



## **Impact of Age, Gender, Faith, Tenure and Seniority on the Authenticity of Organizational Leaders**

**Teresia Wanjugu Shiundu**

**ISSN: 2616-8421**

# Impact of Age, Gender, Faith, Tenure and Seniority on the Authenticity of Organizational Leaders

Teresia Wanjugu Shiundu

PhD Student, Organizational Leadership Department, Pan Africa Christian University

Email: [pstterryshiundu@gmail.com](mailto:pstterryshiundu@gmail.com)

*How to cite this article:* Shiundu, T., W. (2024). Impact of Age, Gender, Faith, Tenure and Seniority on the Authenticity of Organizational Leaders. *Journal of Human Resource & Leadership*, 8(1), 94-107. <https://doi.org/10.53819/81018102t30135>

## Abstract

Authentic leadership consists of four components tested and validated by Walumbwa and Associates, including self-awareness, relational transparency, balanced processing, and an internalized moral perspective. Using the Authentic Leadership Questionnaire developed by Walumbwa and Associates, this study sought to determine the impact of age, gender, faith, tenure, and seniority on the authenticity of organizational members. The study was undertaken in a non-profit organization and included lower, middle-level, and senior organizational leaders, 57 participants out of the 62 questionnaires sent out, with a 91.9% response rate. The study found that the demographics tested have no statistically significant influence on authentic leadership. However, self-awareness was the highest component of authentic leadership amongst the organizational members involved in the study. Although the differences were not significant, higher authentic leadership tended to be associated with older employees, males, middle tenure groups, and lower organizational levels. There were limitations due to inadequate sample size and possible scale multidimensionality. Overall, the findings indicate high self-awareness and provide insights on the relationships between AL and demographics.

**Keywords:** *Age, Gender, Faith, Tenure and Seniority, Authenticity*

## **1.0 Introduction**

Leadership authenticity has become an important topic in organizational research over the past decade. Authentic leaders are described as those who have a deep sense of self-awareness, operate based on their core moral values, are transparent in their decision making, and aim to build trust and engage others through open communication (Avolio & Gardner, 2005). Research shows that authentic leadership behaviors positively relate to follower engagement, satisfaction, and performance (Hannah, Walumbwa, & Fry, 2011; Wong & Laschinger, 2013). As organizations face mounting challenges in an increasingly complex global landscape, stakeholder groups expect more authenticity, transparency and morality from their leaders (George, Sims, McLean, & Mayer, 2007). Despite the growing attention to leadership authenticity, limited research has examined how factors like leader demographics may shape authentic leadership capacity or followers' perceptions of their leader's authenticity. Understanding how age, gender, faith, organizational tenure and seniority relate to authentic leadership can provide guidance for leadership development and optimize leader-follower dynamics. For example, does an older, more seasoned leader demonstrate greater authenticity compared to a younger, newly appointed one? Do followers perceive male vs. female leaders differently in terms of authentic leadership qualities? These are open empirical questions worth examining to advance scholarly understanding and real-world practice. The purpose of this quantitative study is to address these gaps by investigating the potential impact of age, gender, faith, tenure, and seniority on ratings of leadership authenticity across different organizational contexts. Authentic leadership will be measured using Walumbwa et al.'s (2008) 16-item Authentic Leadership Questionnaire (ALQ), which assesses self-awareness, balanced processing, internalized moral perspective and relational transparency. Follower ratings of leader authenticity will be compared across leader demographics like age, gender, religion, years with the organization and position seniority.

### **1.1 Authentic Leadership**

All leaders should strive to find their authentic selves, and organizations should ensure those promoted to higher-level positions are capable of embodying authentic leadership." Dasborough and Ashkanasy. Leadership is about influencing followers to accomplish a common goal. According to Northouse (2016), most people are convinced that leadership may help them improve their lives on all fronts, including the personal, the interpersonal, and the professional. Companies are constantly searching for people with strong leadership skills because they feel these individuals will offer unique advantages to their companies and, eventually, increase their bottom lines (Northouse, 2016, p.1). Leaders, according to Yukl (2005), have a major impact on the behavior of both the organization and its members, and therefore, according to Arda et al. (2016), having capable leaders is a significant benefit for firms to maintain a competitive edge and, as a result, be one step further ahead of their competition. Authentic leadership tends to bring out the best in its followers and further the organization's goals, according to Winston (2021; p.5). Authentic leadership is a fairly novel philosophy of leadership that arose in the wake of the worldwide financial and political upheaval at the turn of the millennium and is now held to be the bedrock of all effective leadership styles (Nikolić et al., 2020).

