

A CORRELATIONAL STUDY ABOUT AUTHENTIC LEADERSHIP AND
ORGANIZATIONAL JUSTICE PERCEPTIONS AMONG HOTEL EMPLOYEES

A Dissertation

by

DEEPU KURIAN

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Chair of Committee,	Fredrick M. Nafukho
Committee Members,	Jia Wang
	Khalil M. Dirani
	Jack A. Neal
Head of Department,	Marrio S. Torres

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ABSTRACT

Positive styles of leadership have been in focus from the early 21st century, however there are only limited empirical studies examining the relationship between positive styles of leadership and their influence on employees' perceptions of justice. Authentic leadership is considered one of the popular positive leadership theories and this study tested a conceptual relationship model between authentic leadership and hotel employee's fairness perceptions at an individual level. The purpose of this non-experimental, quantitative, correlational study was to determine whether a relationship existed between authentic leadership and employee's perception of justice within the hotel industry.

Survey data was analyzed from 172 employees working in the hotel industry for this study. Even though limited to hotel industry, the results indicated that authentic leadership has a strong relationship with hotel employees' organizational justice perceptions, and authentic leadership may be considered as a predictor of employees' perceptions of organizational justice. This study contributed to the academic literature by integrating theories of authentic leadership and organizational justice which tested a conceptual model of relationship. Future research direction should include testing a mediation model whereby organizational justice becomes the mediator variable impacting the relationship between authentic leadership and organization outcomes. Implications for the practice include support for including authentic leadership into leadership development programs for strengthening levels of fairness within the organization.

DEDICATION

I dedicate this dissertation to my family who showed profound understanding and support through this journey and to God almighty through whom all things are made possible. I also dedicate the study to the two leaders whose quotes were the inspiration to the conduct this study.

“Divorced from ethics, leadership is reduced to management and politics to mere technique.” James MacGregor Burns

"You must be the change you wish to see in the world".

Mahatma Gandhi

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CHAPTER I

INTRODUCTION*

Hotel industry is the integral part of the hospitality sector, and due to its visibility and name recognition, hotel industry is often considered as representative of the hospitality and tourism sector. The tourism industry is the largest and fastest growing industry groupings (travel, hotels, food service, and related industries) in the world, and has become one of the world's largest employers (Walker, 2016). Hospitality sector has increased its role in many countries on account of its direct contribution to gross domestic product (GDP) creation and employment along with its important spillover effects in contributing to economic and social progress, and consequently strengthening national economies (Cut-Lupulescu, Dincu, & Borlovan, 2014). The hotel industry has also become a leading exponent of a country's lifestyle and one of the fundamental pillars of tourism and hospitality sector.

Despite these distinctive features, the hotel industry is often criticized for poor working conditions (long hours, low pay, and so on) and high employee turnover (Carbery, Garavan, O'Brien, & McDonnell, 2013). However, the aforementioned shortcomings are contrary to the findings that competent management of employees are essential for the hotel industry, because hotels rely on motivated and quality-oriented

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human resources for success (Quintana, Park, & Cabrera, 2015). To overcome these deficiencies, Cho, Johanson, and Guchait (2009) argued for the implementation of strategies focusing on positive employee attitudes with the goal of reducing employee turnover and positively impacting organizational outcomes in the hotel and hospitality industry. Similarly, Nadiri and Tanova (2010) found that voluntary turnover decisions are reduced and positive organizational citizenship behaviors are increased when employees perceived fair procedures and actual fairness in the distributed rewards. According to Lou, Manburg, and Law (2017), employees' perceptions about the organization are formed by their relationship with their supervisors, and hotel supervisors or middle-level managers have the most interactions with frontline employees. As such, a hotel managers' leadership practices and fair treatment of employees can have positive impact on employees' organizational commitment by influencing employees' attitudes, behaviors, and perceptions (Fulford, 2005). Thus, this study is about the relationship between leadership style and employees' perceptions of fairness in the hotel industry.

Study Rationale

According to Bureau of Labor statistics (2019), the hospitality sector includes a broad category of fields within the service industry such as lodging, food and drink service, event planning, theme parks, transportation, cruise line, traveling and other additional fields within the tourism industry. Hotels, the most visible and integral part of the hospitality industry is highly labor intensive with employees from various backgrounds and experiences. Hotels provide employment for various roles, from highly

qualified positions to trades with no required qualifications. The hotel industry facilitates reintegration of unemployed elderly and provides opportunities for immigrants and other groups with employment difficulties to gain entry into the labor market. The attitudes of hotel employees are especially critical given the high degree of personal contact with customers/guests and the behaviors necessary in order to provide exceptional service to them (Fulford, 2005).

Continuous pressure from management and customers to provide unique and quality service coupled with long working hours and low pay are major factors of dissatisfaction for hotel employees (Megeirhi, Kilic, Avci, Afsar, & Abubakar, 2018). The after-effects of such dissatisfaction are notoriously high turnover rate and contempt for working conditions (Carbery, Garavan, O'Brien, & McDonnell, 2013). Most often, the hotel industry responds to these shortcomings by utilizing quick fixes (pay differentials, job reassignments, transfers etc.), but extant research (Baum, 2013; Fulford, 2005; Lou, Manburg, & Law, 2017) suggested that the long-term solutions for these problems can be found in the constructs of leadership and organizational justice. Kara, Uysal, Sirgy, and Lee (2013) asserted that a better understanding of how leadership style influences organizational decisions and employees' satisfaction, can empower hospitality leaders to create a working environment which is fair.

Leadership and organizational justice are two of the most widely researched topics in social science and management (Colquitt, Greenberg, & Zapata-Phelan, 2005; Hiller, DE Church, Murase, & Doty, 2011), likely due to the important outcomes related to organizational stakeholders. Extant research confirmed well established relationships

between justice and turnover intentions (Cohen-Charash & Spector, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001), and recent research suggested that when employees form turnover intentions, they considered their own individual perceptions of justice from their leader along with shared climate of interpersonal justice that the leader created (Kiersch & Byrne, 2015).

Authentic Leadership

Fulford (2005) indicated that hospitality managers' leadership can have positive impact on employees' organizational commitment by treating employees fairly. Lou, Manburg, and Law (2017) found that hotel supervisors or middle-level managers have the most interactions with frontline employees and their leadership practices influenced employees' attitudes and behaviors. Leadership is considered one of the most researched topics in social sciences, most likely because of the strong impact leadership has on organizational and individual outcomes (Avolio, Reichard, Hannah, Walumbwa, & Chan, 2009). The depth of research contributed to numerous definitions and different ways for understanding leadership. Based on their paradigm, every individual has a different take on what it means to be a leader.

For centuries, authors and thinkers have researched and written about leadership, and how leadership influences the follower's attitudes and actions whether it be in an organization, or a community or the nation itself (Bass & Bass, 2008). Academic literature and professional practice have cited the importance and benefits of leadership traits like honesty, shared values, trust, ethics, fairness, and justice (Cho & Dansereau, 2010; Northouse, 2018). Even after implying the importance of trust, shared values,

honesty, and fairness through leadership training interventions, and after developing numerous theories on leadership, corruption by leaders and CEO scandals are still common news stories around the world (Carson, 2003; Yu, Zhang, & Zheng, 2015; Zona, Minoja, & Coda, 2013). Corporate scandals have been seen as resulting from ethical failures arising from contemporary concerns with material and symbolic success, which reside in and reinforced an ultimate preoccupation with the self (Knights & O’Leary, 2005). When leaders are focused on self-interests, questions arise about fairness in organizations – related to organizational decisions, outcomes, or information. Such a scenario calls for a renewed focus on the constructs of leadership and justice in organizations. The high-profile corruption and scandals have also motivated academics and business leaders to re-examine existing leadership practices and to set forth leadership models in which leaders act genuinely, morally and inspire their followers to do the same (Covelli & Mason, 2017). Further, society now demands that organizational business leaders not only generate a profit, but maintain high levels of integrity, morality, and fairness while they do so (Hannah, Avolio, & Walumbwa, 2011; Kiersch & Byrne, 2015; Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008). An ideal leader is the one who can lead with integrity and values, who can motivate their employees, and manage a healthy organization that create value for all stakeholders (Pless & Maak, 2011).

Authentic leadership is one of such new themes which represents a relatively new leadership framework stemming from the fields of leadership, ethics, positive psychology, and positive organizational behavior (Avolio, Gardner, Walumbwa,

Luthans, & May, 2004; Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008). Authentic leaders are often viewed as open, transparent, and consistent in decision-making processes and in their interactions with their followers (Kiersch & Byrne, 2015). Kruse (2013) found that most people experience that many leaders act one way at work, while their true personality emerges outside of work which makes authentic leaders special. Shamir and Eilam (2005) stated the following four characteristics as peculiar to authentic leaders: (1) rather than faking their leadership, authentic leaders are true to themselves; (2) authentic leaders are motivated by personal convictions, rather than to attain status, honors, or other personal benefits; (3) authentic leaders are originals, not copies; and (4) the actions of authentic leaders are based on their personal values and convictions. Therefore, leaders are deemed authentic when their actions are seen as consistent with their personal values and beliefs; and it is this authenticity that inspires positive outcomes (Steffens, Mols, Halam, & Okimoto, 2016).

