erode the motivational power of authentic leaders on followers, reducing their ability to engender positive performance contributions in followers. We also predict that organizational politics will weaken the positive relationship between authentic leadership and job satisfaction by reducing the ability of employees to realize their goals at work. To explore these theoretical assertions, we incorporated a two-study functional replication ($n_1=265$; $n_2=175$) to ascertain how authentic leadership and organizational politics impact follower job satisfaction, organizational citizenship behavior (OCB), and task performance. We find that organizational politics consistently weaken the positive effects of authentic leadership on follower OCB across two studies. Furthermore, in Study 2, our findings suggest that organizational politics attenuate the positive impact of authentic leadership on follower job satisfaction and task performance. We discuss theoretical and practical implications.

Keywords: authentic leadership, job satisfaction, organizational citizenship behavior, organizational politics, task performance, boundary condition, multi-study.

Authentic leadership is defined as “a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency” (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008, p. 94). This form of leadership has become increasingly popular over the past two decades as leadership scholars and practitioners, disillusioned by corporate scandals and high-profile leadership lapses, have been attracted to this straightforward and transparent leadership approach that encourages greater self-awareness and an internalized moral perspective to foster a strong ethical climate (Avolio & Gardner, 2005; Kokkoris & Sedikides, 2019; Luthans & Avolio, 2003). Authentic leaders trust their own emotions, motives, and abilities, enabling them to consider multiple perspectives and lessen bias in their processing of information (Walumbwa et al., 2008).

Authentic leaders strive for relational authenticity and transparency, disclosing, and sharing information openly and truthfully as they interact with others (Leroy, Anseel, Gardner, & Sels, 2015). Best-selling leadership authors such as Kevin Cashman and former Medtronic CEO Bill George have been popular proponents of authentic leadership, suggesting that effective leadership must come from within (Cashman, 1998, 2003) and that the most effective leaders are those that find their “true north,” an internal compass that serves as a guide through life and is founded on what is most important and meaningful (George, 2003; George & Sims, 2007).

Scholarly interest in authentic leadership has also been strong, as evidenced by the substantial and expanding number of academic journal articles focused on the topic (Gardner, Cogliser, Davis, & Dickens, 2011). In short, authentic leadership has emerged as one of the more popular leadership constructs of the past decade and shows great potential for enhancing our

understanding of effective leadership in both theory and practice (Banks, McCauley, Gardner, & Guler, 2016; Neider & Schriesheim, 2011).

However, despite accumulating evidence regarding the positive effects of authentic leadership, it is unclear if authentic leadership is efficacious in all situations, and whether it may even be counterproductive in certain environments. For example, political influence theory (Ferris & Judge, 1991; Mintzberg, 1983; Pfeffer, 1981) characterizes organizations as coalitions seeking to gain control over scarce resources through the exercise of power. Because of the competitive and ambiguous nature of political contexts (Ferris, Russ, & Fandt, 1989), authentic leaders may be less able to motivate and satisfy followers who become distracted, disengaged, or made cynical by the political brinksmanship of others. Furthermore, the tendency of authentic leaders to speak truthfully and hear multiple perspectives may expose them to disproportionate influence attempts enacted by followers, ironically weakening their ability to influence follower outcomes. Finally, the transparent nature of authentic leadership may provide followers with sensitive knowledge from leaders that can be used politically by others. In concert, political influence theory suggests that organizational politics can erode the ability of authentic leaders to motivate and satisfy followers and that the authenticity of a leader may work against them in political contexts.

Organizational politics are “illegitimate, self-serving activities that are strategically designed to benefit, protect, or enhance self-interests, often at the expense of the organization and its members” (Rosen, Ferris, Brown, Chen, & Yan, 2014, p. 1026). As an expression of political influence, organizational politics skew the “line of sight” between employee behaviors and performance evaluations of that behavior (Ferris, Munyon, Basik, & Buckley, 2008), creating ambiguity and risk for employees regarding their performance contributions in the workplace (Cropanzano, Howes, Grandey, & Toth, 1997). As a result, organizational politics are viewed

widely as a hindrance stressor that degrades work-related attitudes and performance (Breux, Munyon, Hochwarter, & Ferris, 2009; Chang, Rosen, & Levy, 2009; Hochwarter, Kacmar, Perrewé, & Johnson, 2003). Similarly, organizational politics reduce the ability of employees to realize their needs at work (Rosen et al., 2014). Thus, even as subordinates prefer authentic leaders because of their positive impacts on well-being (Ilies, Morgeson, & Nahrgang, 2005), organizational politics may weaken the ability of authentic leaders to help realize worker goals, reducing their satisfaction with work and subsequent performance (cf., Leroy et al., 2015).

Consequently, the purpose of this paper is to integrate political influence and authentic leadership theories to explore how organizational politics bound the effects of authentic leadership on followers. Specifically, we test the interactive effects of authentic leadership and organizational politics on follower job satisfaction, organizational citizenship behavior, and task performance across two studies. In doing so, we evaluate critical attitudinal and behavioral outcomes of authentic leadership that generalize between work roles and highlight a potentially important theoretical boundary condition affecting authentic leadership's operation.

Several contributions derive from our investigation. First, responding to calls for research on boundary conditions of authentic leadership (Gardner et al., 2011; Gardner et al., 2020), we are among the first to integrate political influence and authentic leadership theories. In doing so, we show how the presence of organizational politics theoretically bounds the relationships between authentic leadership and follower performance contributions. Second, we model the interactive effects of organizational politics and authentic leadership on follower job satisfaction, which represents a crucial work-related attitude (Freeman, 1978). Third, we functionally replicate our findings in a multi-study package (Hochwarter, Ferris, & Hanes, 2011), providing further confidence in the findings by reducing the chances that context-specific factors are driving the

results (Tsang & Kwan, 1999). In summary, this paper highlights the theoretical limits of authenticity in a leadership context. Given the shared variance between authentic leadership and transformational leadership forms (Banks et al., 2016; Naber & Moffett III, 2017), our findings have potential ramifications for transformational leadership theory as well.

Research Background and Hypotheses

Authentic Leadership

The concept of authenticity has existed for centuries, as reflected in the ancient Greek philosophy of “knowing oneself” and in Polonius’s advice for his son – “to thine own self be true” – in Shakespeare’s Hamlet. The modern conceptualization of authenticity involves owning one’s experiences, thoughts, and emotions through self-understanding, objectivity in understanding and accepting one’s own strengths and weaknesses, acting in accordance with one’s true values and preferences and achieving openness and truthfulness in one’s personal relationships (e.g., Erickson, 1995; Harter, 2002; Kernis & Goldman, 2005). Applying the concept of authenticity in the context of leadership, however, is a relatively new phenomenon that has developed largely within the past fifteen years. In this paper, we adopt the highly-endorsed authentic leadership definition by Walumbwa et al. (2008, p. 94): “a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency.”

Authentic leadership has been linked to a variety of positive individual and organizational outcomes, including follower performance (Leroy et al., 2015; Ribeiro, Duarte, Filipe, & Torres de Oliveira, 2020; Walumbwa et al., 2008), follower job satisfaction (Jensen & Luthans, 2006), follower satisfaction with supervisors (Peus, Wesche, Streicher, Braun, & Frey, 2012), follower

psychological capital (Woolley, Caza, & Levy, 2011), organizational commitment (Peus et al., 2012; Ribeiro et al., 2020; Walumbwa et al., 2008), trust in leadership (Clapp-Smith, Vogelgesang, & Avey, 2009), work engagement (Giallonardo, Wong, & Iwasiw, 2010), and follower effort (Peus et al., 2012). Furthermore, preliminary research suggests that leader authenticity is positively associated with follower authenticity (Leroy et al., 2015). However, while this body of evidence has advanced our understanding of authentic leadership and its work-related effects, relatively little research has investigated boundary conditions affecting the otherwise positive effects of authentic leadership on followers (Lin, Che, & Leung, 2009).

In an effort to examine the development of the authentic leadership construct, Gardner et al. (2011) employed Reichers and Schneider's (1990) three-stage model for the evolution of constructs. The first stage of the model, *concept introduction, and elaboration*, involves attempts to legitimize the new construct through the presentation of preliminary research evidence in support of the concept's validity. The second stage, *concept evaluation, and argumentation* entails raising concerns and problems with the operationalization, measurement, and validity of empirical findings related to the concept. In response to these concerns, mediators and moderators are introduced in an effort to clarify underlying processes and suggest boundary conditions. In the final stage, *concept consolidation and accommodation*, generally accepted definitions are established, meta-analytic studies are advanced, and the construct begins to appear as a mediator and moderator in general models within the overall academic domain. Gardner and his colleagues (2011) suggest that authentic leadership remains in stage one because the majority of the scholarship to date has focused on the development and extension of theory rather than empirical testing. They go on to suggest, however, that the authentic leadership construct shows some signs of advancing toward the second stage based on the sharp increase in empirical studies in recent

years, and on the appearance of a few critical examinations of the construct (e.g., Algera & Lips-Wiersma, 2012). Furthermore, given the high level of applied interest in authentic leadership, it is critical to understand its effects on follower outcomes, including performance. Consequently, a critical next step in the construct's evolution is to understand the theoretical boundary conditions of authentic leadership, and we now consider how a political influence lens sheds new light on the outcomes of authentic leadership at work.

Political Influence Theory

Political influence theory broadly characterizes work environments by the ongoing competition for resources and power from their participants (Pfeffer, 1981). At work, individuals influence outcomes of interest based on their possession and use of power (Pfeffer, 1992), and informal and often unsanctioned influence activities affect how employees respond to the organization and its leadership (Ferris & Judge, 1991; Munyon, Jacobs, Carnes, & Bohle, 2016). These political contests also impact bystanders and can create a threatening environment at work (see Hochwarter et al., 2020 for review and discussion).

The political influence lens considers the management of shared meaning to be a critical outcome of this ongoing competition for power (Ferris & Judge, 1991), as individuals act on beliefs about reality, rather than the objective conditions of reality (Lewin, 1936). Accordingly, individuals seek to manage shared meaning and perceptions to gain and maintain privileged positions within organizations (Ferris, King, Judge, & Kacmar, 1991). Thus, the political influence theoretical perspective proposes that power and influence are the key drivers underlying management decision-making and worker responses, which shares theoretical overlap with self-presentation theory (e.g., Barrick, Shaffer, & DeGrassi, 2009).