Authentic leadership is a theory which holds that leaders, followers, and organizations are all better off in the long run if they all exhibit personalities, actions, styles, and talents that encourage moral and truthful action (Covelli & Mason, 2017). Proponents of the concept, as Covelli & Mason

(2017) argue that authentic leaders are better able to face business challenges, lead with integrity, and have a more significant impact. According to Mundahl (2013), self-acceptance is the foundation of authenticity, and vulnerability acceptance is the key to growing into a fully realized version of oneself and others. Consequently, when a person is in harmony with their own inner truth, they might develop a potent voice that can aid in the transformation of the group as a whole (Mundahl, 2013). To determine the impact of age, gender, faith, tenure, and seniority on the authenticity of organizational members, the author undertook a study in a non-profit organization among organizational leaders. The goals of the study, therefore, were: to explore the impact of age on the authenticity of organizational members, to determine the impact of gender on the authenticity of organizational members, to examine the impact of faith on the authenticity of organizational members, to investigate the impact of tenure on the authenticity of organizational members, and to establish the impact of seniority on the authenticity of organizational members.

### 1.2 Dimensions of Authentic Leadership

Walumbwa et al. (2008) define authentic leadership 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 on the part of leaders working with followers, fostering positive self-development.” Authentic leadership was theorized in four dimensions by Walumbwa et al. (2008) within self-regulation and self-awareness, namely, balanced processing, self-awareness, internalized moral perspective and relational transparency. *Self-awareness*, according to Walumbwa et al. (2008) is an ongoing process through which a leader gains and displays insight into his or her own capabilities, weaknesses, influence over others, and other perspectives. Self-awareness, in this view, is connected to the course of making meaning and the effect one's perspective has on one's sense of identity (Crawford et al., 2020). Iles et al. (2005) opine that leaders with better emotional intelligence and more positive self-concepts are more likely to demonstrate higher levels of self-awareness, which has favorable repercussions for both the effectiveness of their leadership and their own emotional health. A leader's capacity to digest information in a balanced manner indicates their level of objectivity and willingness to consider alternative points of view while making important decisions, which is *balanced processing* (Walumbwa et al., 2008). *Internalized moral perspective* is where integrity and moral principles are internalized and serve as the basis for making choices and taking action. Those who follow a leader with an internalized moral perspective can tell when that leader's activities are genuine because those behaviors stem from present-day personal convictions that are similar to or consistent with the followers' own (Dimitrov & Darova, 2015). Therefore, according to Dimitrov and Darova (2015), attracting followers' attention and implying more genuine leadership requires an emphasis on the internalized moral perspective. Finally, according to Walumbwa et al. (2008), a leader who practices *relational transparency* reveals their self to followers by disclosing relevant facts, voicing their honest opinions, and fostering an environment where people feel safe communicating their own thoughts.

### 2.0 Literature Review

Amongst leadership researchers, there is no commonly recognized concept of authentic leadership. There are numerous more meanings, each authored by a different writer and focusing on a distinct feature of the phrase (Chan, 2005; as cited in Northouse, 2016; p.196). According to Walumbwa

et al. (2008), who conducted a comprehensive literature analysis on authentic leadership, there has been a convergence of definitions of authentic leadership around numerous underlying features. Authenticity originates from ancient Greek philosophy and is mirrored in a Greek proverb evidenced by the inscription "Know Thyself" at the Temple of Apollo in Delphi (Parke & Wormell, 1956; as cited in Gardner et al., 2011). Harter (2002) asserts that genuineness is maintaining one's inner experiences, whether they are ideas, feelings, desires, choices, or convictions, processes encompassed by the imperative to know oneself and acting in line with that truth. According to Shamir and Eilam (2005), authentic leaders are characterized by four-character traits: (a) the function of the leader is fundamental to their sense of self, (b) they have accomplished a great degree of self-resolution or self-perception transparency, (c) their ideals that are in harmony with one another, and (d) the way they act is a form of self-expression. Authentic leadership is a process that happens throughout an person's life and can be sparked by significant changes like a severe illness or a new job (Northouse, 2016; p.196). At least as essential as achieving hedonic satisfaction, according to Iles et al. (2005), is how one conducts one's life with respect to oneself and others. Thus, authenticity greatly affects one's way of life; moreover, a leader's authenticity affects not just the leader's wellness but also the wellness and self-concept of their followers (Iles et al., 2005). AL was first defined by Luthans and Avolio (2003) 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.