Organizational Justice

Almost 25 years ago, it was predicted that organizational justice would be a major influence in employer-employee relationships within the hospitality industry in the 21st century (Berger, Fulford, and Krazmien, 1993). More recent research (Gosser, Petrosko, Cumberland, Kerrick, & Shuck, 2018; Lou, Manburg, & Law, 2017) focusing on hospitality industry has shown that the predictions were true to a great extent, and employee's perception of justice at workplace is a significant factor in many organizational outcomes including their intention to stay. From an organizational standpoint, trust along with fairness and respect, are the key values associated with healthy

organizations (Lowe, 2006). The construct of organizational justice (Greenberg, 1987) focuses on perceptions of fairness in organizations, by categorizing employees' views and feelings about their treatment and that of others within an organization. There is substantial evidence demonstrating that employees' perceptions of organizational justice can influence their emotions/affects, attitudes, and behaviors in the workplace (Wang, Lu, & Siu, 2015).

The construct of organizational justice attempts to describe and explain the role of fairness in the workplace (Greenberg, 2002) and has the potential to create powerful benefits for organizations and employees alike; it defines the very essence of individual's relationship to employers (Cropanzano, Bowen, & Gilliland, 2007). Employees who feel that they are treated fairly are more likely to be engaged at work, and the stronger the employee's feelings of fairness, the stronger their level of engagement and the lower their intentions to leave the organization (Malinen, Wright, & Cammock, 2013). Similarly, justice and its implementation are one of the innate human basic needs, therefore organizational justice is the key element in surviving and sustaining the development of the organization and its employees. Lind and Tyler (1988) identified organizational justice as the psychology of justice applied to organizational settings. Organizational justice refers to the extent to which employees perceive workplace procedures, interactions and outcomes to be fair in nature (Baldwin, 2006).

The domain of organizational justice emerged from related research in social psychology, particularly from studies on relative deprivation and in the social psychology of legal phenomena (Byrne & Cropanzano, 2001). Organizational justice, as

the employees' perceptions of fairness in their employment relationship suggests that these perceptions of justice are likely to influence employee behavior and attitudes in a positive or negative manner (Colquitt, Greenberg, & Zapata-Phelan, 2005). Research has suggested that employees who perceive justice in their organization are inclined to perform better as a form of reciprocity (Gaudet, Trambley, & Doucet, 2014). Similarly, Ahmed and Nawaz (2015) stated that an organization which wants to make employees feel that they are supported should offer justice at workplace and supportive culture (support from supervisor and coworkers) at work; and such an organization which facilitates opportunities, fosters relationships and builds capacity for individual to fulfill their full potential and enjoy healthy creative life in an enabling environment. People care deeply about how they are treated by others (Demirtas & Akdogan, 2015). Several studies indicate that an increased sense of justice among employees can have a positive impact on various aspects of organizational behavior, such as employee effectiveness (Mackay, Allen, & Landis, 2017), employee performance (Saks & Gruman, 2014), employee motivation (Delaney & Royal, 2017), and positively associated with self-report of "ideal" behaviors and negatively associated with self-report of misbehavior and misconduct (Martinson, Crain, DeVries, & Anderson, 2010).

Problem Statement

High turnover rate is a universal problem in the hotel industry (Faldetta, Fasone, & Provenzano, 2013), and the global yearly turnover rate in hotel industry is 60-300 percent, which is much higher compared to that in the manufacturing industry (Hemdi & Rahim, 2011). Hotel industry is also notorious for long working hours, unequal and

substandard pay structure, and exploitation of disadvantaged workers. However extant research (López-Cabarcos, Machado-Lopes-Sampaio-de Pinho, & Vázquez-Rodríguez, 2015) suggested that having committed employees who are satisfied with their job and working conditions, and who feel that they are treated fairly in their workplace is important to the success and bottom-line of their organization. Research across various continents suggested that hotel industry still relies on traditional leadership styles: from transactional or autocratic (Ispas, 2012), to laissez-faire (Yamak & Eyupoglu, 2018), to paternalistic or authoritarian (Tran, 2018), and leader-member exchange (Garg & Dhar, 2016). Most often the leadership styles practiced in hotel industry matches a national / regional culture which is more acceptable and influential to individuals growing up in that culture (Irawanto, 2009). Supervisors and managers have the most interactions with employees, and extant research has found that supervisor's leadership that values employees, provides them with a good working environment, treats them with justice and fairness, and ensures self-development can counter the ill effects of working in the hotel industry. It is also important to note that according to social contagion theory, when employees perceive the leader as being genuine, reliable, ethical and consistent over time, a contagion effect occurs, diminishing the tendency of negative attitudes and behaviors (Luthans, Norman, & Hughes, 2006; Avolio, Gardner, Walumbwa, Luthans, & May, 2004). This study therefore intends to address the issue of the relationship between authentic leadership and organizational justice among hotel employees.

Purpose of the Study

The purpose of this non-experimental quantitative correlational study was to determine the relationship between authentic leadership and organizational justice perceptions of employees' in the hotel industry. The study further tested the relationship between authentic leadership and the four dimensions of organizational justice (distributive justice, procedural justice, interactional justice and informational justice). The results would determine whether a particular dimension of organizational justice was more influenced by authentic leadership. Finally, the influence of demographic factors on the relationship between authentic leadership and organizational justice was studied.

Research Questions

The overarching question of this study was whether the supervisor's leadership style influenced the organizational justice perceptions of the employees in the hotel industry who participated in this study? To achieve the main purpose of the study, the following research questions guided the study:

1. Is there a significant relationship between hotel employees' perception toward authentic leadership and organizational justice?
2. Is there a significant relationship between hotel employees' perception toward authentic leadership and distributive justice, procedural justice, interactional justice, and informational justice dimensions?
3. Is there a significant relationship between hotel employees' perception toward organizational justice, authentic leadership and their demographic background?

Significance of the Study

The significance of this non-experimental, quantitative, correlational study is its ability to fill a gap in the both hospitality and HRD research and literature, providing a potential correlation between authentic leadership and the perceptions of organizational justice among hotel employees. The significance of the relationship between authentic leadership and organizational justice for hotel employees is that it may contribute to the understanding of how positive styles of leadership influence employee's perception of organizational justice. Retaining qualified and talented employees is a constant challenge for the hospitality industry, and those efforts can consume quite a considerable amount of organizational resources (Deery & Jago, 2015). As cited previously, the leadership style of supervisors along with employees' perceptions of organizational justice are related many behavioral and organizational outcomes including employee's intention to leave an organization. Even though the study is done in the context of hospitality industry, results of the study indicate that the authentic leadership style has a positive relationship with organizational justice perceptions, and may eventually impact follower and organizational outcomes in part by directly influencing employees justice perceptions. Besides responding to the changing needs of the society and organizations, this study also contributed to authentic leadership and organizational justice literature by providing empirical evidence promoting the role of leadership in influencing justice within the organization.

There is evidence that authentic leadership can be developed (Avolio & Gardner, 2005; Avolio et.al, 2008). The findgs of this study may impacted practice by making a

case for supporting authentic leadership development as a strategy to bolster fairness in the organizations and build a fair organization, as well as positively impact well-being, attitudinal, and behavioral intent outcomes of followers. Based on the results of this study, it may be possible for organizations in the hospitality industry to establish programs that focus on developing authentic leadership skills for their supervisors and managers; and thus, improve the justice perceptions of employees which in turn help reduce employee turnover and the considerable cost associated with the same. Similarly, the answer to these research questions may provide impetus for HRD researchers to further study authentic leadership for promoting fairness in organizations. Further, the results may motivate HRD practitioners to promote authentic leadership behaviors in leadership development programs with the goal of positively influencing people and creating fairer organizations.

Relevance for Human Resources Development (HRD)

Enz's (2009) worldwide survey of 243 lodging managers for their opinions on HR issues found that their major concerns were attraction, retention, training, and morale of staff. The prevalence of high staff turnover, understaffing, lack of training and development opportunities suggest serious and persistent management inadequacies in hospitality industry (Davidson, McPhail, & Barry, 2010). The construct of organizational justice has been used in studies related to various human resource (HR) issues in the workplace such as recruitment and selection practices, turnover, performance appraisals, pay decisions, promotions, career development and equal opportunity programs (Bobocel, Davey, Son Hing, & Zanna, 2001; Cowherd & Levine,

1992; Cropanzano & Wright, 2003; Erdogan 2002; Folger & Konovsky, 1989; Folger & Greenberg, 1985; Gilliland, 1994; Lemons & Jones, 2001; Ribeiro & Semedo, 2014; Steiner & Gilliland , 2001; Wang, Liao, Xia, & Chang, 2010). The term HR uniquely combines activities and processes that have traditionally been associated with human resource management (HRM), human resource development (HRD), and organization development (OD)-three fields that "grew up" distinct from each other and, in many cases, separate in their theories and practices (Ruona & Gibson, 2004). According to Nafukho, Wawire, and Lam (2011), the main outcome of both HRM and HRD is increased productivity, quality of products and services offered, creativity and innovation among the people in the organization, optimal utilization of human resources that an organization possesses, and the willingness of people in the organization to embrace change, which in turn leads to adaptability. However it is important to differentiate between HRM and HRD, Nafukho (2011) and colleagues stated that HRM is maintenance and efficiency oriented (planning, staffing recruitment, information systems and so on), while HRD is learning and performance oriented (training and development, career development, and organizational development) and aims the development of the employees as well as organization.

Organizational justice shares many of the philosophical underpinnings of HRD (Foster, 2010) practice. Organizational justice is an issue for HRD practice, because some perceptions of organization justice or fairness can be related to training and development opportunities, organizational change/development practices and career planning and development. Foster stated that justice plays a significant role in many

organizational dynamics related to change, such as leader–follower relationships, organizational citizenship behavior, and individual response to change; and organizational justice has been shown to be predictive of higher levels of openness to change, acceptance of change, cooperation with change, and satisfaction with change. Similarly, if an employee does not benefit from unearned privilege and lacks sufficient earned privilege experiences, inconsistent decision making, bias in evaluations, and/or a lack of resources necessary to do the work, the employee will experience this as a form of organizational injustice and as a manifestation of their lack of power (Shuck, Collins, Rocco, & Diaz, 2016).