Political influence theory predicts that workers will respond to influence in a variety of ways, with important implications for authentic leadership. First, opportunistic individuals may choose to engage in contests for power when they possess the means (Ferris et al., 1989; Treadway, 2012; Yukl & Tracey, 1992) to do so. Second, in response to this opportunism (Ferris, Bhawuk, Fedor, & Judge, 1995), other employees may themselves feel compelled to engage in political influence to maintain or improve their positions or the positions of others. In this instance, political influence by some catalyzes a cycle of political influence by others (Gray & Ariss, 1985). Finally, other individuals who lack the means or motivation to engage in political influence will withdraw from the workplace (Ferris et al., 1989; Ferris & Kacmar, 1992), which may manifest in psychological and physical withdrawal from work (Chang et al., 2009).

We define organizational politics as self-interested and unauthorized activities that tend to serve the benefits of certain organizational members or groups while hurting other members' and organizational outcomes (Rosen et al., 2014). Existing theory and empirical evidence also suggest that the presence of organizational politics will increase cynicism from workers regarding managerial communication (Davis & Gardner, 2004; Fedor, Maslyn, Farmer, & Bettenhausen, 2008), meaning politics may limit leader influence (cf., Vigoda-Gadot, 2007). Finally, organizational politics erode the ability of the organization to monitor and hold accountable employees for performance (e.g., Breaux et al., 2009). Each of these outcomes has important implications for the effects of authentic leadership, which we now consider.

Moderating Role of Organizational Politics on Job Satisfaction

Job satisfaction is defined as a “positive (or negative) evaluative judgment one makes about one’s job or job situation” (Weiss, 2002, p. 175). Job satisfaction has unique and important economic implications (Freeman, 1978), and is a leading predictor of task performance (Judge,

Thoresen, Bono, & Patton, 2001) and organizational citizenship behavior (Bateman & Organ, 1983; Fassina, Jones, & Uggerslev, 2008). As a work-related attitude, job satisfaction reflects the ability of employees to realize their goals through work (Locke, 1969; 1970), meaning employees are more satisfied with work as they come to realize their personal and professional goals (Munyon, Hochwarter, Perrewé, & Ferris, 2010). Job satisfaction is also a key component in employee engagement, with important ramifications for organizational functioning (Ziegler, Hagen, & Diehl, 2012).

Authentic leaders normally engender and improve follower job satisfaction (Jensen & Luthans, 2006), resulting in increased performance because followers perceive that their leaders are willing and able to recognize and reward their performance contributions (e.g., Podsakoff, MacKenzie, Moorman, & Fetter, 1990). Authentic leaders also increase the satisfaction of employees at work by being clear and trustworthy (Avolio & Gardner, 2005). The tendency of authentic leaders to empower followers (Leroy, Palanski, & Simons, 2012) also increases satisfaction with work (Seibert, Wang, & Courtright, 2011).

However, the presence of authentic leadership and organizational politics represents a difficult paradox for followers. Authentic leaders emphasize integrity and truth to one's core values (Avolio & Gardner, 2005), which largely oppose the self-interested nature of organizational politics. Thus, when followers are led by an authentic leader in a political environment, they may believe that the authentic leader lacks the capacity or power to understand or change the environment, reducing resultant job satisfaction.

The tendency of authentic leaders to empower followers may also ironically give politically-oriented employees greater latitude with which to engage in self-interested negative behavior (Ferris & Kacmar, 1992; Ferris et al., 1989). Specifically, empowerment and its

concomitant autonomy are key enablers of political influence at work (Ferris & Judge, 1991; Ferris & Kacmar, 1992), meaning authentic leaders may inadvertently enable political behavior, with negative attitudinal ramifications for job satisfaction. Furthermore, the presence of organizational politics increases a sense of ambiguity over work contributions in employees (Breux et al., 2009), weakening the perceived link between follower performance and personal goal achievement, thereby reducing subsequent job satisfaction for these employees.

Organizational politics also create ambiguity and stress for followers (Chang et al. 2009), reducing their ability to realize personal goals (Ferris et al., 1995). Being authentic regarding follower performance contributions may also provide opportunistic employees with knowledge that can be used against rivals. Thus, authenticity regarding performance may reduce a leader's influence ability because they innately disclose too much information. In essence, the transparency and forthcoming nature of authentic leaders can work against them as opportunistic and political followers use and manipulate the knowledge they receive from leaders to further their own objectives, reducing follower job satisfaction.

Similarly, because authentic leaders engender authenticity in followers (Leroy et al., 2015), increasingly authentic units may become more susceptible to influence attempts by politically-oriented co-workers within and outside of their immediate unit. Specifically, authentic employees may not be able or willing to "play politics" as well as other less authentic employees, resulting in opportunity costs as others leverage influence toward their own ends. Thus, the cascading effect of authenticity from leaders to followers (Leroy et al., 2015) may reduce follower job satisfaction as it becomes risky and potentially counterproductive to "show one's cards" in the presence of organizational politics from others.

Finally, the cynicism that often accompanies organizational politics (Davis & Gardner, 2004; Fedor et al., 2008) may reduce follower trust in authentic leaders, thereby reducing satisfaction with work (Dirks & Ferrin, 2002). In combination, the presence of organizational politics should erode the ability of authentic leaders to create and maintain a satisfying work environment for followers by undermining the genuine relationships that authentic leaders tend to cultivate with their followers, diminishing their satisfaction with work. Therefore, we propose:

Hypothesis 1: Organizational politics moderate the relationship between authentic leadership and job satisfaction, such that authentic leadership results in lower (higher) levels of job satisfaction as organizational politics increase (decrease).

Having considered the attitudinal ramifications of authentic leadership and organizational politics, we now turn to consider the behavioral performance implications of this interaction. Specifically, we evaluate how organizational politics bound the relationship between authentic leadership and two forms of work-related performance, task performance, and organizational citizenship behavior.

Moderating Role of Organizational Politics on Performance

Task performance and organizational citizenship behavior broadly reflect the positive performance contributions of employees at work (Sharoni et al., 2012). These two forms of performance are arguably the most important work-related behaviors because of their generalizability and contributions to organizational effectiveness (Borman & Motowidlo, 1993; Organ & Ryan, 1995; Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Yen & Niehoff, 2004).

Task performance is defined as “the effectiveness with which job incumbents perform activities that contribute to the organizations’ technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services”

(Borman & Motowidlo, 1997, p. 99). Meanwhile, organizational citizenship behavior (OCB) refers to “performance that supports the social and psychological environment in which task performance takes place” (Organ, 1997, p. 95). Although both are forms of performance, task performance is generally required by one’s job role requirements, while OCB is discretionary in nature (Organ, 1997; Organ & Ryan, 1995).

Prior empirical research (Leroy et al., 2015) has shown a positive relationship between authentic leadership and follower task performance and OCB. First, the self-awareness of authentic leaders theoretically enables them to recognize personal deficiencies that could otherwise impede follower performance (Neider & Schriesheim, 2011; Walumbwa et al., 2008). Similarly, relational transparency from authentic leaders theoretically enables followers to clearly understand their expectations (Avolio & Gardner, 2005), and avoid attributions of favoritism in work relationships (Ferris et al., 1995; Ferris et al., 2008). Third, the moral perspective of authentic leaders focuses them on making ethical judgments that benefit workers. Finally, the balanced processing of authentic leaders enables them to make decisions that benefit follower performance by relying on as much evidence as possible (Lin et al., 2009; Neider & Schriesheim, 2011). Ultimately, authentic leadership provides clarity and stability for followers regarding role expectations and is value-oriented and evidence-based regarding outcomes of interest at work. Transparent and truthful feedback from authentic leaders generally enables individuals to adapt and improve their task performance (Leroy et al., 2015).

However, the presence of organizational politics erodes the ability of authentic leaders to motivate and equip employees for heightened task performance. First, organizational politics represent a hindrance stressor (Chang et al., 2009) that distracts and disengages employees away from core role responsibilities and task performance. Thus, organizational politics consume finite

worker cognitive and affective resources (Ferris & King, 1991), theoretically offsetting the positive effects of authentic leadership on follower task performance.

The presence of organizational politics also creates doubt and ambiguity regarding linkages between the performance expectations of authentic leaders and the rewards associated with task performance (see Ferris et al., 2008 and Munyon et al., 2016 for discussion). Thus, although authentic leaders may strive for transparency and truth when communicating with followers, an increasing prevalence of organizational politics creates a “divided loyalty” among followers who must strive to meet the leader’s expectations while also positioning themselves favorably in a political environment. This reduces their focus and motivation to work on core role responsibilities, theoretically degrading task performance.

Disclosures about personal deficiencies by authentic leaders may also be used in a manipulative manner by politically-oriented subordinates, reducing leader support for followers via the mechanisms of distraction and withdrawal (Ferris et al., 1989). Finally, the balanced information processing symptomatic of authentic leaders may expose them to political influence attempts by opportunistic followers, negatively biasing leader decisions and reducing the subsequent performance of followers within the unit. All in all, the prevalence of organizational politics diminishes the positive effects of authentic leadership on followers’ performance by distracting followers from the pursuit of their core responsibilities, by undermining their motivation to excel at their work, and by exposing them to destructive political influences. Thus, we propose:

Hypothesis 2: Organizational politics moderate the relationship between authentic leadership and follower task performance, such that authentic leadership results in lower (higher) levels of task performance as organizational politics increase (decrease).

Whereas task performance reflects the mandatory role requirements of a given job, organizational citizenship behavior (OCB) is innately discretionary (Organ, 1988; Organ, Podsakoff, & MacKenzie, 2006). Due to the discretionary nature of OCB, political environments weaken the link between behavior and the achievement of personal goals, be they impression management, altruistic, or both in nature (Bolino, 1999; Halbesleben, Bowler, Bolino, & Turnley, 2010). In short, followers are less likely volitionally to help the organization and others when they doubt a positive return is forthcoming (Munyon et al., 2010), or worse yet when they fear a negative return from such behavior. Hence, it is not surprising that prior research has shown a negative relationship between organizational politics – a hindrance stressor – and OCB (e.g., Cropanzano, Rupp, & Byrne, 2003).

Authentic leaders who incorporate feedback, are transparent and are true to their values, normally accrue positive subordinate outcomes, which translate into increased follower OCB (e.g., Gardner et al., 2011). However, in political environments, followers may make negative attributions regarding the capacity of a leader to recognize and reward such discretionary contributions made to support the organization's task environment (cf., Munyon et al., 2016), and thus the normally positive effects of authentic leadership theoretically may fail to elicit additional citizenship behavior by subordinates.