An authentic leader, according to Grudić Kvasić et al. (2021), is one who inspires confidence and hope in their followers and who prioritizes the growth of their team members so that they, too, may become effective leaders. According to Maziero et al. (2022), trust, optimism, resilience, and a solid moral compass are necessary components of authenticity. The AL theoretical paradigm, which emphasizes openness in relationships, the free flow of information and emotion, devotion to the organization, and job satisfaction, is characterized by behavior synonymous with a set of personal beliefs and principles (Maziero et al., 2022). According to Halpin and Croft (1966; as cited in Gardner et al., 2011), an organization's authenticity can be gauged by the scope in which its followers reject personal change when working in leadership and professional capacities. Authenticity in leadership, according to Seeman (1966; as cited by Gardner et al., 2011), is a result of a leader's ability to minimize confusion about their position. According to Gardner et al. (2005), in order to be a truly authentic leader, one must first be aware of and accept oneself. However, authentic leadership extends beyond the leader's own authenticity to include genuine relationships with subordinates and superiors equally. There is an emphasis on the follower's development, and the connection is characterized by openness, trust, and transparency (Gardner et al., 2005). Research has shown that authentic leaders have a positive effect on overall organizational performance. George (2003) observed in a study that authentic leaders are self-aware, have a genuine aspiration to help others, and feel inclined to lead from their basic principles. Furthermore, authentic leaders demonstrate the following five essential qualities: They exhibit self-discipline and live out their ideals, they have a clear understanding of their purpose, they build trusted relationships with others, they have strong moral principles, and they are enthusiastic about their work; thus, they act from the heart (George, 2003).

Another study on AL was by Laguna et al. (2019) titled "Authentic Leadership and Employees' Innovative Behaviour: A Multilevel Investigation in Three Countries." The purpose of this multi-

level analysis was to examine the connection between the authentic leadership of entrepreneurial business owners and the creative actions of their staff. Laguna et al. (2019) proposed a model wherein employees' individual creativity and work commitments would mediate the link between business owners' authentic leadership (as seen by their workers) and employees' innovative behavior. The model's hypotheses were tested using information from 711 workers at 85 small businesses in the Netherlands, Poland, and Spain. The approach was supported by the findings of multilevel analyses, which revealed that workers are more likely to take the initiative and be invested in their jobs when they consider their supervisors to be genuine leaders. When comparing workers from other countries, they found that Spaniards reported being less creative than their Dutch and Polish counterparts. The study's results suggested that providing employees with opportunities to develop as leaders, fostering better relationships between superiors and those they supervise, and encouraging employees to take the initiative and care about their jobs can all increase the likelihood that they will engage in creative problem-solving. Another study, "*The impact of authentic leadership on organizational citizenship behaviors: The mediating role of affective- and cognitive-based trust,*" by Farid et al. (2020), found that followers' trust in their leader increased in both an emotional and a logical level when their leader was authentic and that subordinates' OCBs were positively correlated with their leader's authenticity. The findings also showed that trust based on both emotions and reasoning positively moderated the connection between authentic leadership and OCBs. A two-wave time-lagged design was used to collect information from 270 workers in the private banking industry in Pakistan utilizing the Walumbwa and Associates ALQ's sixteen points.

A statistically substantial positive connection between authentic leadership and employee performance was found in a study by Duarte et al. (2021) that examined the relationship between authentic leadership and individual performance and investigated the successive intervention of employees' affective obligation and personal creativeness. Data from 214 workers across industries were analyzed. The research was conducted at a single ranked level, emphasizing the individual as the unit of measurement and assessment; quantitative data was gathered from a representative sample of employees using a cross-sectional survey approach. The 16-item scale developed by Walumbwa et al. (2008) to examine self-awareness, relational transparency, internalized moral perspective, and balanced processing was used to measure respondents' opinions of their leaders' behavior as a predictor of AL. According to Mason (2021), genuine leaders have a beneficial influence on their followers by imparting in them feelings of optimism, hope, and trust, all of which contribute to the followers' own sense of well-being (p.6). Credible and authentic leaders inspire hope and make it possible for their followers to consider the positive outcomes real (Kouzes & Posner, 2011). These leaders face hardships along with everyone else, but they cannot escape it or become immune to it. Furthermore, according to Kouzes and Posner (2011), leaders show their faith and confidence by taking ownership of the quality of their decisions and actions, which helps keep hope alive.