Career development (CD) involves so many organizational processes that can affect careers; it should come as no surprise that issues of justice in the workplace are critical for career development practices (Wooten & Cobb, 1999). By its very nature, CD involves basic issues of fairness over the allocation of CD resources, the policies and procedures used to decide who receives them and the interactions between those who provide and those who not only receive CD rewards but also experience its losses. Kivimaki et al. (2004) carried out a study where they found that fairness in interpersonal treatment, as rated by employees, was identified to be a reliable predictor of self-assessed health. They also found that these effects could not be explained by other factors such as demands of the job, employee’s level of control over their work, social support, rewards, or effort.

The theoretical foundations of organizational justice inform HRD practitioners that they should guide organizations to establish an open organizational culture that allows

people to express their views, to listen to others' opinions, and to support questioning and feedback in decision-making processes. Most importantly, the perception of fair treatment enhances employees' predictability and controllability for future events, thereby reducing the uncertainties of day to day working life. The perceptions of fair treatment also indicate the devotion of organization to high moral and ethical standards. The equity principle is upheld in organizations to a large extent by standardized policies, providing equal opportunities for training and development, and avoidance of favoritism. People care deeply about how they are treated by others (Demirtas, 2015) and being managers of people, leaders and managers determine an organization's success by way of their approach to employees (Davenport, 2015). Yukl (1989) argued that a person can be a leader without being a manager, and a person can be a manager without leading. However, subsequent research suggests that leadership and management as well as managers and leaders exhibit specific features which ensure their specificity and relative autonomy as well as a series of common elements which facilitate their interaction and mutual reinforcement (Holmberg & Tyrstrup, 2010). Thus, managerial leadership implies two fundamental dimensions: 1) Informal dimension, which stems from the expertise and the abilities the leader, possesses and which is built over time by means of others' recognition, and 2) formal dimension, which stems from formal authority, associated with a formal managerial position (Zaleznik, 2004). In summary, leaders and managers are seen as representatives of the organization and most often their actions guide employee's perceptions about the organization. Research (Rupp & Cropanzano, 2002) suggests that employee's perception of (in) justice is related to two sources - the

first is immediate supervisor or manager who has a direct line of authority over the employee. He or she can influence important outcomes, such as pay raises or promotional opportunities. Secondly, employees might also attribute unfairness to the organization as a whole because individuals often think of their employing organizations as independent social actors capable of justice or injustice. Thus, organizational leaders are in a key position to maintaining a fair work environment that promotes norms for employees' constructive efforts in organizational functioning (Brown & Trevino, 2006).

Leadership as an organizational contextual factor could influence how employees feel about their work environment and the organization as a whole (Men & Stacks, 2013). HRD scholars make the case that people are the only assets with the creativity and adaptive power to sustain an organization's success in today's dynamic business world (Kiersch & Byrne, 2015; Krohn, 2000). Organizations have become concerned about leadership inadequacies of their employees, and as a result, are committing to education and training that deepen the skills, perspectives, and competencies of their leaders (Conger & Benjamin, 1999). The age of leader as position is quickly fading, and leading the new and evolving workforce requires new perspectives of leadership as well as new scaffolding for understanding the complexities of leadership development in an evolving landscape; one that maintains varying levels of identity simultaneously (Shuck & Herd, 2012). From the organizational standpoint, "every (leadership development) intervention should lead to a system outcome at some point" (Swanson & Holton, 1999, p. 69). Ardichvili and Manderscheid (2008) while introducing the *Advances in Developing Human Resources (ADHR)* special issue on leadership development stated

that HRD professionals will best serve the community of scholars and the “world of work” by challenging current practices in leadership development and by looking for new approaches that are not always aligned with what we perceive to be “common” to leadership development practice.

Authentic leadership (AL) has been viewed as an attractive leadership model to combat destructive forms of leadership (Storberg-Walker & Gardiner, 2017). Moreover, leadership styles that cause employees to focus on justice will strengthen justice’s effect on an employee’s resulting behavior, whereas those leadership styles that channel employees’ attention away from justice issues will, in contrast, diminish the justice–behavior relationship (Strom, Sears, & Kelly, 2013). HRD as a profession is in a unique position when it comes to leadership because HRD professionals have the proper understanding of the business and organizational behavior, as well as the requisite problem-solving skills and creativity to help organizations navigate the complexities of leadership (Markush-Hallman, 2015). Thus, HRD is ideally placed to move the authentic leadership conversation forward in new and productive directions (Gardiner, 2016). Building upon this general conceptual argument for leadership as an antecedent to justice perceptions, this study will follow many researchers who have attempted to articulate specific leadership styles or behaviors that create high levels of fairness perceptions in subordinates. Ultimately, this study will aid HRD practitioners in answering the demands of the organization – What type of leadership is sufficient in creating a positive work environment within which the employees feel that they are treated fairly, and appropriately compensated for their effort.

Assumptions

According to Leedy and Ormrod (2010), “Assumptions are so basic that, without them, the research problem itself could not exist” (p. 62). The following assumptions were made for the study: -

- 1) The participants were willing to provide honest responses for the survey questionnaire.
- 2) The participants had a basic understating of the statements listed in survey instruments.
- 3) The operational structure of the organizations in which the respondents were employed were similar.
- 4) Irrespective of their functional title (Bell captain, Front desk supervisor, Chef, Housekeeper, and so on), the respondents treated their supervisor as leaders.

Limitations

Every study, no matter how well conducted and construed has limitations. Limitations are matters and occurrences that arise in a study which are out of the researcher’s control (Simon & Goes, 2013). The study relied on self-reported data which is a reflective recollection of the individual’s experience. This may result in response bias, a widely discussed phenomenon in behavioral research where self-reported data are used. There are many reasons individuals might offer biased estimates of self-assessed behavior, ranging from a misunderstanding of what a proper measurement is to social-desirability bias, where the respondent wants to ‘look good’ in the survey, even if the survey is anonymous (Nederhof, 1985). The self-reported data was collected through

electronic surveys, which may result in a common method variance. Common method variance (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) is “variance that is attributable to the measurement method rather than to the constructs the measures represent” (p.879).

The constructs of organizational justice and authentic leadership are deeper than it could be measured by a scale, thus quantitative research is a tool with limited scope. Qualitative or mixed methods would produce a more deep understanding of these constructs and may give a different perspective on the relationship between authentic leadership and organizational justice. This is a cross-sectional study to be conducted in an uncontrolled field setting, thus precluding any inference of causal relationships among variables. The study is conducted over a certain interval of time captures the responses dependent on conditions occurring during that time, a longitudinal design (with adequate time and resources) may better capture the change in perceptions over a period of time. There was an underrepresentation of African American respondents, thus the sample in this study were not reflective of general population of hotel employees. Finally, the surveys were not mobile –friendly which may have led a decrease in the completion rate of the surveys.

Delimitations

Delimitations prevent the researcher from generalizing the findings to all populations or, in other words, claiming that the findings are true for all people at all times in all places (Bryant, 2004). Unlike limitations, which flow from the implicit characteristics of method and design, delimitations results from the specific choices

made by the researcher (Simon & Goes, 2013), and among those are the choice of objectives and questions, variables of interest, theoretical perspectives that were adopted, the paradigm (qualitative, quantitative, or mixed), the theoretical framework, and the choice of participants. The participants of this study were employed in hotel industry; however, they were employed in different organizations and thus possibly from different organizational cultures. The researcher did not consider the impact of organizational culture in the relationship between the constructs under study. This study involved a group of respondents in North America, the researcher did not consider their geographic location as long as they were employed in the hotel industry. Similarly, a correlational study merely demonstrates whether a relationship exists between the variables in the study, however the variables maybe associated without the existence of a causal relationship between the variables.

There are multiple levels of analysis at which leadership phenomena can operate (Schriesheim, Castro, Zhou, & DeChurch, 2006), including the individual level (i.e., one follower's perceptions of the leader) and the group level (i.e., all followers' perceptions of the leader). Similarly, justice perceptions can be studied beyond individual level of analysis, often termed as justice climate (Colquitt, Noe, & Jackson, 2002; Naumann & Bennett, 2002; Ostroff, Kinicki, & Tamkins, 2003). For this study, both authentic leadership and organizational justice were conceptualized at the individual level. Also, this study focuses on the individual level perceptions, however, justice perceptions are beyond the individual level of analysis. The role of justice perceptions at the group level, which has been termed justice climate is not a focus for

this study. A study focusing on the influence of authentic leadership on justice climate will help the understanding of the shared perception of a group of employees about the organization in terms of its policies, practices, procedures and rewards.

Operational Definitions

In this section, the definition for the key terms as well as the terminology utilized in this study are provided

Authentic leadership: For this study, authentic leadership means a pattern of hotel supervisors' behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, and creating a workplace that is perceived as fair.

Authentic leader: Authentic leaders are “genuine people who are true to themselves and to what they believe in. For this study, those are hotel supervisors that engender trust and develop genuine connections with their employees. Because employees trust them, they are able to motivate employees to high levels of performance. Rather than letting the expectations of other people guide them, they are prepared to be their own person and go their own way.

Context: The context for this study is hotel industry and the relationship between employees and supervisors in the hotel industry. The context is the circumstance, purpose, and perspective under which an object is defined or used (OECD, 2001).

Employee Turnover: For this study, turnover means rotation of hotel employees who participated in this study from one hotel to another.

Hospitality industry: A broad category of fields within service industry that includes lodging, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry (Novak, 2017).