Likewise, discretionary organizational citizenship behavior may be misattributed by others as impression management or political behaviors designed to curry favor or induce reciprocity (see Bolino, 1999 and Ferris et al., 1995 for discussion). Rather than risk being misunderstood or labeled as “political,” followers may disengage and withdraw from the work environment (Ferris et al., 1989), including reducing the performance of discretionary behavior such as OCB. The anticipated net effect is that organizational politics should reduce the motivational potential of

authentic leadership for followers (cf., Davis & Gardner, 2004), resulting in lower discretionary contributions such as OCB. Thus, we propose:

Hypothesis 3: Organizational politics moderate the relationship between authentic leadership and follower organizational citizenship behavior (OCB), such that authentic leadership results in lower (higher) levels of OCB as organizational politics increase (decrease).

To test these effects, we incorporated two studies to explore and functionally replicate the findings. In Study 1, we tested hypotheses using dyadic and temporally lagged data. Study 2 incorporated an alternative scale of authentic leadership as a robustness check. Finally, following the recommendation of authentic leadership scholars (Banks et al., 2016), we incorporated post-hoc tests of significant effects at the dimension level to ascertain which facets of authentic leadership are driving the results. The inclusion of replicated findings and post-hoc analyses enables us to understand the nature of authentic leadership in the presence of organizational politics.

Methods

Study 1 Method

Participants and Procedure

Study 1 derived from a manufacturing firm located in the Eastern United States using data collected from multiple sources across time. The organization operates in the mining equipment segment of the manufacturing industry using high tech production processes and has a total of 412 full-time unionized hourly paid production workers. We collected production worker survey data in the factory's lunchroom. After completing their survey, respondents were asked to give their survey to another co-worker who could rate their performance. Two hundred and seventy

employees opted to take the survey and from this, we obtained 265 fully completed surveys (64.3% response). However, discussions with the respondents after the data collection revealed that they felt anxious about reporting on their colleagues' performance, and some had "straight-lined" the measures and inflated performance scores to protect themselves and their colleagues.

In lieu of these disclosures, one week later, we met with the workers' immediate supervisors and asked them to rate each of their subordinates' performance. Subsequently, the thirty-nine supervisors rated each of their subordinates (100% response). The mean span of control for supervisors was 12.27, with a standard deviation of 9.05. The range of employees per supervisor spanned from one to seventeen. Most of the production workers were between the ages of 25 to 64, broken down as follows: 27% ranged from 35-44, 26% ranged from 45-54, 18% ranged from 55-64, 15% ranged from 25-34, 13% were under 24, and 2% were over 65. These employees reported an average of 9.7 years of tenure with the company. All data are reported in terms of authenticity, but we modeled the effects on supervisor-rated performance instead of respondent disclosures about response bias.

Measures

All ratings in this sample were made using a 5-point scale (1 = strongly disagree and 5 = strongly agree).

Authentic Leadership. We measured authentic leadership with an adapted version of the Walumbwa et al. (2008) authentic leadership (AL) scale. The AL scale consists of four dimensions – self-awareness, relational transparency, internalized moral perspective, and balanced processing identified by Walumbwa et al. (2008, p. 121) as most representative of the construct. Subordinates completed the scale with their direct supervisor as the referent. The overall coefficient alpha for this eight-item scale was quite good (.92), indicating an effective global measure of AL, while the

coefficient alphas for each two-item factor were also at acceptable levels (self-awareness .86; relational transparency .81; internalized moral perspective .80; and balanced processing .82), demonstrating internal consistency and scale reliability.

Organizational Politics. We incorporated the complete six-item measure of organizational politics from Hochwarter et al. (2003). A sample item is “There is a lot of self-serving behavior going on.” The estimated reliability of this scale (coefficient alpha) was .91.

Job Satisfaction. We measured global job satisfaction using the complete 3-item scale from the Michigan Organizational Assessment Questionnaire (Cammann, Fichman, Jenkins, & Klesh, 1979). A sample item is: "In general, I like working here." The estimated reliability of this scale (coefficient alpha) was .89.

Organizational Citizenship Behavior (OCB). Co-workers assessed the level of OCB of their colleagues using the complete 7-item measure of helping from Van Dyne and LePine (1998). Example items include, “This particular co-worker volunteers to do things for this work group,” “This particular co-worker helps orient new employees in this group,” and “This particular co-worker assists others in this group.” The estimated reliability of this scale (coefficient alpha) was .91.

Supervisors assessed the level of OCB of their subordinates using a global 3-item scale adapted from Organ and Konovsky (1989). In response to a request for parsimony for the supervisor survey from the Human Resource Director at our study site, we selected three items that represented the altruism dimension of OCB. We provided each supervisor with the names of their subordinates and asked three questions about each worker. Because each supervisor had to consider and rate subordinates' OCB, it was necessary to keep the length of the assessment to a minimum. In addition, the items chosen were of interest to the HR director for internal feedback

and developmental purposes. Finally, these items better represented the reciprocal helping-oriented altruism component of OCB, which is of greater interest in the current study, than did the remaining items that comprised two compliance sub-dimensions of the Organ and Konovsky (1989) scale. A sample item is: “This employee helps others who have heavy workloads.” The estimated reliability of this scale (coefficient alpha) was .85.

Task Performance. Task performance was measured using the complete 4-item scale from Van Dyne and LePine (1998). Co-workers were asked to rate colleagues using the following items: “This particular co-worker fulfills the responsibilities specified in his/her job description,” “This particular co-worker performs the tasks that are expected as part of the job,” “This particular co-worker meets performance expectations,” and “This particular co-worker adequately completes responsibilities.” The estimated reliability of this scale (coefficient alpha) was .96.

Supervisors were asked to rate subordinates using the following, “Please rate your level of agreement regarding the behavior of this subordinate at work.” Items included, “S/he performs the tasks expected as part of the job,” “S/he fulfills the responsibilities in his or her job description,” “S/he meets performance expectations,” and “S/he adequately completes his/her responsibilities.” The estimated reliability of this scale (coefficient alpha) was .86.

Study 1 Results

Intercorrelations and descriptive statistics were conducted using SPSS and the PROCESS program from Hayes (2013) and are shown in Table 1. Prior to hypothesis testing, we analyzed model fit using a confirmatory factor analysis with latent constructs reflecting their respective item scores, and this model exhibited acceptable fit overall ($\chi^2 = 443.5$; $df = 226$; TLI = .93; CFI = .94), and significantly better fit than the single factor model alternative ($\chi^2 = 2514.3$; $df = 340$; TLI = .34; CFI = .42).

Insert Table 1 about here

We tested Hypothesis 1 by modeling the interaction of authentic leadership and organizational politics on job satisfaction. Regression estimates may be found in Table 2. The main effect of authentic leadership was a significant predictor of follower job satisfaction ($\beta = .81, p = .00, 95\%CI: 0.26 \text{ to } 1.36$), but neither organizational politics ($\beta = .25, p = .32, 95\%CI: -0.25 \text{ to } 0.76$) nor the interaction term ($\beta = -.12, p = .10, 95\%CI: -0.26 \text{ to } 0.02$) significantly affected follower job satisfaction. Thus, we do not find support for Hypothesis 1 in Study 1.

We tested Hypothesis 2 by modeling the interaction of authentic leadership and organizational politics on task performance, as rated by supervisors. Neither the main effects of authentic leadership ($\beta = .37, p = .10, 95\%CI: -0.07 \text{ to } 0.80$) nor organizational politics ($\beta = .17, p = .39, 95\%CI: -0.22 \text{ to } 0.57$), nor the interaction term ($\beta = -.07, p = .20, 95\%CI: -0.18 \text{ to } 0.04$) predicted follower task performance, and thus we do not find support for Hypothesis 2 in Study 1.

Insert Table 2 about here

Finally, we tested Hypothesis 3 by modeling the interaction of authentic leadership and organizational politics on follower OCB. The main effect of authentic leadership predicted OCB ($\beta = .64, p = .01, 95\%CI: 0.17 \text{ to } 1.11$), the main effect of organizational politics had no direct relationship with OCB ($\beta = .38, p = .08, 95\%CI: -0.04 \text{ to } 0.81$), and the interaction term significantly predicted follower OCB ($\beta = -.14, p = .02, 95\%CI: -0.26 \text{ to } -0.03$). The model explained 6.21% of the variance in follower OCB, with the interaction explaining an additional 2.02% of the variance ($F = 5.71, p = .02$).

To model the form of this interaction, we plotted it using values at one standard deviation above and below the mean value, and also calculated the significance of the slopes. As can be seen in Figure 1, organizational politics bound the effects of authentic leadership on follower OCB at low ($\beta = .22, p = .00, 95\%CI: 0.07 \text{ to } 0.37$) and mean levels ($\beta = .11, p = .04, 95\%CI: 0.003 \text{ to } 0.213$), but not at high levels of organizational politics ($\beta = -.003, p = .96, 95\%CI: -0.13 \text{ to } 0.12$). Finally, application of the Johnson-Neyman technique showed that this interaction is significant for ranges of politics 1.00 to 3.72, with 50.19% of observations falling within this significance range. In concert, we find support for Hypothesis 3 from Study 1.

Insert Figure 1 about here

Study 1 Discussion

The objectives of Study 1 were to test how the presence of organizational politics bounds the relationship between authentic leadership and follower job satisfaction, task performance, and organizational citizenship behavior (OCB). The results suggest that increasing levels of organizational politics weaken the positive effects of authentic leadership on OCB and that authentic leadership engenders these positive discretionary performance contributions primarily under low levels of organizational politics. This key finding makes sense as this is the performance outcome of interest most controllable by employees, meaning it is likely the most sensitive to negative organizational politics.

The absence of significant effects on job satisfaction and task performance suggests that organizational politics do not mitigate the otherwise positive effects of authentic leadership in this sample, meaning politics may represent only a limited effect on the motivational and satisfying power of authentic leadership. To confirm and extend these results, we replicate this study.