## 2.1 Authentic Leadership and Demographics

While research has examined how authentic leadership relates to various outcomes in organizations, less attention has focused on how leader demographics may shape or impact perceptions of authentic leadership qualities and behaviors. Understanding whether factors like a leader's age, gender, faith background, organizational tenure or position seniority correlate with

authentic leadership ratings can provide useful insights. For example, does an older, more experienced leader tend to be viewed as more authentic than a younger leader new to a role? Do males and females differ in displayed authentic leadership? What about leaders from different religious faiths? Examining authentic leadership across demographic dimensions can reveal important patterns in terms of variances or similarities in self-awareness, transparency, ethical perspectives and balanced processing across personal attributes and careers. To investigate these potential connections, the present study incorporated measures of age, gender, faith affiliation, tenure, and seniority as variables of interest related to authentic leadership scores. The following sections review relevant literature and state hypotheses for each demographic area as it associates with perceived authenticity of leaders.

### **2.1.1 Age and Authentic Leadership**

George (2003) argues that many leaders, especially those at the beginning of their careers, are so focused on making a name for themselves that they neglect to take the time to get to know themselves. Money, celebrity, power, position, or a growing stock price are all examples of what they see as measures of success, with most of them having the drive to achieve short-term professional success, but they lack the skills necessary to maintain that success over the long-term (George, 2003). As they get older, they may realize something lacking in their lives and that they have been holding themselves back from being the person they truly want to be, thus, finding one's true identity, according to George (2003), necessitates one to be vulnerable and take a hard look at one's life. For this study, the age groups considered were 21-30, 31-35, 36-40, 41-45, 46-50, and above 50 years. The following hypothesis was to be investigated;

*H<sub>1</sub>: Age has a statistically significant impact on the authenticity of organizational members*

### **2.1.2 Gender and Authentic Leadership**

According to Önday (2016), authentic leadership poses unique challenges for women since it is not gender-neutral. Hopkins and O'Neil (2015) opine that a gendered depiction of leadership characterizes authentic leadership. When leadership is conceptualized via a male lens, Önday (2016) opines that males are more likely to get to the top, regardless of the demographics of the group they're leading, and due to a lack of representation, women are often seen as outsiders when it comes to positions of power. This may mean that women may not necessarily show up and bring their authentic selves to the workplace as they do not want to be considered domineering or termed as aggressive. The sheer fact that a woman has a position of authority may be met with skepticism if that position requires behavior that is often associated with men, such as being particularly domineering, aggressive, or competitive (Önday, 2016). Hopkins and O'Neil (2015) posited that either there was a misalignment of ideals between the male leaders and the female followers or that the definition of true leadership was essentially male. In this study, we note that more men participated than women, even though there are more women in leadership roles. In consideration of this therefore,

*H<sub>2</sub>: Gender has a statistically significant impact on the authenticity of organizational members*

### **2.1.3 Faith and Authentic Leadership**

To avoid offending coworkers or clients, many Christians in the secular profession are hesitant or even afraid to disclose their spiritual or religious identities in the workplace (Lips-Wiersma &

Mills, 2002). Williams (2010) argues that modern offices and other firms are not always hospitable to the open manifestation of faith and spiritual beliefs but that faith is an integral part of who people are and cannot be left behind regardless of where they may be. It is against this backdrop that the author included the following faiths in the study; Protestant, Catholic, Mormon, Muslim, Jewish, Buddhist, Hindu, Atheist, and another option in case one did not prefer to respond to the question on faith. Of these, Mormon, Buddhist, and Hindu had zero respondents, while all other options were selected. The following hypothesis was to be tested:

*H<sub>3</sub>: Faith has a statistically significant impact on the authenticity of organizational members*

#### **2.1.4 Tenure and Authentic Leadership**

According to Baek et al. (2019), while authentic leadership in managers was successful, its effectiveness varied depending on the length of the nurse's stay. This was learned during an inquiry investigating whether nurse tenure influenced the links between unit managers' authenticity as leaders and employee satisfaction and organizational commitment (Baek et al., 2019). To investigate the impact of tenure on the authenticity of the organizational members, the variable was included in the studies with varying years, 0-3, 4-6, 7-10, 11-14, and above 15 years. The majority of the respondents, 56.1%, have been with the organization for less than 3 years, while only one respondent has been with the organization for more than fifteen years.