Hotel: A hotel is a commercial establishment offering lodging to travelers and sometimes to permanent residents, and often having restaurants, meeting rooms, stores, etc., which may be used by the general public. According to Texas Occupations code Chapter 2155, a "hotel" means a business, including an inn or rooming house, that furnishes food, lodging, or both food and lodging to a person applying and paying for the service. For the purpose of this study any business with lodging facility is considered a hotel.

Hotel employee: An employee who is employed in a business as defined by Texas Occupations code Chapter 2155. For the purpose of this study, a hotel employee is defined as an employee who is gainfully employed and works under a supervisor in a hotel setting.

Leadership: A process whereby an individual influence a group of individuals to achieve a common goal. (Northouse, 2016, p.6). The following components can be identified as central to the phenomenon: (a) leadership is a process, (b) leadership involves influence, (c) leadership occurs in groups, and (d) leadership involves common goals.

Leadership development: Efforts that are made within organizations to improve the performance and self-fulfillment of their employees through a variety of methods and programs (Tannenbaum & Yukl 1992). In the case of leader development, the

emphasis typically is on individual-based knowledge, skills, and abilities associated with formal leadership roles (Day, 2000)

Organizational justice: Refers to the extent to which employees perceive workplace procedures, interactions and outcomes to be fair in nature (Baldwin, 2006). Researchers found organizational justice to operate in various dimensions (distributive, procedural, interactional, and informational), with varying degrees of importance

Positive leadership: The ways in which leaders enable positively deviant performance, foster an affirmative orientation in organizations, and engender a focus on virtuousness and eudemonism. Positive leadership refers to the application of positive principles arising from the emerging fields of positive organizational scholarship, positive psychology, and positive change (Cameron, 2012, p.1).

In the literature review to follow, a review of the context in which the study is conducted, the hotel industry is discussed. Next, the current and past research on leadership is discussed. The discussion narrows down to authentic leadership, and discuss why authentic leadership should be the positive form of leadership that should be considered for the study. Next, the review focused on organizational justice and its various dimensions with attention to individual level justice perceptions, and the connections between leadership and justice literatures.

CHAPTER II

REVIEW OF LITERATURE*

Literature reviews play an important role in the social scientist's definition of knowledge (Cooper, 1988). The literature reviews seek to describe, summarize, evaluate, clarify, and/or integrate the content in the existing scholarship in a particular field. The purpose of such reviews is to identify critical knowledge gaps in a particular field and thus motivate researchers to close this breach (Webster & Watson, 2002). This study is a quantitative correlational study between authentic leadership and organization justice perceptions in the context of the hotel industry. It is important to understand the context of the study before reviewing the constructs studied.

The Context - Hotel Industry

Hotels are part of the hospitality industry which also includes bars, pubs, restaurants, catering contractors, fast food establishments, cafeterias, and taverns (Ariza-Montes, Arjona-Fuentes, Han, & Law, 2017). Based on a longitudinal study covering 20 years, and over 3000 firms across industries, Singhal (2015) found that the hospitality and tourism industry has greater competition, higher risk, higher leverage, and higher capital intensity than other industries. Peer-to-peer markets, collectively known as the sharing economy, have emerged as alternative suppliers of goods and services

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traditionally provided by long-established industries like hotels and transportation (Zervas, Proserpio, & Byers, 2017). Such economic, market, and financial pressures have prompted the investors to seek more from lesser resources. With increasing globalization and international competition, the importance of recruiting, retaining and managing resources that can help to increase competitiveness of organizations has become a crucial factor in the success of hospitality industry (Nadiri & Tanova, 2010). Hotels are a core component of the hospitality sector and one of the largest and most rapidly expanding industries worldwide.

High turnover is generally acknowledged as a prominent negative feature of the hotel and hospitality industry (Carbery, Garavan, O'Brien, & McDonnell, 2013). A high rate of turnover is alarming for many managers because of the fear that the employees with better skills and abilities will be those who are able to leave whereas those who remain will be those who cannot find other jobs (Tanova & Holtom, 2008). Besides, hotel workplaces frequently draw workers from the most vulnerable segments of the labor market (Tufts, 2007). Baum (2013), suggested that the links between equality of opportunity and treatment for women and men in quality jobs, workforce development, training opportunities and employment in the hotel industry is a subject that needs to be explored in detail. Further, a seven- year longitudinal study conducted by Baum (2015) found that reputation of hospitality and hotel industry as an employer remained very mixed with excellent practice in some organizations located alongside widespread perceptions of poor pay, challenging working conditions and limited opportunities for growth and development, particularly for women and minorities. To summarize, extant

literature on hospitality and hotel management discovered that job satisfaction, organizational obligation, and turnover intentions are the result of organizational justice dimensions and most often their interactions with their supervisor forms the basis for organizational justice perceptions (Fulford, 2005; Hemdi & Mohd, 2007; Nadiri & Tanova, 2010). The above-mentioned distinct characteristics of hotel industry presents the importance of authentic leadership and organizational justice - the two constructs which formed the basis of this study are reviewed in the following sections.

Review Process

For this study, a targeted search for literature was conducted to review two major areas of interest;

1. Authentic leadership, and
2. Organizational justice.

The data collection approach of this review entailed extensive searches of relevant databases with the intention of ensuring, as far as possible, that all relevant literature on the constructs of organizational justice and authentic leadership was identified. Articles for the literature review were identified through searches on popular academic databases, specifically Academic Search Ultimate, PsycINFO, ABI/Inform Complete and Business Source Ultimate. The descriptors used in this literature research included the following: “organizational justice”, and “authentic leadership”. To be included, the article needed to provide the keywords of organizational justice or justice in the title or abstract, and the keyword leadership or authentic leadership in the article (with enough information provided throughout the abstract, introduction, method,

results, and/or discussion sections to clearly indicate that engagement was the criterion variable of interest). Then, a search was conducted in the reverse order, that is, the keywords leadership or authentic leadership in the title or abstract, and keywords of organizational justice or justice in the article. Finally, Google scholar was utilized to conduct a general search to determine whether any major articles was omitted. From the selected articles, a staged review (Torraco, 2005) was conducted where the abstract of the articles were reviewed for relevance. Studies where the primary purpose was not related to the constructs of authentic leadership or organizational justice were excluded. The articles selected for this review is limited to peer reviewed academic journals, practitioner-oriented publications and dissertations. Peer-reviewed academic journals are considered validated knowledge and are likely to have the highest impact in the field (Podsakoff, McKenzie, Bachrach, & Podaskoff, 2005). Dissertations and practitioner-oriented publications provide relevant information from different perspective. Further, this review only included English language, full-text available articles.

A review of all definitions and theories of leadership and their impact on employee's justice perceptions are beyond the scope of this study. From the review of authentic leadership literature, it was identified the inaugural summit on authentic leadership development hosted by the Gallup Leadership Institute (GLI) in 2004 at the University of Nebraska-Lincoln as a major milestone. The purpose of the GLI Summit was to promote a dialogue among scholars and practitioners from diverse domains with leaders from the business, political, educational, and military arenas to stimulate original insights and basic theory regarding the emergence and development of authentic

leadership and followership (Avolio & Gardner, 2005). The following year, a special issue in *The Leadership Quarterly* was published on authentic leadership development with the aims of more clearly defining the construct domain and disseminating evidence regarding best practices for implementing such a leadership development strategy. Thus, articles selected for the review on authentic leadership was limited to articles published after 2004.

With regards to organizational justice, it was identified that research pertaining to organizational justice started many decades ago and two major reviews (Cohen-Charash & Spector, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001) summarizing research prior to 2000 were published in 2001. Since the two meta-analytic reviews summarized and synthesized the organizational justice research prior to 2000, the literature review on organizational justice was limited to articles published after 2000. If older literature or seminal work on the field were cited in the selected articles on both constructs, those cited articles were reviewed and became part of this review.

Leadership

Times are changing and so are our views on leadership (Dierendock, 2011), however successful leadership remains a key success factor for organizations; especially when their employees are motivated by that leadership to achieve organizational goals (Tsai, Cheng, & Chang, 2010). Leadership is one of the most researched topics in social sciences, most likely because of the strong impact leadership can have on organizational and individual outcomes (Avolio, Reichard, Hannah, Walumbwa, & Chan, 2009). The depth of leadership research contributed to numerous definitions and different ways for

understanding leadership. Based on their philosophical paradigm, every individual has a different take on what it means to be a leader. Drucker (1996) offered a simple definition of a leader as someone who has followers, but the reality can be more complex.

Leadership can be defined in many different ways. Bass and Stogdill (1990) defined leadership as successful influence of activities or behaviors of others that result in the attainment of goals. Kouzes and Posner (2010) defined leadership as an observable set of skills and abilities that inspires, models, empowers, and questions an established authority. Yukl (2012) defined leadership as influencing and facilitating individual and collective efforts to accomplish shared objectives. Northouse (2018) defined leadership as a process where leaders influence followers to accomplish collective goals. Northouse further pointed out that there are almost as many different definitions of leadership as there are people who have tried to define it. A glimpse of different perspectives on leadership can be found on a study conducted by Dinh (2014) and colleagues, where they examined 10 top-tier journals from 2000 -2012 and the found articles on 65 different leadership theories.