Study 2 Method

Participants and Procedure

Study 2 was comprised of full-time employed workers from a variety of industries in the United States. The data were collected with the assistance of a Qualtrics panel. In addition to the screeners used by Qualtrics, we incorporated a number of screening items to ensure that respondents were employed outside of the home, responded to a direct supervisor, and had sufficient exposure to the supervisor for him or her to influence the follower's outcomes. In response to the initial survey offering, 570 individuals responded to the request. However, only 348 individuals met the screening standards and were able to complete the Time 1 survey. Of these, 23 industries and 177 O*Net codes were represented. Mean respondents were 45.34 years of age ($SD = 11.29$), with 18.30 years of occupational tenure ($SD = 12.78$), 12.06 years of organizational tenure ($SD = 9.58$), and 7.28 years of tenure with their leader ($SD = 8.24$). Regarding sex, 52.6% of respondents were female. Finally, regarding educational attainment, 28.7% had a high school diploma, 44% a bachelor's degree, 20.4% a master's degree, 4.9% a professional doctorate, and 1.7% a research doctorate.

To establish representativeness of the data, we measured communication frequency between the follower and leader using a screening item, "How often do you talk with your direct supervisor?" and the options, "1 – Never," "2 – Less than Once a Month," "3 – Once a Month," "4 – 2 to 3 Times a Month," "5 – Once a Week," "6 – Two to Three Times a Week" and "7 – Daily." The mean communication frequency was 5.97 ($SD = 1.18$), suggesting that respondents had adequate exposure to leaders to validly report on their leadership styles.

To reduce the potential for common method bias, we collected longitudinal data at three points separated by a span of one month each. However, test-retest estimates showed high temporal

stability, and thus we separated the collection of the predictor (i.e., authentic leadership), moderating (i.e., organizational politics), and criterion variables (i.e., task performance, citizenship behavior, and job satisfaction) across a span of one month each in Time 1, Time 2, and Time 3. Two-hundred sixty-six respondents from Time 1 responded in Time 2 (76.4% continuation), while 175 respondents responded to Time 3 (65.8% continuation).

Measures

Authentic Leadership. We incorporated the complete 14-item Authentic Leadership Inventory from Neider and Schriesheim (2011). Example items from each of the four dimensions include, “My leader clearly states what he/she means” (Relational Transparency), “My leader encourages others to voice opposing points of view” (Balanced Processing), “My leader is clearly aware of the impact he/she has on others” (Self-awareness), and “My leader uses his/her core beliefs to make decisions” (Internalized Moral Perspective). Responses were made from 1 (Strongly Disagree) to 4 (Neither Agree nor Disagree) to 7 (Strongly Agree). The estimated reliability of this scale (coefficient alpha) was .96. Reliability of the scale’s dimensions was also acceptable (Self-Awareness: .85; Relational Transparency: .86; Balanced Processing: .87; Internalized Moral Perspective: .86).

Organizational Politics. We measured organizational politics in the same manner as in Study 1. The estimated reliability of this scale (coefficient alpha) was .96.

Job Satisfaction. We measured job satisfaction in the same manner as in Study 1. The estimated reliability of this scale (coefficient alpha) was .84.

Task Performance. We measured task performance using the full 7-item scale from Williams and Anderson (1991). An example item is, “I adequately complete assigned duties.”

Responses were made from 1 (Strongly Disagree) to 4 (Neither Agree Nor Disagree) to 7 (Strongly Agree). The estimated reliability of this scale (coefficient alpha) was .80.

Organizational Citizenship Behavior. We measured organizational citizenship behavior using the full 14-item scale from Williams and Anderson (1991). Example items are, “I go out of my way to help new employees,” “I take time to listen to co-worker problems and worries,” and “I give advance notice when unable to come to work.” The estimated reliability of this scale (coefficient alpha) was .87.

Study 2 Results

Study 2 intercorrelations and descriptive statistics are shown in Table 3. Because of the comparatively smaller sample size for Study 2, we tested model fit using parceling (Little, Cunningham, Shahar, & Widaman, 2002), and a copy of the results is available from the first author. Model fit was acceptable ($\chi^2 = 297.36$; $df = 109$; CFI = .93; TLI = .92)

Insert Table 3 about here

Regression analyses were subsequently conducted using SPSS and the PROCESS program from Hayes (2013). We tested Hypothesis 1 by modeling the interaction of authentic leadership and organizational politics on job satisfaction. Regression estimates may be found in Table 4. The main effect of authentic leadership was a significant predictor of follower job satisfaction ($\beta = .47$, $p = .00$, 95%CI: .21 to .73), Organizational politics were not directly related to job satisfaction ($\beta = .12$, $p = .57$, 95%CI: -.29 to .52), but the interaction term ($\beta = -.08$, $p = .03$, 95%CI: -.15 to -.01) significantly affected follower job satisfaction. In total, the model predicted 36.16% of the variance in follower job satisfaction, with the interaction accounting for 2% of the variance ($F = 4.72$, $p = .03$).

Insert Table 4 about here

To model the form of this interaction, we plotted it using values at one standard deviation above and below the mean value, and also calculated the significance of the slopes (shown in Figure 2). A simple slopes analysis shows that organizational politics bound the effects of authentic leadership on follower job satisfaction at low ($\beta = .33, p = .00, 95\%CI: 0.18 \text{ to } 0.48$), mean levels ($\beta = .23, p = .00, 95\%CI: 0.13 \text{ to } 0.33$), and high levels of organizational politics ($\beta = .14, p = .02, 95\%CI: 0.02 \text{ to } 0.25$). Finally, application of the Johnson-Neyman technique showed that this interaction is significant for ranges of organizational politics 1.00 to 4.24, with 83.43% of observations falling within this significance range. Consequently, we find support for Hypothesis 1 in Study 2.

Insert Figure 2 about here

We tested Hypothesis 2 by modeling the interaction of authentic leadership and organizational politics on task performance. The main effects of authentic leadership ($\beta = .40, p = .01, 95\%CI: 0.11 \text{ to } 0.69$), organizational politics ($\beta = .51, p = .03, 95\%CI: 0.05 \text{ to } 0.97$), and the interaction term ($\beta = -.15, p = .00, 95\%CI: -0.24 \text{ to } -0.07$) all directly predicted follower task performance. The complete model explained 22% of the variance in task performance, with the interaction accounting for 6.00% of this variance ($F = 13.13, p = .00$).

We plotted the form of the interaction using values at one standard deviation above and below the mean, shown in Figure 3. A simple slopes analysis showed that organizational politics weaken the effect of authentic leadership on follower task performance at high levels of politics ($\beta = -.23, p = .00, 95\%CI: -0.36 \text{ to } -0.09$), but not at low ($\beta = .14, p = .10, 95\%CI: -0.03 \text{ to } 0.31$)

or mean ($\beta = -.04, p = .48, 95\%CI: -0.16$ to 0.07) levels of politics. Finally, the Johnson-Neyman technique showed that organizational politics moderate the authentic leadership – task performance relationship when politics are under 1.38 and above 3.35, capturing 46.28% of all observations. Thus, we find support for Hypothesis 2 in Study 2.

Insert Figure 3 about here

Finally, we tested Hypothesis 3 by modeling the interaction of authentic leadership and organizational politics on follower OCB. The main effect of authentic leadership predicted OCB ($\beta = .46, p = .00, 95\%CI: 0.22$ to 0.71), the main effect of organizational politics had no significant relationship with OCB ($\beta = .33, p = .10, 95\%CI: -0.06$ to 0.71), and the interaction term significantly predicted follower OCB ($\beta = -.11, p = .00, 95\%CI: -0.18$ to -0.04). The model explained 28% of the variance in follower OCB, with the interaction accounting for 4% of the variance ($p = .00$).

As before, we plotted the interaction and also calculated the significance of the slopes. Figure 4 shows this plot. A simple slopes analysis shows that organizational politics bound the effects of authentic leadership on follower OCB at low ($\beta = .33, p = .00, 95\%CI: 0.18$ to 0.48), mean ($\beta = .23, p = .00, 95\%CI: 0.13$ to 0.34), and high levels ($\beta = .14, p = .02, 95\%CI: 0.02$ to 0.25). Finally, application of the Johnson-Neyman technique showed that this interaction is significant for ranges of organizational politics from 1.00 to 4.24, with 83.43% of observations falling within this significance range. In concert, we find support for Hypothesis 3 in Study 2.

Insert Figure 4 about here

Study 2 Discussion

The purpose of Study 2 was to extend and functionally replicate the findings of Study 1 using validated scales. Here, we find support for Hypotheses 1, 2, and 3, suggesting that organizational politics impact how authentic leaders can engender job satisfaction, task performance, and organizational citizenship behavior (OCB). By themselves, these findings would suggest a limiting theoretical boundary condition across the broad range of follower outcomes. However, a more conservative conclusion should be based on the convergent findings of Study 1 and Study 2, in which we find that the presence of organizational politics bounds the positive effects of authentic leadership primarily on follower OCB.

Study 2 Post-Hoc Tests

Researchers have called for exploration of the authentic leadership dimensions (e.g., Banks et al., 2016). Consequently, using Study 2 data, we modeled the direct and interactive effects of each authentic leadership dimension (with organizational politics) on follower OCB, controlling for the other dimensions of authentic leadership and the main effect of organizational politics. We applied a stepwise approach here that first entered in main effects, and then interactions. Only the main effects of leader self-awareness ($\beta = .22, p = .02, 95\%CI: 0.04 \text{ to } 0.40$) and organizational politics ($\beta = -.28, p = .00, 95\%CI: -0.38 \text{ to } -0.19$) predicted follower OCB, explaining 26.6% of the variance ($F = 12.25; p = .00$). Subsequent tests of the interaction terms showed nearly identical effect sizes for each of the interactions (i.e., $\beta = -.08, p = .02; 95\%CI: -0.14 \text{ to } -0.01$), with only small deviations in the simple slope estimates between the regressions. The complete results are available from the first author. These results suggest that the moderating effects of organizational politics impact follower OCB across each of the dimensions of authentic leadership. Accordingly, we now discuss the broad implications of this investigation for theory and practice.

General Discussion

Authenticity has been hailed as a critical and useful leadership approach in the modern work environment (Luthans & Avolio, 2003), yet few studies have evaluated the potential limitations of authenticity. Our multi-study investigation aimed to help ameliorate this deficiency by integrating political influence and authentic leadership theories to evaluate how followers respond to authentic leaders under varying conditions of organizational politics. In doing so, we also answer a call by Gardner and his colleagues (2011; 2020) to identify possible boundary conditions that affect the consequences of authentic leadership.