The following hypothesis was tested;

*H<sub>4</sub>: Tenure has a statistically significant impact on the authenticity of organizational members*

#### **2.1.5 Seniority and Authentic Leadership**

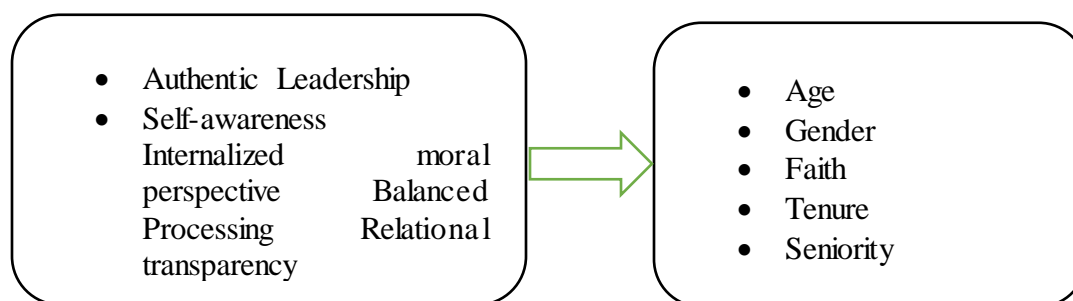
An organization may keep a specific leader in senior leadership or choose to promote them based on certain qualities that the individuals exhibit. Kouzes and Posner (2011) argue that followers seek leaders who display honesty, foresight, inspiration, and competence (p.25). Likewise, Winston (2021) observes that being a "leader" is not a formal position in a ministry, corporation, or another entity; instead, a leader is a specific individual who coexists with or among other individuals (p.39). According to Hollis (2018), authentic leaders guide followers through transitions and give them the tools they need to improve their engagement and productivity. They have a firm grasp on who they are and what they stand for; they exude confidence and authenticity (Ilies et al., 2005). Additionally, they are dependable and trustworthy; they place a premium on developing the skills and talents of their followers while also encouraging intellectual growth and fostering an energetic, stimulating work environment (Ilies et al., 2005). Due to their level in the organization, they are not competing but developing other leaders. In the organization of the study, five levels of leadership were found, which were all included in the study, namely, Coordinator/Field Associate level, Manager, Senior Manager, Director, Vice President, or C-Suite level. Most respondents were in the Manager category, followed by the Coordinator/Field Associate level. The following hypothesis was tested;

*H<sub>5</sub>: Seniority has a statistically significant impact on the authenticity of organizational members*



## 2.2 Conceptual Framework

Based on the variables highlighted in the study, the following was the conceptual framework that guided the study:



**Figure 1: Conceptual Framework**

## 3.0 Research Methodology

The research design for this study was quantitative, using a survey method. The target population comprised lower, middle and senior level leaders in a non-profit organization. The sample size was 62 participants, made up of supervisory level employees distributed across the organization. Data was collected using the Authentic Leadership Questionnaire (ALQ) Self-Assessment developed by Walumbwa et al. The ALQ contains 16 items measuring four dimensions of authentic leadership: self-awareness, internalized moral perspective, balanced processing and relational transparency. Each dimension has four corresponding survey items. After obtaining written permission from the Chief Operating Officer, the ALQ survey was distributed to the target sample of 62 supervisory level employees via email. The survey was self-administered. Participants rated themselves on the 16-item instrument, reflecting on their leadership attitudes and behaviors. The survey used a 5-point Likert scale response format ranging from 0 (Not at all) to 4 (Frequently, if not always). Higher scores indicated greater authentic leadership.

## 4.0 Findings and Discussions

The data was collected from 57 supervisory-level employees of a non-profit organization distributed across Kenya, Uganda, Rwanda, and the USA. 48% of respondents were under 35 years, followed by 27% over 40 years and 25% aged 36-40 years, with only one over 50 years. This suggests the under-35 group is more responsive and the majority in the organization. 66% were male and 34% female. 55% have been with the organization for 3 years or less, followed by those with 4-10 years, with only 5% having over 10 years of service. 41% were at manager/senior manager level, followed by 34% at coordinator/field associate level, and 25% at director/VP/C-suite level. In terms of faith, 50% identified as Protestant, 27% Catholic and 23% other religions. 63% had very high authentic leadership scores and 38% had high authentic leadership scores, with only one recording very low. Very high authentic leadership was most common among the over 40s at 73% and lowest among under 35 years at 56%. 65% of males had very high scores versus 58% of females. 67% of Catholics and 68% of Protestants had very high scores, compared to 46%

for other faiths. Very high authentic leadership was most common among coordinators/field associates at 79%, followed by director/VP/C-suite level at 64% and least common among senior managers/managers at 48%. It was most prevalent for those with 4-10 years tenure at 75%, versus 55% for 0-3 years and 60% for over 10 years.