Early researchers (Mann, 1959; Stogdill, 1948; Fiedler, 1967; Hersey & Blanchard, 1969) attempted to define leadership from diverse perspectives, and their studies helped organizations understand the importance of leadership in the organization's overall performance. From their research, several theories have been developed based on different aspects of leadership, such as leadership characteristics (Mann, 1959; Stogdill, 1948), leadership behaviors (Fiedler, 1967), and situational variables (Hersey & Blanchard, 1969). When discussing leadership, the most often

utilized terminology is leadership style. Although there are various approaches and theories to leadership, they mostly fall under a leadership style. Leadership style relates to a specific behavior and will be influenced by the leader's aims and personality as well as their relationship and interaction with the team (Dulewicz & Higgs, 2005). There are numerous ways to classify leadership styles, Lewin, Lippitt, and White (1939) were among the early researchers on leadership styles and their research identified three specific styles of leadership. Levin and colleagues classified leadership styles to three types, 1) the authoritarian leadership, evaluates the actions of subordinates and oversees the outcome while remaining uninvolved in any of the actions, 2) democratic leadership which works in collaboration with staff to arrive at decisions, and 3) laissez-faire leadership, assumes no clear leadership role, offering advice and input only when asked. Further research lead to the advent of leadership styles such as transformational styles (Bass, 1985) and positive styles of leadership (Luthans & Avolio, 2003). It is important to note that leadership styles play a very significant role in the management of organizations. Therefore, successful leadership is a key success factor for organizations; especially when their employees are motivated by that leadership to achieve organizational goals (Tsai, Cheng, & Chang, 2010). Historically, attention has been given to the traits of effective leaders, and then to specific behaviors of effective leaders (Avolio et.al, 2004).

Early research on leadership was based on the study of people who were already great leaders and such studies followed the umbrella of Great Man Theory. Rooting from Great Man theory, the trait approach emphasizes that having a certain set of traits is

crucial for effective leadership, and the leader and the leader's traits are central to the leadership process (Northouse, 2018). From the beginning to the mid twentieth century, leadership research was dominated by attempts to show that leaders possessed some intrinsic qualities or characteristics that differentiated them from followers (Jago, 1982). According to Jago, the search was directed toward identifying the traits possessed by political, educational, military and industrial leaders (Gandhi, Napoleon, Hitler, Lincoln, Ford and so on) that would ultimately prove to be the essence of successful and effective leadership. Empirical research in the 1950's including the University of Michigan leadership studies and Ohio state leadership studies challenged the personal trait and unidimensional views of leadership (Johns & Moser, 1989). Both the University of Michigan study under the direction of Likert and Ohio State study under Stogdill identified two dimensions of leader behavior – a task-oriented axis or an interpersonal relations-oriented axis which were not mutually exclusive. Although not prominent, trait theories of leadership still gain research interest with the notion that traits can be treated as a precondition for successful leaders (Kirkpatrick & Locke, 1991). Kirkpatrick and Locke suggested that successful leaders are not like other people and that evidence indicates that there are certain core traits (drive, leadership motivation, honesty/integrity, self-confidence, cognitive ability, and knowledge of the business) which significantly contribute to leaders' success. Similarly, in a major research study on the characteristics of superior leaders, Kouzes and Posner (1987) asked 1,500 managers what personal traits or characteristics they admired most in their superiors and the most frequent responses were: integrity (is truthful, is trustworthy, has character, has convictions), (2)

competence (is capable, is productive, is efficient), and (3) leadership (is inspiring, is decisive, provides direction). Three decades later, Kouzes and Posner (2017) reaffirmed that despite all dramatic changes in the world, people look for certain traits (honest, competent, inspiring, and forward-looking) in their leaders. To summarize, leadership remains one of the most frequently researched topics in organizational science, most likely because of the strong impact leadership can have on organizational and individual outcomes (Avolio, Reichard, Hannah, Walumbwa, & Chan, 2009).

Since 1950's, various researchers focused their studies to determine whether leadership is a process or a personal quality while some other researchers group them based on the focal point of research - the leader, the follower, or their relationship (Graen & Uhl-Bien, 1995). Critiques of the leader trait paradigm prompted scholars to look beyond leader traits and consider how leaders' behaviors, relationships, and other situational factors predicted their effectiveness as a leader (Derue, Nahrgang, Wellman, & Humphrey, 2011). The more recent views of leadership consider things like social contribution of the leaders, effective motivational techniques, ethics and morality, transformational abilities to assist in change and adaptability, and the sociology of organization itself (Northouse, 2016). In a review of the theories of leadership, Dinh (2014) and colleagues identified a total of 66 different leadership theory domains which falls under 23 thematic categories and categorized into two main groups: established theories and emerging ones. The study found that leader-member exchange (LMX) theory has emerged as among the most successful approaches for studying organizational leadership. The central concept of the theory is that effective leadership

processes occur when leaders and followers are able to develop mature leadership relationships (partnerships) and thus gain access to the many benefits these relationships bring (Graen & Uhl-Bien, 1995). The main tenant of LMX theory is that, through different types of exchanges, leaders differentiate in the way they treat their followers (Dansereau, Graen, & Haga, 1975), leading to different quality relationships between the leader and each follower (Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016). Much of the success of the LMX can be attributed to the documented benefits resulted from positive relationships between leaders and followers (Croponzano, Dasborough, & Weiss, 2017).

Organizations need not only identify and select employees with novel and useful ideas or solutions concerning products, services, processes, and procedures, but also create contextual conditions that facilitate or promote creativity, and leadership is one such condition (Rego, Sousa, Marques, & eCunha, 2014). Economic, geo-political, and technological developments over the past few decades have placed demands on leaders that require them to be transparent, be aware of their values, and guide organizations with a moral/ethical perspective (Clapp-Smith, Vogelgesang, & Avey, 2009). Over the past couple decades, reviews of leadership theory also highlight that the future direction of leadership research must move away from a hierarchical, leader-centric approach to a more integrative and positive approach (Avolio, 2007; Dinh, et.al, 2014; Meindl, 1995). Youssef-Morgan and Luthans (2013) defined positive leadership as “the systematic and integrated manifestation of leadership traits, processes, intentional behaviors and performance outcomes that are elevating, exceptional and affirmative of the strengths,

capabilities and developmental potential of leaders, their followers and their organizations over time and across contexts”(p.199). Authentic leadership is a widely studied form of positive leadership, selecting and developing authentic leaders are a way to foster not only more virtuous organizations but also happier, psychologically stronger, and more creative and productive workers (Rego, Sousa, Marques, & Cunha, 2012). The context in which positive forms of leadership, especially authentic leadership came into prominence is described in the next sections.

Most extant theories until the new millennium failed to (sufficiently) investigate altruistic leader behaviors because extant theories assumed a hedonistic leader, rather than an altruistic one. Due to the emphasis and concern about credibility, believability, trustworthiness, ethics and morality in the behavior of leaders, managers, and their followers (Duignan & Bhindi, 1997), scholars and researchers started to focus on positive and effective styles of leadership (Kiersch & Byrne, 2015). Although introduced in the present millennium, leadership theories based on the ethical/moral values-based content of a leader's behavior have seen an impressive quantity of research within a short time frame. Research has suggested that positive leadership increases the performance of the members of the organization and their commitment, improves communication and interpersonal relationships, enables the creation of a positive working environment and stimulates innovation (Cameron, 2013). The emerging scholarship on positive leadership include numerous theories, some of them being transformational, authentic, servant, spiritual, moral and ethical leadership. Authentic leadership is viewed as a root concept or precursor to all other forms of positive leadership including transformational, ethical,

and servant leadership (Avolio & Gardner, 2005). The advent of work on authentic leadership came as a result of studies on transformational leadership, for example Bass and Steidlmeier (1999) contended that some transformational leaders are authentic whereas others are really pseudo transformational, thus not authentic. Some of the first applications of the construct of authenticity to leadership emerged within the fields of sociology and education (Avolio & Gardner, 2005) which is discussed in the next section.

Authenticity in Leadership

Starratt (1993) put forth the case for authenticity in leadership stating that the postmodern world requires a new kind of leadership, "a leadership grounded in the sober understandings and memories gained at such a cost in human lives and suffering. We need a leadership, therefore, able to critique the shortcomings, and the myths that support, the status quo. It has to be a leadership grounded in a new anthropology, an understanding of the human condition as both feminine and masculine, as multicultural, as both crazy and heroic, violent and saintly, and as embedded in and responsible to nature" (p.136). In the recent years, authenticity has become the gold standard for leadership, but a simplistic understanding of what it means can hinder the leader's growth and limit their impact (Ibarra, 2015). The concept of authenticity has its roots in Greek philosophy - "To thine own self be true" (Avolio & Gardner, 2005), and it was later used by humanistic psychology and it has recently been linked to certain areas of positive psychology (Blanch, Gil, Antino, and Rodríguez-Muñoz, 2016). Harter (2002) defined authenticity as being true to oneself, while Taylor (1991) maintained that

authenticity is about discovering and expressing oneself, being true to oneself and finding the design on one's own life. Avilio, Gardner, Luthans, May and Walumbwa (2004) simply defined authenticity as being loyal to oneself. Although definitions of authenticity abound, many suffer from the common mistake of confusing authenticity with sincerity (Erickson, 1995). According to Erickson, sincerity refers to the extent to which one's outward expression of feelings and thoughts are aligned with the reality experienced by the self, and therefore one's sincerity is therefore judged by the extent to which the self is represented accurately and honestly to others, rather than the extent to which one is true to the self.

Most discussions of authenticity begin and end with the idea that individuals have a set of values, and that these values are knowable (Freeman & Auster, 2011). However, from an organizational stand point, Painter-Morland (2008) stated that authenticity "allows for the fact that an individual's role may shift as he/she traverses the complex typography of an organization's various functional units and system of relations. Because it allows the individual to calibrate his/her role in relation to the various stakeholders with whom he/she is engaged, this view of authenticity involves a certain degree of perspectivism" (p. 214). And it is important to note that the utility of the interest in authenticity in leadership is not that it provided us with a list of behaviors we can try to develop or adopt in order to view ourselves or be seen as being 'authentic', nor that it provides us with general codes of ethics but that it opens up potential discussions of the value systems within which we operate – the philosophy of leadership

as it were, in a much more dynamic setting than the traditional transformational-transactional leadership debate (Lawler & Ashman, 2012).