Our results provide replicated evidence that authentic leadership engenders positive organizational citizenship behavior (OCB) in followers, but that this relationship is moderated by the level of organizational politics that followers experience. Specifically, increasing levels of organizational politics erode the motivational capacity of authentic leaders to engender OCB in their followers. These findings have important implications for leadership research and practice.

In particular, in harmony with recent conceptualizations and examinations of the importance of context to our understanding of leadership in general and authentic leadership specifically (e.g., Gardner et al., 2020; Hannah, Uhl-Bien, Avolio, & Cavarretta, 2009), our study suggests that authentic leadership may be of less value in motivating discretionary performance contributions as organizational politics increase. Thus, political influence represents an important theoretical boundary condition in the authentic leadership – follower OCB relationship, and our study is the first to our knowledge to test this critical interaction.

Our findings also have important implications for political influence theory (Ferris & Judge, 1991). In particular, our results provide support for the assertions of political influence theory that organizational politics can be found even in environments where leaders strive to lead authentically. Thus, the assertion of the “ubiquity” of organizational politics continues to gain

traction. Similarly, our results also support the assertion that motivational leadership forms, such as authentic leadership, are not as effective in the presence of organizational politics that potentially reduce the links between employee actions and desired results.

Based on the results reported here, leadership scholars would be well-advised to continue investigating the relationship between various leadership approaches and the contexts in which leadership takes place (Hoch, Bommer, Dulebohn, & Wu, 2018). Furthermore, we encourage further inquiry to identify and test the underlying states of followers in the presence of authentic leadership and organizational politics, as these causal mechanisms (e.g., trust, cynicism, knowledge withholding) may shed new light on why politics reduce the power of authentic leaders to motivate follower citizenship. Our findings also have practically important implications.

Practical Implications

First, practitioners should be aware that authentic leadership, although a very effective leadership approach in many instances, may not be effective in certain situations, such as those characterized by followers as highly political. Consistent with the predictions of political influence theory (Ferris & Judge, 1991; Mintzberg, 1983; Pfeffer, 1981), our results suggest that in highly political contexts, social exchange mechanisms such as OCB may be attenuated, suggesting that politics obscure and weaken positive reciprocity relationships. This phenomenon may also extend to other social exchange mechanisms of interest. For example, although authentic leadership tends to engender trust (e.g., Clapp-Smith et al., 2009), followers may approach leader authenticity with a level of skepticism in political environments. Thus, managerial prescriptions for leaders to become more authentic may result in a weakened motivational response in followers until actions are taken to first mitigate harmful politics.

Strengths and Limitations

Our research design benefitted from a number of inherent strengths. First, we replicated our findings in two independent studies of employed adults. Our first study incorporated multi-source dyadic data collected over two time periods. We collected subordinate assessments of authentic leadership and politics along with supervisor ratings of subordinate OCB and task performance. Using multiple rater perspectives helps to reduce common method variance (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Recognizing the measurement deficiencies and response bias of Study 1, Study 2 incorporated validated scales and estimates across time. Specifically, we collected authentic leadership at Time 1, organizational politics at Time 2, and job satisfaction, OCB, and task performance at Time 3. This approach resulted in sample attrition but was intended to provide a replicated complement to the findings of Study 1. Thus, functionally replicating the findings across two studies provides a greater degree of confidence in the findings.

Despite these strengths, our findings are nevertheless subject to certain limitations. First, although our survey data included both self- and other-reports, the data from Study 1 were collected within one week. Second, informal conversations with respondents indicated response bias by co-workers in Study 1, meaning we did not include these in our final analyses. Third, the data from Study 2 were collected from employees themselves and did not reflect supervisor estimates of performance. Pond, Nacoste, Mohr, and Rodriguez (1997) and Munyon et al. (2010) have argued that self-reports of OCB are the most valid estimates of the construct, but the use of self-reports nevertheless represents a limitation due to social desirability bias concerns.

Finally, the conflicting findings between Study 1 and Study 2 are also notable and should be discussed. Specifically, we found that organizational politics bound the positive effects of authentic leadership on self-assessed task performance and job satisfaction in Study 2, but not Study 1. This result may be a function of the divergent authentic leadership scales employed, the

nature of the samples represented in each study, or the nature of self- versus supervisor-report data. It is also possible that respondents in Study 2 felt more comfortable reporting on these features than those who reported in Study 1 from work. Thus, future research should investigate these effects further, potentially using triadic or 360-degree designs (e.g., Blickle et al., 2011) to provide more robust estimates of performance that shed additional light on the interaction of organizational politics and authentic leadership. It would also be useful to explore these effects in work teams.

Directions for Future Research

The results of our study provide some interesting directions for future research in the leadership and authentic leadership domains. First, researchers should further investigate the relationship between organizational politics and authentic leadership. Specifically, future research could examine the moderating role of organizational politics on other authentic leadership outcomes of interest, including job embeddedness and turnover relationships. Second, scholars should continue to explore the influence of context on authentic leadership processes (e.g., Avolio & Gardner, 2005). Indeed, Avolio (2007) averred that because context is such an integral part of leadership, it should be considered in relation to all leadership theories. Future research should examine other contextual variables involving stressful, negative, complex, discriminatory, or dysfunctional work environments as possible mediators or moderators of the effects of authentic leadership on follower reactions. It would also be useful to ascertain how organizational politics and authentic leadership affect the emergence and functioning of climate and culture within units. Finally, given its effects on follower OCB, it would be useful to better understand how organizational politics and authentic leadership also affect helping and help-seeking processes among co-workers (e.g., Cleavenger & Munyon, 2015).

Conclusion

In summary, this study makes a valuable contribution to the authentic leadership literature by showing how organizational politics bound the relationship between authentic leadership and follower outcomes. In doing so, we integrate political influence theory as an important boundary on the effectiveness of authentic leadership. Authentic leadership is an important and highly promising leadership perspective, and we hope that these findings stimulate future inquiry into authentic leadership's relationship with other important organizational outcomes.

DRAFT

REFERENCES

- Algera, P. M., & Lips-Wiersma, M. (2012). Radical authentic leadership: Co-creating the conditions under which all members of the organization can be authentic. *The Leadership Quarterly*, 23(1), 118-131. <https://doi.org/10.1016/j.leaqua.2011.11.010>
- Avolio, B. J. (2007). Promoting more integrative strategies for leadership theory-building. *American Psychologist*, 62(1), 25-33.
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *Leadership Quarterly*, 16(3), 315-338. <https://doi.org/10.1016/j.leaqua.2005.03.001>
- Banks, G.C., McCauley, K.D., Gardner, W.L., & Guler, C.E. (2016). A meta-analytic review of authentic and transformational leadership: A test for redundancy. *The Leadership Quarterly*, 27(4), 634-652. <http://dx.doi.org/10.1016/j.leaqua.2016.02.006>
- Barrick, M. R., Shaffer, J. A., & DeGrassi, S. W. (2009). What you see may not be what you get: Relationships among self-presentation tactics and ratings of interview and job performance. *Journal of Applied Psychology*, 94(6), 1934-1411. <https://psycnet.apa.org/doi/10.1037/a0016532>
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee citizenship. *Academy of Management Journal*, 26(4), 587-595. <https://doi.org/10.5465/255908>
- Blickle, G., Ferris, G.R., Munyon, T.P., Momm, T., Zettler, I., Schneider, P.B., & Buckley, M.R. (2011). A multi-source, multi-study investigation of job performance prediction by political skill. *Applied Psychology*, 60(3), 449-474. <https://doi.org/10.1111/j.1464-0597.2011.00443.x>
- Bolino, M.C. (1999). Citizenship and impression management: Good soldiers and good actors?. *Academy of Management Review*, 24(1), 82-98. <https://doi.org/10.5465/amr.1999.1580442>
- Borman, W.C., & Motowidlo, S.J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personality selection in organizations* (pp. 71-98). San Francisco, CA: Jossey-Bass.
- Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10(2), 99-109. https://doi.org/10.1207/s15327043hup1002_3
- Breaux, D. M., Munyon, T. P., Hochwarter, W. A., & Ferris, G. R. (2009). Politics as a moderator of the accountability—job satisfaction relationship: Evidence across three studies. *Journal of Management*, 35(2), 307-326. <https://doi.org/10.1177%2F0149206308318621>

- Cammann, C., Fichman, M., Jenkins, D., & Klesh, J. (1979). *The Michigan organizational assessment questionnaire* (Unpublished manuscript). University of Michigan, Ann Arbor.
- Cashman, K. (1998). *Leadership from the inside out: Seven pathways to mastery*. Provo, UT: Executive Excellence Publishing.
- Cashman, K. (2003). *Awakening the leader within: A story of transformation*. Hoboken, NJ: Wiley.
- Chang, C., Rosen, C., & Levy, P. (2009). The relationship between organizational politics and employee attitudes, strain, and behavior: A meta-analytic examination. *Academy of Management Journal*, 52(4), 779-801. <https://doi.org/10.5465/amj.2009.43670894>
- Clapp-Smith, R., Vogelgesang, G. R., & Avey, J. B. (2009). Authentic leadership and positive psychological capital: The mediating role of trust at the group level of analysis. *Journal of Leadership & Organizational Studies*, 15(3), 227-240. <https://doi.org/10.1177%2F1548051808326596>
- Cleavenger, D.J., & Munyon, T.P. (2015). Overcoming the help-seeker's dilemma: How computer-mediated systems encourage employee help-seeking initiation. *Organization Studies*, 36(2), 221-240. <https://doi.org/10.1177%2F0170840614556920>
- Cropanzano, R., Howes, J. C., Grandey, A. A., & Toth, P. (1997). The relationship of organizational politics and support to work behaviors, attitudes, and stress. *Journal of Organizational Behavior*, 18(2), 159-180. [https://doi.org/10.1002/\(SICI\)1099-1379\(199703\)18:2%3C159::AID-JOB795%3E3.0.CO;2-D](https://doi.org/10.1002/(SICI)1099-1379(199703)18:2%3C159::AID-JOB795%3E3.0.CO;2-D)
- Cropanzano, R., Rupp, D. E., & Byrne, Z. S. (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *Journal of Applied Psychology*, 88(1), 160-169. <https://doi.org/10.1037/0021-9010.88.1.160>
- Davis, W.D., & Gardner, W.L. (2004). Perceptions of politics and organizational cynicism: An attributional and leader-member exchange perspective. *The Leadership Quarterly*, 15(4), 439-465. <https://doi.org/10.1016/j.leaqua.2004.05.002>
- Dirks, K.T., & Ferrin, D.L. (2002). Trust in leadership: Meta-Analytic findings and implications for research and practice. *Journal of Applied Psychology*, 87(4), 611-628. <http://dx.doi.org/10.1037/0021-9010.87.4.611>
- Erickson, R. J. (1995). The importance of authenticity for self and society. *Symbolic Interaction*, 18(2), 121-144. <https://doi.org/10.1525/si.1995.18.2.121>
- Fassina, N. E., Jones, D. A., & Uggerslev, K. L. (2008). Meta-Analytic tests of relationships