#### 4.1 Inferential Analysis

##### 4.1.1 Bivariate Analysis

The Chi-square test of association was used to determine whether there are any statistically significant associations between authentic leadership score and each of the demographic variables. A diagnostic test was applied to check if the test assumptions are met for a chi-square test to be valid. In case the assumptions were not met due to small sample sizes (cell counts) or too many levels of a categorical variable, the variables were collapsed (regrouped) into smaller categories to ensure enough cell counts for the validity of the test. From Table 1 below, there was no evidence in the data to support that authentic leadership score was statistically associated with any of the demographics. Therefore, the group differences observed in the descriptive analyses were found not statistically significant at a 5% level. Pearson's Chi-Square test p-value > 0.05 for all the demographic variables tested.

**Table 1: Authentic Score Levels and Each of the Demographics, Separately**

Demographic variable	DF	Test Statistic	Pearson's Chi-Squared Test P-value
Age categories in years	2	1.33	0.515
Gender	1	0.26	0.610
Tenure in Village Enterprise	2	2.12	0.346
Seniority	2	4.33	0.115
Faith	2	1.94	0.380

##### 4.1.2 Multiple Logistic Regression

Multiple binary logistic regression model was used given that the binary nature of the dependent variable, authentic leadership scores classified as high or very high, and the demographics, namely, age, gender, tenure, seniority, and faith, were included as the independent variables. Unlike the Chi-square test in the bivariate analysis, studying associations through logistic regression provides a means to measure the magnitude, direction, and significance of the associations between dependent and independent variables. In addition, the contribution of each independent variable in explaining the variation of the dependent variable can be established while holding other variables in the model constant. Therefore, offering an efficient way to incorporate the control variables in the analysis. It was judged that it was reasonable to draw conclusions based on the main effects model and to allow for reporting on the associations between authentic leadership and each of the demographic variables. All the variables were retained in the final model regardless of statistical significance. The Table 2 below gives the results of the overall Wald's test of whether there is a statistically significant relationship of an employee being in the very high authentic leadership

score category and each of the demographic variables while holding the other demographic variables in the model constant. That is, whereas in Table 2 the test ignores the other variables, in Table 3, the test looks at the association jointly. From the table below, findings of the Wald's Chi-Square test are consistent with the results in Table 2 above, whereby an employee's authentic leadership score was not dependent on any of the demographics, such as age, gender, tenure, seniority, or faith (all p-values associated with the Wald's test are greater than 0.05).

**Table 2: Joint tests for Association Between Authentic Score Levels and Demographics**

<b>Demographic variable</b>	<b>DF</b>	<b>Test Statistic</b>	<b>Wald's Chi-Squared Test P-value</b>
Age categories in years	2	2.03	0.363
Gender	1	0.30	0.585
Tenure in Village Enterprise	2	2.09	0.351
Seniority	2	3.23	0.199
Faith	2	1.63	0.443

Table 3 gives the estimates of the coefficients of the multiple logistic regression model reported in terms of the odds ratio estimates and corresponding 95% confidence interval to quantify the magnitude, direction, and significance of the associations between the dependent variable, authentic leadership, and the independent variables, the demographics which were collected in this survey.

**Table 3: Odds ratio estimates from multiple logistic regression, Authentic leadership = Very High vs. High**

<b>Probability Modeled: Authentic leadership = 'Very High'</b>			
<b>Independent variable</b>	<b>Odds ratio estimate (SE)</b>	<b>[95% confidence interval]</b>	<b>P-value</b>
<b>Age categories in years (Ref=35 &amp; below years)</b>			
36-40 years	1.28(1.05)	[0.26, 6.36]	0.765
Above 40 years	4.26(4.38)	[0.57, 31.95]	0.159
<b>Gender (Ref=Female)</b>			
Male	1.48(1.07)	[0.36, 6.14]	0.585
<b>Tenure in Village Enterprise (Ref=0-3 years)</b>			
4-10 years	2.46(1.81)	[0.58, 10.39]	0.219
Above 10 years	0.41(0.57)	[0.03, 6.26]	0.524
<b>Seniority (Ref=Coordinator/Field Associate)</b>			
Manager/Senior Manager	0.25(0.19)	[0.06, 1.14]	0.073
Director/VP/C-Suite	0.37(0.36)	[0.06, 2.42]	0.302
<b>Faith (Ref=Catholic)</b>			
Protestant	0.79(0.60)	[0.18, 3.53]	0.757
Others	0.33(0.31)	[0.05, 2.05]	0.237
<b>Intercept</b>	2.42(2.19)	[0.41, 14.22]	0.328