Authentic Leadership

Authentic leadership represents a relatively new leadership framework stemming from the fields of leadership, ethics, positive psychology, and positive organizational behavior (Avolio, Gardner, Walumbwa, Luthans, & May, 2004; Luthans & Avolio, 2003). Hannah (2011) and colleagues noted that theorists, practitioners, and researchers who worked to shape the concept of authenticity in leadership focused on the leadership qualities fostering hope and optimism concerning collective goals. Accordingly, both the practitioner (George, Sims, McLean, & Mayer, 2007) and academic (Avolio, Gardner, Walumbwa, Luthans, & May, 2004) literatures have highlighted the importance of authentic leadership or the degree to which leaders remain “true to the self.” The concept of authentic leadership impels a radical shift in our mindset about the principles and functions of leadership and the efficacy of our leadership practice (Duignan & Bhindi, 1997). Greenleaf’s (1970) servant leadership framework and Block’s (1993) stewardship approach can be considered as the foundation for authentic leadership, where they challenged the conventional leadership paradigm based on self-interest, coercion, manipulation, dominance and patriarchal dependency. Block further (1993) argued that the search for an alternative to traditional approaches to leadership must begin by questioning the adequacy of the values and assumptions on which conventional leadership thrives: control, direction and dominance. Of the various forms of leadership associated with both helping and the development of moral values, authentic leadership

has been found to be particularly important (Gardner, Cogliser, Davis, & Dickens, 2011).

It is a general understanding that authentic leadership occurs when individuals enact their true selves in their role as a leader (Leroy, Anseel, Gardner, & Sels, 2015). However, it is evident from the extant literature that authentic leadership is conceptualized in many ways. Shamir and Eilam (2005) stated that authentic leaders are portrayed as possessing self-knowledge and a personal point of view, which reflects clarity about their values and convictions. The findings of Ilies, Morgeson, and Nahrgang (2005) support those of Shamir and Eilam, stating that authentic leadership process positively influences self-awareness and self-regulated positive behaviors on the part of both leaders and followers, and it stimulates positive personal growth and self-development. Authentic leadership behavior refers to the extent to which the leader is aware of and exhibits a pattern of openness and clarity and is consistent in their disclosure and enactment of personal values, motives, and sentiments (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008). George (2003), with a practitioner's viewpoint has described authentic leaders as those who are high in integrity and purpose, have unwavering core values, and show a strong commitment to all stakeholders.

Building upon the various definitions of authentic leadership (e.g., Gardner, Avolio, Luthans, May, & Walumbwa, 2005; Luthans & Avolio, 2003), Walumbwa and colleagues (2008) defined 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 and internalized moral perspective, balanced

processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development” (p. 94). Northouse (2018) further proposed three different viewpoints about authentic leadership – the intrapersonal perspective which focus on the leader and what goes on within the leader, the interpersonal perspective which outlines authentic leadership as a relational process by leaders and followers together, and the developmental perspective which view authentic leadership as something that can be nurtured in a leader, rather than as a fixed trait.

Although authentic leadership receives considerable theoretical support, more empirical research is necessary to understand the mechanisms through which authentic leaders influence effective employees' behaviors (Avolio & Mhatre, 2012). Luthans and Avolio (2003) defined authentic leadership as a process that combines positive leader capacities and a highly developed organizational context. Avolio, Walumbwa, and Weber (2009) defined authentic leadership as “a pattern of transparent and ethical leader behavior that encourages openness in sharing information needed to make decisions while accepting followers' inputs” (p. 423). Authentic leadership in organizations is 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” (p.243).

Ilies, Morgeson, and Nahrgang (2005) proposed a more focused four-component model of authentic leadership that included self-awareness, unbiased processing, authentic behavior/ acting, and authentic relational orientation. Shamir and Eilam (2005)

described authentic leaders as people who have the following attributes: (a) “the role of the leader is a central component of their self-concept, (b) they have achieved a high level of self-resolution or self-concept clarity, (c) their goals are self-concordant, and (d) their behavior is self-expressive” (p.399). Gardner, Avolio, Luthans, May, and Walumbwa's (2005) model focused on several distinguishing features associated with authentic self-regulation processes, including internalized regulation, balanced processing of information, relational transparency, and authentic behavior. To further explore the concept of authentic leadership; Walumbwa, Avolio, Gardner, Wernsing, and Peterson (2008) conducted a comprehensive review of the literature and interviewed groups of content experts to determine the components of authentic leadership. The research identified four components: - self-awareness, internalized moral perspective, balanced processing, and relational transparency. According to Northouse (2018), self-awareness refers to the process in which individuals understand themselves, including their strengths and weaknesses, and the impact they have on others, Internalized moral perspective refers to a self-regulatory process whereby individuals use their internal moral standards and values to guide their behavior rather than allow outside pressures to control them, balanced processing refers to an individual's ability to analyze information objectively and explore other people's opinions before making a decision, and relational transparency refers to being open and honest in presenting one's true self to others. Transparency does not mean that a leader share sensitive and confidential information, rather being open and trusting others. Shamir and Eilam (2005) suggested the following four characteristics of authentic leaders: (1) rather than faking their leadership, authentic

leaders are true to themselves; (2) authentic leaders are motivated by personal convictions, rather than to attain status, honors, or other personal benefits; (3) authentic leaders are originals, not copies; and (4) the actions of authentic leaders are based on their personal values and convictions. Therefore, leaders are deemed authentic when their actions are seen as consistent with their personal values and beliefs; and it is this authenticity that inspires positive outcomes (Steffens, Mols, Halam, & Okimoto, 2016).

As mentioned earlier, a lot of attention is being focused upon positive leadership forms, which creates the general concern of potential construct redundancy, which occurs when new theories of leadership with new behavioral constructs are promoted without evaluating their distinctiveness and usefulness compared to existing leadership approaches (DeRue, Nahrgang, Wellman, & Humphrey, 2011). The results of a meta-analytic review of authentic leadership and transformational leadership conducted by Banks (2016) and colleagues showed that a very large correlation exists between authentic leadership and transformational leadership which suggested the possibility of empirical redundancy. This is consistent with findings of Walumbwa, Luthans, Avey, and Oke (2011), and Riggio, Zhu, Reina, and Maroosis (2010) who discovered significant, positive relationships between authentic leadership and other positive forms of leadership. A more recent study conducted by Hoch, Bommer, Dulebohn, and Wo (2018) also found high correlation between transformational leadership and authentic leadership, but did not suggest that there is empirical redundancy between the two concepts. Hoch and colleagues pointed out that the moral and ethical components differentiate authentic leadership from other positive forms of leadership. And to that

extend, Bass's (1985) initial concept of transformational leadership which is often treated as the base of positive leadership studies posited transformational leaders as potentially virtuous or non-virtuous. Thus, authentic leadership can integrate transformational, charismatic, servant, spiritual or other forms of positive leadership; however, in contrast to transformational leadership in particular, an authentic leader may or may not have all the qualities that a transformational leader should possess (George, 2003). What makes authentic leadership different is that it highlights aspects of leadership (values, convictions, morality, & ethics) that have not been emphasized by classical theories of leadership and thereby suggests new directions for research and practice in leadership (Shamir & Eilam, 2005). And as such authentic leaders are those who create a positive organizational environment wherein business is conducted in an ethical and socially responsible manner (Cooper, Scandura, & Schriesheim, 2005).

The conceptual and empirical connections between authentic leadership and the attitudes and behaviors of followers is an area of research that has attracted great interest (Blanch, Gil, Antino, & Rodríguez-Muñoz, 2016). Gardner, Cogliser, Davis, and Dickens (2011) distinguished between qualitative and quantitative studies to identify the research strategies employed and found that most empirical studies support a direct link between authentic leadership and followers' outcomes. During the scale development and validation studies for the Authentic Leadership Questionnaire (ALQ; Walumbwa et al., 2008), authentic leadership was shown to positively predict organizational citizenship behaviors, organizational commitment, and satisfaction with supervisor. From other empirical studies, researchers confirmed authentic leadership as positively

related to identification with supervisor (Jiang & Men, 2017, Walumbwa, Wang, Wang, Schaubroeck, & Avolio, 2010), subordinate behaviors (Liu, Fuller, Hester, Bennett, & Dickerson, 2018), personal identification (Wong, Laschinger, & Cummings, 2010), team performance (Lyubovnikova, Legood, Turner, & Mamakouka, 2017) trust in leadership (Wong & Cummings, 2009), follower job satisfaction, organizational commitment (Jensen & Luthans, 2006; Walumbwa et al., 2008), follower work engagement (Hsieh & Wang, 2015; Walumbwa et al., 2008), follower job performance (Leroy, Anseel, Gardner, & Sels, 2015; Walumbwa et al., 2008), and components of well-being, including leader psychological well-being (Rahimnia & Sharifirad, 2015) and follower work happiness (Jensen & Luthans, 2006). Attaining most of the outcomes of authentic leadership is only possible when followers perceive leaders to be authentic (Clapp-Smith, Vogelgesang, & Avey, 2009).