- between organizational justice and citizenship behavior: Testing agent-system and shared-variance models. *Journal of Organizational Behavior*, 29(6), 805-828.
<https://doi.org/10.1002/job.494>
- Fedor, D., Maslyn, J., Farmer, S., & Bettenhausen, K. (2008). The contribution of positive politics to the prediction of employee reactions. *Journal of Applied Social Psychology*, 38(1), 76-96. <https://doi.org/10.1111/j.1559-1816.2008.00297.x>
- Ferris, G.R., Bhawuk, D.P.S., Fedor, D.B., & Judge, T.A. (1995). Organizational politics and citizenship: Attributions of intentionality and construct definition. In M.J. Martinko (Ed.), *Advances in attribution theory: An organizational perspective* (pp. 231-252). Delray Beach, FL: St. Lucie Press.
- Ferris, G. R., & Judge, T. A. (1991). Personnel/human resources management: A political influence perspective. *Journal of Management*, 17(2), 447-488.
<https://doi.org/10.1177%2F014920639101700208>
- Ferris, G. R., & Kacmar, K. (1992). Perceptions of organizational politics. *Journal of Management*, 18(1), 93-116. <https://doi.org/10.1177%2F014920639201800107>
- Ferris, G. R., & King, T.R. (1991). Politics in human resources decisions: A walk on the dark side. *Organizational Dynamics*, 20(2), 59-71.
[https://doi.org/10.1016/0090-2616\(91\)90072-H](https://doi.org/10.1016/0090-2616(91)90072-H)
- Ferris, G.R., King, T.R., Judge, T.A., & Kacmar, K.M. (1991). The management of shared meaning: Opportunism in the reflection of attitudes, beliefs, and values. In R.A. Giacalone & P. Rosenfeld (Eds.), *Applying impression management: How image making affects managerial decisions* (pp. 41-64). Newbury Park, CA: Sage Publications.
- Ferris, G.R., Munyon, T.P., Basik, K., & Buckley, M.R. (2008). The performance evaluation context: Social, emotional, cognitive, political, and relationship components. *Human Resource Management Review*, 18(3), 146-163.
<https://doi.org/10.1016/j.hrmmr.2008.07.006>
- Ferris, G. R., Russ, G. S., & Fandt, P. M. (1989). Politics in organizations. In R. A. Giacalone & P. Rosenfeld (Eds.), *Impression management in the organization* (pp. 143-170). Hillsdale, NJ: Lawrence Erlbaum Associates, Inc.
- Freeman, R. B. (1978). Job satisfaction as an economic variable. *American Economic Review*, 68(2), 143-174.
- Gardner, W. L., Cogliser, C. C., Davis, K. M., & Dickens, M. P. (2011). Authentic leadership: A review of the literature and research agenda. *The Leadership Quarterly*, 22(6), 1120-1145.
<https://doi.org/10.1016/j.leaqua.2011.09.007>
- Gardner, W. L., Lowe, K. B., Meuser, J. D., Noghani, F., Gullifor, D. P., & Cogliser, C. C.

- (2020). The leadership trilogy: A review of the third decade of the leadership quarterly. *The Leadership Quarterly*, 31(1), 1-26. <https://doi.org/10.1016/j.leaqua.2019.101379>
- George, W. (2003). *Authentic leadership: Rediscovering the secrets to creating lasting value*. San Francisco, CA: Jossey-Bass.
- George, W., & Sims, P. (2007). *True north: Discover your authentic leadership*. San Francisco, CA: Jossey-Bass.
- Giallonardo, L. M., Wong, C. A., & Iwasiw, C. L. (2010). Authentic leadership of preceptors: Predictor of new graduate nurses' work engagement and job satisfaction. *Journal of Nursing Management*, 18(8), 993-1003. <https://doi.org/10.1111/j.1365-2834.2010.01126.x>
- Gray, B., & Ariss, S. (1985). Politics and strategic change across organizational life cycles. *Academy of Management Review*, 10(4), 707-723. <https://doi.org/10.5465/amr.1985.4279095>
- Hannah, S. T., Uhl-Bien, M., Avolio, B. J., & Cavarretta, F. L. (2009). A framework for examining leadership in extreme contexts. *The Leadership Quarterly*, 20(6), 897-919. <https://doi.org/10.1016/j.leaqua.2009.09.006>
- Halbesleben, J. R., Bowler, W. M., Bolino, M. C., & Turnley, W. H. (2010). Organizational concern, prosocial values, or impression management? How supervisors attribute motives to organizational citizenship behavior. *Journal of Applied Social Psychology*, 40(6), 1450-1489. <https://doi.org/10.1111/j.1559-1816.2010.00625.x>
- Harter, S. (2002). Authenticity. In C. S. Snyder, & S. J. Lopez (Eds.), *Handbook of positive psychology* (pp. 382–394). Oxford, UK: Oxford University Press.
- Hayes, A.F. (2013). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. New York, NY: Guilford Press.
- Hoch, J.E., Bommer, W.H., Dulebohn, J.H., & Wu, D. (2018). Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership: A meta-analysis. *Journal of Management*, 44(2), 501-529. <https://doi.org/10.1177/0149206316665461>
- Hochwarter, W.A., Ferris, G.R., & Hanes, T.J. (2011). Multi-Study packages in organizational science research. In D.D. Bergh & D.J. Ketchen (Eds.), *Building methodological bridges: Research methodology in strategy and management*, (Vol. 6, pp. 163-199). Bingley, UK: Emerald.
- Hochwarter, W., Kacmar, C., Perrewé, P., & Johnson, D. (2003). Perceived organizational

- support as a mediator of the relationship between politics perceptions and work outcomes. *Journal of Vocational Behavior*, 63(3), 438-456.
[https://doi.org/10.1016/S0001-8791\(02\)00048-9](https://doi.org/10.1016/S0001-8791(02)00048-9)
- Hochwarter, W.A., Rosen, C.C., Jordan, S.L., Ferris, G.R., Ejaz, A., & Maher, L.P. (2020). Perceptions of organizational politics research: Past, present, and future. *Journal of Management*, 46(6), 879-907. <https://doi.org/10.1177%2F0149206319898506>
- Ilies, R., Morgeson, F., & Nahrgang, J. (2005). Authentic leadership and eudaemonic well-being: Understanding leader-follower outcomes. *The Leadership Quarterly*, 16(3), 373-394.
<https://doi.org/10.1016/j.leaqua.2005.03.002>
- Jensen, S. M., & Luthans, F. (2006). Entrepreneurs as authentic leaders: Impact on employees' attitudes. *Leadership & Organization Development Journal*, 27(8), 646-666.
<https://doi.org/10.1108/01437730610709273>
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376-407. <https://doi.org/10.1037/0033-2909.127.3.376>
- Kernis, M. H., & Goldman, B. M. (2005). From thought and experience to behavior and interpersonal relationships: A multicomponent conceptualization of authenticity. In A. Tesser, J. V. Wood, & D. A. Stapel (Eds.), *On building, defending, and regulating the self: A psychological perspective* (pp. 31–52). New York, NY: Psychology Press.
- Kokkoris, M. D., & Sedikides, C. (2019). Can you be yourself in business? How reminders of business affect the perceived value of authenticity. *Journal of Applied Social Psychology*, 49(7), 448-458. <https://doi.org/10.1111/jasp.12596>
- Leroy, H., Anseel, F., Gardner, W., & Sels, L. (2015). Authentic leadership, authentic followership, basic need satisfaction, and work role performance: A cross-level study. *Journal of Management*, 41(6), 1677-1697.
<https://doi.org/10.1177%2F0149206312457822>
- Leroy, H., Palanski, M. E., & Simons, T. (2012). Authentic leadership and behavioral integrity as drivers of follower commitment and performance. *Journal of Business Ethics*, 107(3), 255-264. <https://doi.org/10.1007/s10551-011-1036-1>
- Lewin, K. (1936). *Principles of topological psychology*. New York, NY: McGraw-Hill.
- Lin, X. W., Che, H. S., & Leung, K. (2009). The role of leader morality in the interaction effect of procedural justice and outcome favorability. *Journal of Applied Social Psychology*, 39(7), 1536-1561. <https://doi.org/10.1111/j.1559-1816.2009.00494.x>
- Little, T. D., Cunningham, W. A., Shahar, G., & Widaman, K. F. (2002). To parcel or not to parcel:

- Exploring the question, weighing the merits. *Structural Equation Modeling: A Multidisciplinary Journal*, 9(2), 151-173. https://doi.org/10.1207/S15328007SEM0902_1
- Locke, E. A. (1969). What is job satisfaction?. *Organizational Behavior & Human Performance*, 4(4), 309-336. [https://doi.org/10.1016/0030-5073\(69\)90013-0](https://doi.org/10.1016/0030-5073(69)90013-0)
- Locke, E. A. (1970). Job satisfaction and job performance: A theoretical analysis. *Organizational Behavior & Human Performance*, 5(5), 484-500. [https://doi.org/10.1016/0030-5073\(70\)90036-X](https://doi.org/10.1016/0030-5073(70)90036-X)
- Luthans, F., & Avolio, B.J. (2003). Authentic leadership development. In K.S. Cameron, J.E. Dutton, & R. Quinn (Eds.), *Positive organizational scholarship: Foundations of a new discipline* (pp. 241-261). San Francisco, CA: Barrett-Koehler.
- Mintzberg, H. (1983). *Power in and around organizations*. Englewood Cliffs, NJ: Prentice Hall.
- Munyon, T. P., Hochwarter, W. A., Perrewé, P. L., & Ferris, G. R. (2010). Optimism and the nonlinear citizenship behavior–job satisfaction relationship in three studies. *Journal of Management*, 36(6), 1505-1528. <https://doi.org/10.1177/0149206309350085>
- Munyon, T., Jacobs, J.J., Carnes, A.M., & Bohle, S.L. (2016). Pay-for-politics: Considering the variable compensation-organizational politics relationship. In E. Vigoda-Gadot & A. Drory (Eds.) *Handbook of organizational politics* (Volume 2, pp. 115-147). Cheltenham, UK: Edward Elgar.
- Naber, A. M., & Moffett III, R. G. (2017). Follower moral reasoning influences perceptions of transformational leadership behavior. *Journal of Applied Social Psychology*, 47(2), 99-112. <https://doi.org/10.1111/jasp.12427>
- Neider, L. L., & Schriesheim, C. A. (2011). The authentic leadership inventory (ALI): Development and empirical tests. *The Leadership Quarterly*, 22(6), 1146-1164. <https://doi.org/10.1016/j.leaqua.2011.09.008>
- Organ, D. W. 1988. *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10(2), 85-97. https://doi.org/10.1207/s15327043hup1002_2
- Organ, D. W., & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of Applied Psychology*, 74(1), 157-164.
- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Thousand Oaks, CA: Sage.
- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional

- predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775-802. <https://doi.org/10.1111/j.1744-6570.1995.tb01781.x>
- Peus, C., Wesche, J., Streicher, B., Braun, S., & Frey, D. (2012). Authentic leadership: An empirical test of its antecedents, consequences, and mediating mechanisms. *Journal of Business Ethics*, 107(3), 331-348. <https://doi.org/10.1007/s10551-011-1042-3>
- Pfeffer, J. (1981). *Power in organizations*. Marshfield, MA: Pitman.
- Pfeffer, J. (1992). Understanding power in organizations. *California Management Review*, 34(2), 29-50.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903.
- Podsakoff, P.M., MacKenzie, S.B., Moorman, R.H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107-142.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563. [https://doi.org/10.1016/S0149-2063\(00\)00047-7](https://doi.org/10.1016/S0149-2063(00)00047-7)
- Pond, S.B., Nacoste, R.W., Mohr, M.F., & Rodriguez, C.M. (1997). The measurement of organizational citizenship behavior: Are we assuming too much?. *Journal of Applied Social Psychology*, 27(17), 1527-1544. <https://doi.org/10.1111/j.1559-1816.1997.tb01611.x>
- Reichers, A. E., & Schneider, B. (1990). Climate and culture: An evolution of constructs? In B. Schneider (Ed.), *Organizational climate and culture* (pp. 5-39). San Francisco, CA: Jossey-Bass.
- Ribeiro, N., Duarte, A. P., Filipe, R., & Torres de Oliveira, R. (2020). How authentic leadership promotes individual creativity: The mediating role of affective commitment. *Journal of Leadership & Organizational Studies*, 27(2), 189-202. <https://doi.org/10.1177%2F1548051819842796>
- Rosen, C.C., Ferris, D.L., Brown, D.J., Chen, Y., & Yan, M. (2014). Perceptions of organizational politics: A need satisfaction paradigm. *Organization Science*, 25(4), 1026-1055. <https://doi.org/10.1287/orsc.2013.0857>
- Seibert, S. E., Wang, G., & Courtright, S. H. (2011). Antecedents and consequences of psychological and team empowerment in organizations: A meta-analytic review. *Journal of Applied Psychology*, 96(5), 981-1003. <https://psycnet.apa.org/doi/10.1037/a0022676>

- Sharoni, G., Tziner, A., Fein, E. C., Shultz, T., Shaul, K., & Zilberman, L. (2012). Organizational citizenship behavior and turnover intentions: Do organizational culture and justice moderate their relationship?. *Journal of Applied Social Psychology, 42*(S1), E267-E294. <https://doi.org/10.1111/j.1559-1816.2012.01015.x>
- Treadway, D. C. (2012). Political will in organizations. In G. R. Ferris & D. C. Treadway (Eds.), *Politics in organizations: Theory and research considerations* (pp. 529-554). New York, NY: Routledge/Taylor & Francis Group.
- Tsang, E. W., & Kwan, K. M. (1999). Replication and theory development in organizational science: A critical realist perspective. *Academy of Management Review, 24*(2), 759-780. <https://doi.org/10.5465/amr.1999.2553252>
- Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management Journal, 41*(1), 108-119. <https://doi.org/10.5465/256902>
- Vigoda-Gadot, E. (2007). Leadership style, organizational politics, and employees' performance. *Personnel Review, 26*(5), 661-683. <https://doi.org/10.1108/00483480710773981>
- Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management, 34*(1), 89-126. <https://doi.org/10.1177%2F0149206307308913>
- Weiss, H. M. (2002). Deconstructing job satisfaction: Separating evaluations, beliefs and affective experiences. *Human Resource Management Review, 12*(2), 173-194. [https://doi.org/10.1016/S1053-4822\(02\)00045-1](https://doi.org/10.1016/S1053-4822(02)00045-1)
- Williams, L.J., & Anderson, S.E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management, 17*(3), 601-617. <https://doi.org/10.1177%2F014920639101700305>
- Woolley, L., Caza, A., & Levy, L. (2011). Authentic leadership and follower development: Psychological capital, positive work climate, and gender. *Journal of Leadership & Organizational Studies, 18*(4), 438-448. <https://doi.org/10.1177%2F1548051810382013>
- Yen, H. R., & Niehoff, B. P. (2004). Organizational citizenship behaviors and organizational effectiveness: Examining relationships in Taiwanese banks. *Journal of Applied Social Psychology, 34*(8), 1617-1637. <https://doi.org/10.1111/j.1559-1816.2004.tb02790.x>
- Yukl, G., & Tracey, J. B. (1992). Consequences of influence tactics used with subordinates, peers, and the boss. *Journal of Applied Psychology, 77*(4), 525-535. <https://psycnet.apa.org/doi/10.1037/0021-9010.77.4.525>
- Ziegler, R., Hagen, B., & Diehl, M. (2012). Relationship between job satisfaction and job

performance: Job ambivalence as a moderator. *Journal of Applied Social Psychology*, 42(8), 2019-2040. <https://doi.org/10.1111/j.1559-1816.2012.00929.x>

DRAFT

TABLE 1 Study 1 descriptive statistics and intercorrelations

	M	SD	1	2	3	4	5	6	7
1. Authentic leadership	3.34	.78	(.92)						
2. Organizational politics	3.70	.78	-.36	(.91)					
3. Job satisfaction	3.81	.82	.40	-.27	(.89)				
4. Manager rated task performance	4.16	.59	.16	-.15	.37	(.86)			
5. Manager rated OCB	4.00	.65	.16	-.18	.30	.67	(.85)		
6. Co-worker rated task performance	4.35	.65	-.07	.04	.03	-.02	.01	(.96)	
7. Co-worker rated OCB	4.02	.61	-.03	.04	.01	.06	.16	.70	(.91)

Notes: $n = 265$.

Correlations greater in magnitude than .12 are significant at $p < .05$; magnitudes greater than .15 are significant at $p < .01$; magnitudes greater than .20 are significant at $p < .001$.

Cronbach's alpha appears on the diagonal.

OCB = Organizational citizenship behavior.

TABLE 2 Study 1 regression analyses

Study 1	Job satisfaction				Task performance				OCB			
	β	<i>P</i>	LLCI	ULCI	β	<i>p</i>	LLCI	ULCI	β	<i>p</i>	LLCI	ULCI
Authentic leadership	.81	.00	0.26	1.36	.37	.10	-0.07	0.80	.64	.01	0.17	1.11
Organizational politics	.25	.32	-0.25	0.76	.17	.39	-0.22	0.57	.38	.08	-0.04	0.81
Interaction term	-.12	.10	-0.26	0.02	-.07	.20	-0.18	0.04	-.14	.02	-0.26	-0.03
Model R ²	.18	.00			.04	.01			.06	.00		
R ² -change from interaction	<i>n.s.</i> ^a	<i>n.s.</i>			<i>n.s.</i>	<i>n.s.</i>			.02	.02		

Notes: *n* = 265.

^a *n.s.* refers to a non-significant result.

OCB = Organizational citizenship behavior.

TABLE 3 Study 2 descriptive statistics and intercorrelations

	<i>M</i>	<i>SD</i>	1	2	3	4	5
1. Authentic leadership	5.13	1.15	(.96)				
2. Organizational politics	2.89	1.20	-.35	(.96)			
3. Job satisfaction	4.01	0.88	.42	-.53	(.84)		
4. Organizational citizenship behavior	5.69	0.79	.30	-.47	.49	(.87)	
5. Task performance	6.04	0.90	.03	-.38	.45	.65	(.80)

Notes: $n=175$.

Correlations greater in magnitude than .14 are significant at $p < .05$; magnitudes greater than .19 are significant at $p < .01$; magnitudes greater than .24 are significant at $p < .001$.

Cronbach's alpha appears on the diagonal.

Authentic leadership measured at time 1.

Organizational politics measured at time 2.

Job satisfaction, organizational citizenship behavior, and task performance measured at time 3.

TABLE 4 Study 2 regression analyses

Study 2	Job satisfaction				Task performance				OCB			
	β	p	LLCI	ULCI	β	p	LLCI	ULCI	β	p	LLCI	ULCI
Authentic leadership	.47	.00	0.21	0.73	.40	.01	0.11	0.69	.46	.00	0.22	0.71
Organizational politics	.12	.57	-0.29	0.52	.51	.03	0.05	0.97	.33	.10	-0.06	0.71
Interaction term	-.08	.03	-0.15	-0.01	-.15	.00	-0.24	-0.07	-.11	.00	-0.18	-0.04
Model R ²	.36	.00			.22	.00			.28	.00		
R ² -change from interaction	.02	.03			.06	.00			.04	.00		

Notes: $n = 175$.

OCB = Organizational citizenship behavior.