#### 4.2 Discussion

The odds of very high versus high authentic leadership among employees aged 36-40 years was 1.28 times than the odds among those aged under 35 years and for those aged above 40 years, was 4.26 times than the odds among those aged under 35 years. However, these differences between age groups were found to be statistically insignificant, adjusted OR(SE) = 1.28(1.05), 95% CI = [0.26, 6.36], p-value = 0.765 and adjusted OR(SE) = 4.26(4.38), 95% CI = [0.57, 31.95], p-value = 0.159 respectively. The odds of very high versus high authentic leadership was 1.48 times among males as compared to the odds among females, with the gender difference being deemed statistically insignificant, adjusted OR(SE) = 1.48(1.07), 95% CI = [0.36, 6.14], p-value = 0.585. Employees who have served for 4-10 years are 2.46 times more likely (in terms of OR) to be classified in the very high authentic leadership than employees who have served for under 3 years, adjusted OR(SE) = 2.46(1.81), 95% CI = [0.58, 10.39], p-value = 0.219. On the other hand, the odds of a very high (versus high) authentic leadership score were 59% lower among employees who have served for ten years or more as compared to those who have served for under three years, adjusted OR(SE) = 0.41(0.57), 95% CI = [0.03, 6.26], p-value = 0.524. In both cases, the differences in authentic leadership scores between the categories of employee tenure were found to be insignificant.

The odds of very high (versus high) authentic leadership were 75% lower among managers or senior managers as compared to coordinators or field associates, adjusted OR(SE) = 0.25(0.19), 95% CI = [0.06, 1.14], p-value = 0.073. Similarly, the odds of very high authentic leadership among the director or vice president or C-Suite were 63% lower as compared to the odds among coordinators or field associates, adjusted OR(SE) = 0.37(0.36), 95% CI = [0.06, 2.42], 6.26], p-value = 0.302. The group differences between categories of tenure and authentic leadership score were found to be statistically insignificant. The odds of very high (versus high) authentic leadership were 21% lower among Protestants as compared to Catholics, adjusted OR(SE) = 0.79(0.60), 95% CI = [0.18, 3.53], p-value = 0.757. Similarly, the odds of very high authentic leadership among the employees of other faiths were 63% lower as compared to those among Catholics, adjusted OR(SE) = 0.33(0.31), 95% CI = [0.05, 2.05], 6.26], p-value = 0.237. The group differences between categories of faith and authentic leadership score were found to be statistically insignificant.

## 5.0 Conclusion

This study had the objective of making a contribution toward an understanding of the impact of age, gender, faith, tenure, and seniority on the authenticity of organizational members. The results of the study supported some of the hypotheses. With regard to employee age versus Authentic Leadership Score, higher authenticity was found among those over forty years; however, differences between age groups were found to be statistically insignificant. In relation to the gender of employees and the Authentic Leadership Score, it was found that males scored higher on authenticity, although this may be due to the fact that more men than women responded to the survey. In both tenure and seniority versus authentic leadership scores, they were found to be statistically insignificant; however, employees who have served for 4-10 years were found to be highly authentic leaders compared with other categories. Faith and authentic leadership score were also found to be statistically insignificant.