Meindl (1989) observed that "an image of managers as interested in justice and the fair treatment of subordinate others in the execution of their roles is one that should be, but often is not represented or taken seriously" (p. 272). Research of the relationship between leadership and justice in the United States suggests that leadership is linked to organizational justice and individual outcomes (Pillai, Scandura & Williams, 1999). Increases in opportunities to express opinions have been shown to heighten subordinate perceptions of fairness and subordinates' evaluations of supervisors' leadership capabilities, especially when subordinates have low decision control (Tyler, 1986). Organizational leaders may be in a key position to maintain a just work environment that promotes norms for employees' constructive efforts in promoting organizational

functioning (Brown & Trevino, 2006). Therefore, leadership styles that cause employees to focus on justice will strengthen justice's effect on an employee's resulting behavior, whereas those leadership styles that channel employees' attention away from justice issues will, in contrast, diminish the justice-behavior relationship (Strom, Sears, & Kelly, 2013). According to Karam, Hu, Davison, Juravich, Nahrgang, Humphrey, and DeRue (2019), an increased understanding of the relationships between leadership and justice perceptions are important for two reasons : 1) employee-leader relationships are often characterized as social exchange relationships and are distinguished from other forms of exchanges by having expectations of longer-term, interdependent interactions that generate trust, reciprocal behaviors, and high-quality relationships; and 2) leader-focused justice commonly focus on research questions related to either (a) investigating the unique effects of leader-focused justice dimensions (i.e., procedural, distributive, interpersonal, informational justice) on organizational outcomes, or (b) exploring how(un)fair treatment attributed to a leader is similar to or different from (un)fair treatment attributed to others. The concept of organizational justice is reviewed in the next section.

Organizational Justice

The Western tradition of social justice stems from the writing and teachings of Aristotle and Plato, both whom worked towards understanding the principles of justice (Boyles, Carusi, & Attick, 2009). The ideas about justice and fairness in their writings influenced modern conceptions of social justice; however, the modern philosophical conception of social justice stems primarily from the work of John Rawls (1971, 2001).

Rawls's (1971) principles of justice is that all individuals have a right to (1) objective measurement whenever possible and preferable, (2) measurement practices that are relevant to their needs, and (3) measurement practices that are beneficial. Rawls's (1971) principles of justice state that a society's basic structures should be designed so that all individuals are granted the same rights and freedoms, all inequalities result from conditions of fair opportunity, and the distribution of unequal benefits always advances the position of the least well off. Thus, Rawls' ideas focused on institutionalized inequality and those that are the least advantaged, created a new space for scholars to further the ideals of creating a just society. According to Rawls, justice must be the dominant design principle for institutions that shape the very fabric of social life by structuring the terms of collaboration and the distribution of benefits. Rawls (1985) stated that two principles of justice serve as guidelines for how basic institutions are to realize the values of liberty and equality; "1) each person has an equal right to a fully adequate scheme of equal basic rights and liberties, which scheme is compatible with a similar scheme for all, and 2) social and economic inequities are to satisfy two conditions: first, they must be attached to offices and positions open to all under conditions of fair equality of opportunity; and second, they must be to the greatest benefit of the least advantaged members of society" (p.227). Thus, from a justice theory perspective many different kinds of things are said to be just and unjust: not only laws, institutions, and social systems, but also particular actions of many kinds, including decisions, judgments, and imputations (Rawls, 1971). Considering that social justice has been discussed as an issue of "justice as fairness" regarding the reconciliation of

liberty and equality (Rawls, 1971), organizational justice can be defined as the role of fairness in organizations and is closely related to employees' perceptions of fair treatment in the organization (Cohen-Charash & Spector, 2001). According to Cropanzano, Bowen, and Gilliland (2007), "organizational justice - members' sense of the moral propriety of how they are treated—is the 'glue' that allows people to work together effectively. Justice defines the very essence of individuals' relationship to employers" (p.34).

Origins of organizational justice research is rooted in moral philosophy that focuses on what societies should do and how people should treat each other; and has evolved into social science treatments of how people form judgments about such norms and react to perceived violations of perceived norms (Rupp, Shapiro, Folger, Skarlicki, & Shao, 2017). Due to the importance that individuals place on fairness, Rupp and colleagues further stated that organizational justice has been identified as one of the more dominant and frequently studied topics in industrial-organizational psychology, organizational behavior, and human resource management. Organizational justice scholars have identified at least three classes of events that are evaluated in terms of justice: outcomes, processes, and interpersonal interactions (Cropanzano, Byrne, Bobocel & Rupp, 2001). Organizational justice has always been a major focus of research due to its connection with numerous employee outcomes; satisfaction, commitment, engagement, trust and reduced levels of turnover (Martinson, Crain, DeVries, & Anderson, 2010). Social scientists have long recognized the importance of the ideals of justice as a basic requirement for the effective functioning of organizations

and the personal satisfaction of the individuals they employ (Greenberg, 1990). Justice is a subjective and descriptive concept in that it captures what individuals believe to be right, rather than an objective reality or a prescriptive moral code (Cropanzano, Bowen, & Gilliland, 2007). Rawls (1958) asserted that the fundamental idea in the concept of justice is fairness; and that every person (construed based on circumstance, it may be an individual, a nation, an organization, or the society as a whole) have a concept of justice, since in the life of every society there must be at least some relations in which the parties consider themselves to be circumstanced and related as the concept of justice as fairness requires. Rawls further summarize justice as a complex of three ideas: liberty, equality, and reward for services contributing to the common good. Drawing from Rawls's assertion, an organization should have a concept of justice by itself. Moreover, organizations are social systems and their life and stability is dependent on the existence of strong bonds between organization's constituent elements (Lotfi & Pour, 2013). According to Lotfi and Pour, justice is the key element in surviving and sustaining the development of the organization and one of its key constituents, the employees. Scholars studying organizational justice have been examining individuals' reactions, procedures, and relevant authorities (Colquitt, Greenberg, & Zapata-Phelan, 2005) for decades.

Various contemporary theorists have argued that organizational justice is anything from a single dimension to four dimensions. Drawing from the work of Homans (1958) and Adams (1965), *distributive justice* is considered as the original concept of organizational justice and deals with the fairness of outcomes including pay,

rewards, and promotions (Colquitt, Greenberg, & Zapata-Phelan, 2005). Thibaut and Walker (1975) conducted a series of studies on the fairness of decision-making processes, which contributed to the development of next dimension - *procedural justice*. Therefore, procedural justice is concerned with fairness issues about the processes used to determine outcomes. Bies and Moag (1986) observed that decision events actually have three facets: a decision, a procedure, and an interpersonal interaction during which that procedure is implemented. This led to the development of third dimension – *interactional justice* which refers to the fairness of interpersonal interaction. Bies and Moag argued that that interactional justice was fostered when relevant authorities communicated procedural details in a respectful and proper manner, and justified decisions using honest and truthful information. Some scholars expanded the communication criteria in interactional justice to a fourth dimension – *informational justice* which focused on justification and truthfulness in communication. Each of these dimensions are explained in the following sections.

Distributive Justice

Researchers call the first component of organizational justice distributive justice because it has to do with the allocations or outcomes that some get and others do not (Cropanzano, Bowen, & Gilliland, 2007). The foundations for distributive justice are rooted from equity theory and social exchange theory. Homans (1958) argued that, when individuals are in exchange relationships with others, they expect fair exchanges. Social exchange in an employment relationship may be initiated by an organization's fair treatment of its employees (Aryee, Budhwar & Chen, 2002). Employees expect a

fair exchange for their effort, which is normal expectation in an exchange relationship. The nature of exchange can be economic (salary) or social (recognition) in nature. Employees look to other employees within the organization and to their social circle to relate their experiences with the intention to determine the application of justice. Thus, distributions are (deemed to be) fair to the extent that rewards are proportionally matched to contributions, and as such distributive justice perceptions are then based on equity norms of allocation (Adams, 1965; Colquitt, 2001). Also, as pointed out by Blau (1964), there is a close relationship among an individual's previous experiences, expectations, and satisfaction with exchange relationships. Wang, Hinrich, Prieto and Howell (2013) suggested that perceived distributive justice might motivate employees to display appropriate work behavior so as not to cause any problem for the organization (conscientiousness and sportsmanship), but its effect might not be strong enough to motivate people to take the extra steps required to bring about benefits to the organization (civic virtue).

Building on the work on relative deprivation and expectations in exchange relationships, a more detailed theory was developed to explain how people determine outcomes they receive are fair. According to Adams (1965), distributive justice can be theorized in terms of equity, which means a perceived ratio of outcomes, by using the concept of investments and social exchange. Employees determine if they have been treated fairly by first examining the ratio of their inputs (effort, time, cognitive resources and so on) relevant to their outcomes (pay, promotions, opportunities for professional development and so on), and then comparing this ratio to the input-to-outcome ratio of a

referent other (Cropanzano, Byrne, Bobocel, & Rupp, 2001). However, equity theory only considers the outcomes people receive, which are typically material or economic in nature, when forming justice judgments. Also, the theory does not consider the effects of procedures on fairness evaluations and does little to outline the determinants of responses to unfair treatment (Folger & Cropanzano, 2001). Equity theory can be used to predict individuals' motivation and satisfaction under different conditions. Furthermore, when individuals perceive inequity, comparison with others plays a more important role than objective criteria. Cropanzano and Folger (1989) states that distributive justice is related to two different types of comparisons - one is the intrapersonal comparison of one's own outcomes, and the other is the interpersonal comparison between their and others outcomes. Due to the criticism of the focus on outcomes, some scholars introduced theory of equality into the realm of distributive justice. This notion of equality led to the controversial view that regardless of one's input, everyone should receive the same outcomes. Equity still remains the dominant paradigm of distributive justice, and most scholars acknowledge that other principles such as equality and needs are also useful ways in understanding distributive justice (Mayer, 2007). Thus, perceptions of distributive justice, the perceived fairness of outcomes, are based on an employee comparing the ratio of his or her inputs and outcomes to the inputs and outcomes of referent others. To summarize, the concept of distributive justice developed due to the fact that people were concerned not only about the outcomes, but also about the fairness of the outcomes.