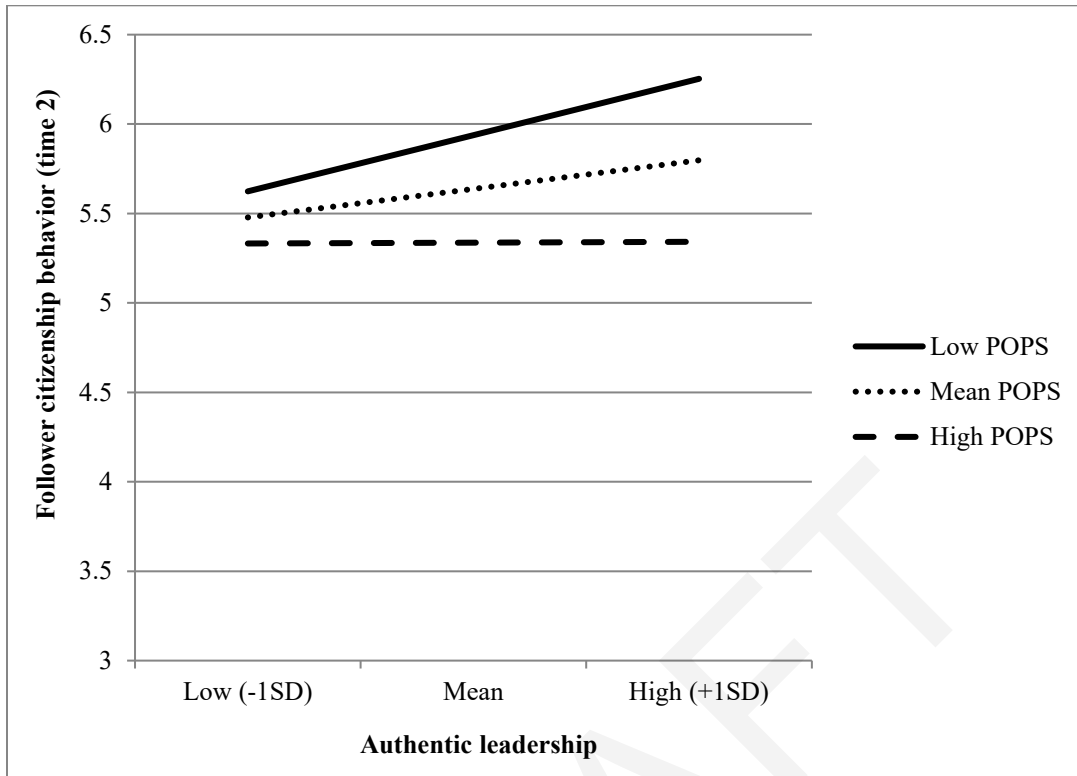


FIGURE 1 Interactive effects of authentic leadership and organizational politics on follower organizational citizenship behavior (study 1)

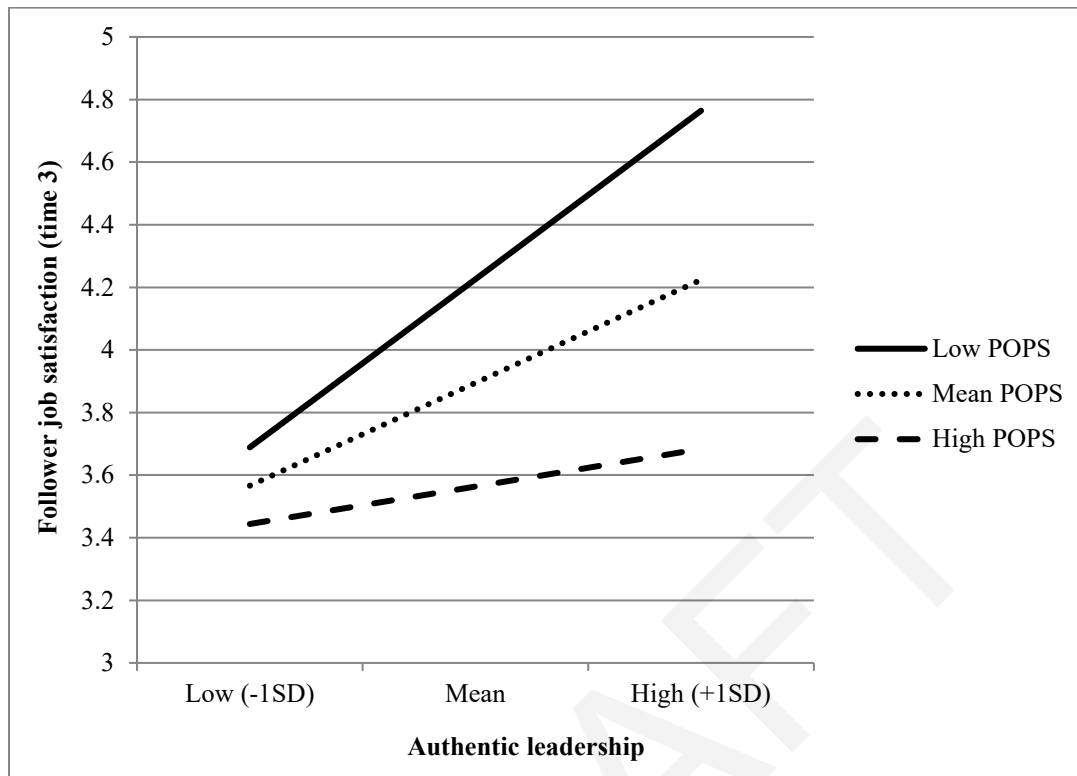


FIGURE 2 Interactive effects of authentic leadership and organizational politics on follower job satisfaction (study 2)

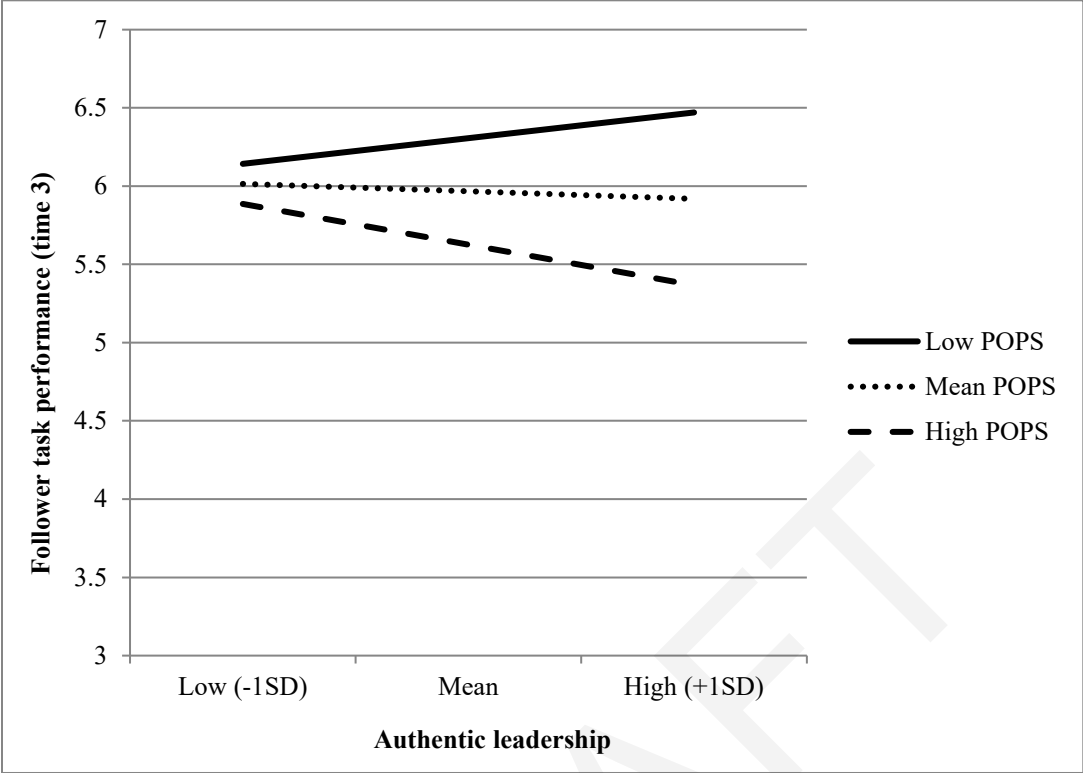


FIGURE 3 Interactive effects of authentic leadership and organizational politics on task performance (study 2)

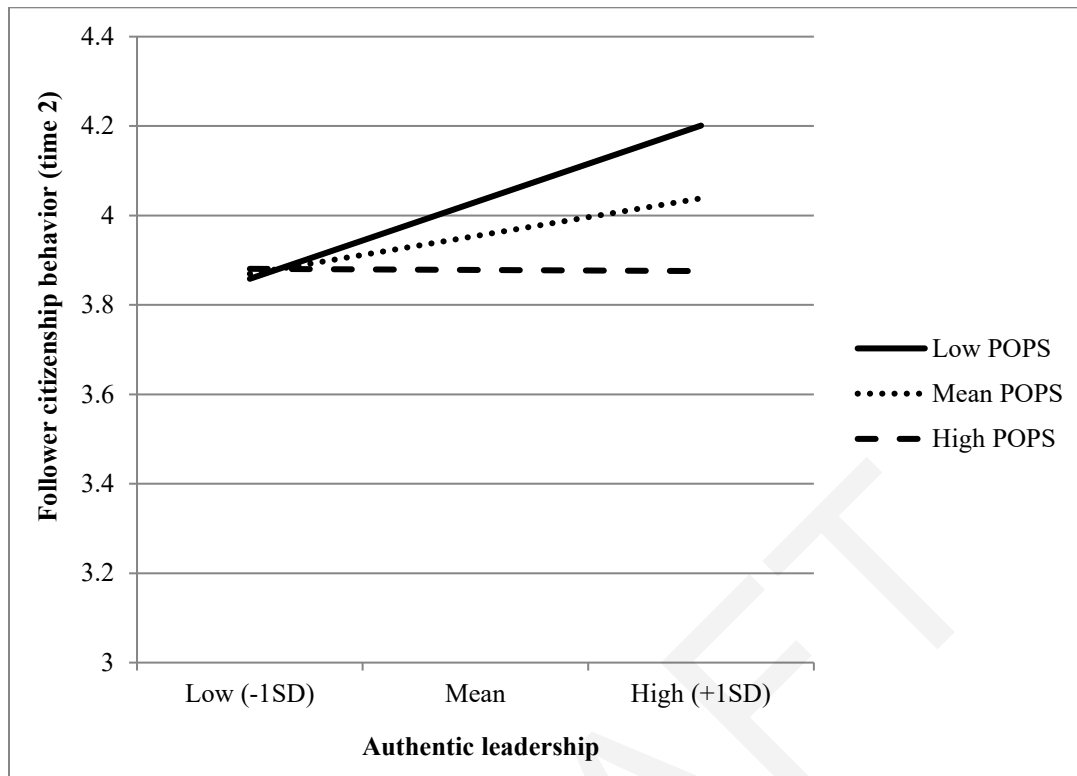


FIGURE 4 Interactive effects of authentic leadership and organizational politics on follower organizational citizenship behavior (study 2)