## REFERENCES

- Arda, Ö. A., Aslan, T., & Alpkan, L. (2016). Review of practical implications in authentic leadership studies. *Procedia - Social and Behavioral Sciences*, 229, 246–252. <https://doi.org/10.1016/j.sbspro.2016.07.135>
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16(3), 315–338. <https://doi.org/10.1016/j.leaqua.2005.03.001>
- Baek, H., Han, K., & Ryu, E. (2019). Authentic leadership, job satisfaction and organizational commitment: The moderating effect of nurse tenure. *Journal of Nursing Management*, 27(8), 1655–1663. <https://doi.org/10.1111/jonm.12853>
- Covelli, B. J. & Mason, I. (2017). Linking Theory to Practice: Authentic Leadership. *Academy of Strategic Management Journal*, 16(3), 1-10.
- Crawford, J. A., Dawkins, S., Martin, A., & Lewis, G. (2020). Putting the leader back into authentic leadership: Reconceptualising and rethinking leaders. *Australian Journal of Management*, 45(1), 114–133. <https://doi.org/10.1177/0312896219836460>

- Dimitrov, D & Sv. Darova (2015) Authentic leadership as a modern alternative for organizational development. In: *Socio Time Journal*, #4, 2015, pp. 83-88, ISSN 2410-0773
- Duarte, A. P., Ribeiro, N., Semedo, A. S., & Gomes, D. R. (2021). Authentic leadership and improved individual performance: Affective commitment and individual creativity's sequential mediation. *Frontiers in Psychology*, 12, 675749. <https://doi.org/10.3389/fpsyg.2021.675749>
- Farid, T., Iqbal, S., Khan, A., Ma, J., Khattak, A., & Naseer Ud Din, M. (2020). The impact of authentic leadership on organizational citizenship behaviors: The mediating role of affective- and cognitive-based trust. *Frontiers in Psychology*, 11, 1975. <https://doi.org/10.3389/fpsyg.2020.01975>
- 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>
- George, B. (2003). *Authentic leadership: Rediscovering the secrets to creating lasting value* (1st ed). Jossey-Bass.
- George, B., & Sims, P. (2007). *True north: Discover your authentic leadership* (1st. ed). Jossey-Bass.
- Grudić Kvasić, S., Nikolić, G., & Milojica, V. (2021). The impact of authentic leadership on employee psychological capital in the hospitality industry. *Poslovna Izvršnost - Business Excellence*, 15(1), 9–22. <https://doi.org/10.22598/pi-be/2021.15.1.9>
- Harter, S. (2002) *Authenticity*. In: Snyder, C.R. and Lopez, S.J., Eds., *Handbook of Positive Psychology*, Oxford University Press, New York, 382-394.
- Hollis, N. T. (2018). *Blueprint for engagement: Authentic leadership*. Taylor & Francis.
- Hopkins, M. M., & O'Neil, D. A. (2015). Authentic leadership: Application to women leaders. *Frontiers in Psychology*, 6. <https://doi.org/10.3389/fpsyg.2015.00959>
- Laguna, M., Walachowska, K., Gorgievski-Duijvesteijn, M. J., & Moriano, J. A. (2019). Authentic leadership and employees' innovative behaviour: A multilevel investigation in three countries. *International Journal of Environmental Research and Public Health*, 16(21), 4201. <https://doi.org/10.3390/ijerph16214201>
- Lips-Wiersma, M., & Mills, C. (2002). Coming out of the closet: Negotiating spiritual expression in the workplace. *Journal of Managerial Psychology*, 17(3), 183–202. <https://doi.org/10.1108/02683940210423097>
- Maziero, V. G., Rocha, F. L. R., Campos, J. A. D. B., Dias, B. M., Balsanelli, A. P., Gabriel, C. S., & Bernardes, A. (2022). Authentic Leadership Questionnaire applied to Brazilian nurses: Evidence of validity. *Revista Latino-Americana de Enfermagem*, 30, e3607. <https://doi.org/10.1590/1518-8345.5868.3546>
- Mundahl, S. (2013). *The alchemy of authentic leadership*. Balboa Press.

- Nikolić, G, Kvasic, S. G. & Grbic, L. (2020). The Development of Authentic Leadership Theory. Conference: PAR International Scientific and Professional Conference "High Impact Leadership"
- Önday, O. (2016). What is the relationship between gender and authentic leadership: Does gender really matter? *Elixir Organisational Behaviour*, 91, 38020–38031.
- Shamir, B., & Eilam, G. (2005). “What’s your story?” A life-stories approach to authentic leadership development. *The Leadership Quarterly*, 16(3), 395–417. <https://doi.org/10.1016/j.leaqua.2005.03.005>
- 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/10.1177/0149206307308913>
- Williams, R. R. (2010). Space for God: Lived religion at work, home, and play. *Sociology of Religion*, 71(3), 257–279.
- Winston, B. E. (Ed.). (2021). *Transparent and authentic leadership: From biblical principles to contemporary practices*. Springer International Publishing. <https://doi.org/10.1007/978-3-030-61996-1>