Procedural Justice

Procedural justice is concerned with the fairness of the decision process leading to a particular outcome (Baldwin, 2006). Research on procedural justice evolved from equity theory (Adams, 1965), which is concerned with the fair distribution of resources. Procedural justice was developed from the assertion that the participants in the process viewed the procedure as fair if they perceived that they had process control (and sufficient time to sustain their case), process that was referred as fair process effect or voice effect (Vosloban, 2013). Procedural justice theory distinguishes between control over a decision outcome and control over the decision process and is particularly focused on the meaning of involvement in decision making (Thibaut & Walker, 1975). According to procedural justice theory, not only the outcomes that individuals receive, but also the fairness of the processes used to plan and implement a given decision, plays an important role when individuals perceive justice (Korsgaard, Schweiger, & Sapienza, 1995). The basic tenet of procedural justice – a voice in the development of an outcome enhances the perceived fairness in the workplace independent of the effects of its implementation (Greenberg, 2002). Therefore, procedural justice theory is concerned with the impact of the fairness of decision-making procedures on the attitudes and behavior of the people involved in and affected by those decisions. However, Tyler and Lind (1992) argued that individuals care about procedural justice because of the relational messages communicated through fair processes and further suggest that people seek identity-relevant information through interactions with leaders and that when

leaders demonstrate concern in the decision-making process, they convey socioemotional support as well as social standing through these interactions.

Leventhal, Karuza, and Fry (1980) stated that six procedural rules should be foundational in all allocation contexts: Procedures should (a) be consistent (consistency), (b) be without self-interest (bias suppression), (c) be based on accurate information (accuracy), (d) provide opportunities to correct the decision (correctability), (e) consider the interests of all concerned parties represented (representativeness), and (f) follow moral and ethical standards (ethicality). As described in the six procedural rules, fair procedures should rule the allocation of outcomes in the procedural justice theory. Procedural justice is beyond self-interest and therefore can outweigh distributive justice (Baldwin, 2006). For example, employees may be willing to accept an unwanted outcome if they believe that the decision process leading up to the outcome was conducted based on organizational justice principles. This specificity of procedural justice can be attributed to group value model (Lind & Tyler, 1988), where individuals value their group memberships and tend to follow fair procedures even in situations when they have to sacrifice personal gains, because justice originates from morality in a social context. Thus, procedural justice suggests that individuals evaluate fairness not just on outcomes, but also on fairness in the decision-making process and the ability to have voice in this process. Procedural justice explains to a great extent why employees are concerned about the procedures used to arrive at decisions along with the fairness and favorability of their outcomes.

Interactional (Interpersonal) Justice

Interactional justice was initially considered under the umbrella of procedural justice, it itself is significant enough to be considered as a separate dimension of organizational justice (Baldwin, 2006). Collie, Bradley, and Sparks (2002) argued that although procedural justice should mitigate the negative consequences of unfavorable exchange outcomes when social comparison information is not available, interactional justice should have a direct pervasive effect on outcome evaluation in social exchanges that involve extensive contact between exchange partners. Bies and Moag (1986) introduced the concept of interactional justice based on the argument that previous models of procedural justice had either neglected or confounded people's concerns about the fairness of the formal structure of decision procedures, with their concerns about the fairness of the interpersonal enactment of decision procedures. According to Bies and Moag, interactional justice (often termed as interpersonal justice) is associated with an individual's perceptions of fairness regarding the interactions with a decision-maker who is responsible for the process of the outcome allocation.

The key concepts of interactional justice identified by Bies and Moag are 1) truthfulness in information 2) respect in interactions 3) propriety in actions, and 4) justification of action. Thus, the explanation for interactional justice in the workplace can be grounded in social exchange theory and norm of reciprocity (Cropanzano & Mitchell, 2005). According to Brockner and Wiesenfeld (1996), interactional justice is most likely to occur when decision makers treat individuals with interpersonal dignity and provides subordinates with justifications or explanations. Holtz and Harold (2009)

have described interpersonal justice as encounter-based in that the social exchange transactions between leaders and subordinates occur frequently. Therefore, they argued that interpersonal justice is more salient than other forms of justice. Interactional justice typically has been operationalized as comprising two broad classes of criteria: (a) clear and adequate explanations, or justifications, and (b) treatment of recipients with dignity and respect (Cropanzano, Byrne, Bobocel, & Rupp, 2001). To summarize, the differentiation is that employees' interactional justice perceptions affected reactions toward organizations and interactional justice perceptions affected reactions toward supervisor.

Greenberg (1993) expanded on this line of thinking and argued that people have concerns about interpersonal treatment or social aspects of fairness not only during the enactment of procedures, but also during the distribution phase of the allocation sequence. This led to the refinement of interactional justice into two dimensions: interpersonal justice and informational justice (Greenberg & Cropanzano, 1993). The first dimension, interpersonal justice, corresponds to interpersonal behavior while the second dimension, informational justice, relates to the explanations given to individuals for why certain procedures are implemented. Interpersonal justice refers to concepts of respect and propriety while information justice relates to the concepts of justification and truthfulness (Bies & Moag, 1986). Most research on justice treats interactional justice as a third type of justice while distinguishing between its two sub-dimensions: interpersonal sensitivity and explanations. However, Colquitt (2001) supported four-factor structure of organizational justice as proposed by Greenberg - distributive, procedural,

interpersonal and informational justice as distinct dimensions. A meta- analysis of articles on organizational justice conducted by Colquitt, Conlon, Wesson, Porter, and Ng (2001) identified the different organizational justice sub dimensions as follows: (a) distributive justice, (b) procedural justice, (c) interpersonal justice, and d) informational justice. From the above we can infer that interactional justice have morphed into interpersonal justice, giving informational justice as a separate dimension of organizational justice.

Informational Justice

Informational justice was derived from the domain of interactional justice, and focuses on the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes are distributed in a certain fashion (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). As research on justice developed, it has become clear that fair process entails not only providing process control, but also providing information to justify the processes (Bies & Shapiro, 1988). Based on Bies and Moag's (1986) concepts of interactional justice, informational justice refers to the truthfulness and justification of information provided to employees. Informational justice is thought to consist of factors that enhance individual perceptions of efficacy of explanations provided by the organizational agents (Bies, 2001). Thus, informational justice focuses on the extent to which explanations are provided to people that convey information about why procedures were used or why certain decisions were made (Colquitt et al., 2001). From an organizational perspective, informational justice changes the reaction and receptivity of employees to procedures because information

and explanations help those affected to understand the underlying rationale for the procedures (Greenberg, 1990). To summarize, informational justice deals with the extent and effort made by the organization to justify decisions and procedures.

Group Level Justice Perceptions

Even though not a focus of this study, it is important to note that researchers have examined justice perceptions beyond the individual level of analysis, considering the role of justice perceptions at the group level, which has been termed justice climate (e.g., Colquitt, Noe, & Jackson, 2002; Naumann & Bennett, 2002). In an organization, members interact with each other, observe each other's behavior, and engage in collective sense making, a tendency that may ultimately lead to the development of shared perceptions on how to evaluate justice-triggering events (Naumann & Bennett, 2000). As Umphress, Labianca, Brass, Kass, and Scholten (2003) noted, "justice perceptions are not formed in isolation; rather, they are subject to the influences of those with whom we interact" (p.739). Justice climate is considered one form of organizational climate (Ostroff, Kinicki, & Tamkins, 2003), or the shared perception of a group of employees about the organization in terms of its policies, practices, procedures and rewards. The concept of justice climate can be traced to Mossholder, Bennett, and Martin's (1998) analysis of procedural justice in organizations and the term 'justice climate' was first coined two years later by Naumann and Bennett (2000). A key commonality across climate research is the idea of justice perceptions that are constructed through social interaction and shared among individual employees within a work group (Spell & Arnold, 2007).The occurrence of collective perceptions of justice

highlights the notion that justice climate may logically take place across any form of (in) justice, be it distributive, procedural, or interactional. Within justice climate research, only few scholars employ Colquitt's four dimensions model, whereas most of them continued to employ the original three-factor conceptualization (Li & Cropanzano, 2009)

All types of justice perceptions have been associated with a wide range of positive organizational outcomes in the literature. In their meta-analytic review, Cohen-Charash & Spector (2001) showed justice perceptions to be positively related to job performance (i.e., role performance) as well as organizational citizenship behaviors (i.e., extra-role performance, going beyond the job requirements to help the organization). Justice perceptions are also associated with positive organizational attitudes, including organizational commitment (Colquitt et al., 2001), job satisfaction (Greenberg, 2011), and inversely related to employee burnout, turnover, and work-related stress (Fox, Spector, & Miles, 2001; Judge & Colquitt, 2004). It is evident from the extant literature that organizational justice plays an important role in the organization, the organizational outcomes, and relationships within the organization.

Theoretical Foundations

The literature review provided substantial evidence that that organizational justice and authentic leadership can be attributed to positive organizational outcomes, and thus the next focus is on the theoretical foundation for the constructs. One theoretical framework that provide support for hypothesizing a relationship between authentic leadership and organizational justice is social exchange theory (Blau, 1964). Homans (1961) argued that, when individuals are in exchange relationships with others,

they expect fair exchanges. Social exchange theory is one of the most important paradigms for comprehending employees' attitudes. It is an important part of sociology (Blau, 1964) and social psychology (Homans, 1958; Thibaut & Kelley, 1959) and comprises a basis for theories in organizational behavior such as leader-member exchange (Gerstner & Day, 1997; Liden & Graen, 1980), authentic leadership (Walumbwa et.al,2004, Avilio et.al, 2004), organizational justice (Adams, 1965; Bies & Moag, 1986; Folger & Greenberg, 1985) and trust (Dirks & Ferrin, 2002). As researchers (Blau, 1964; Deconick, 2010) noted, social exchange involves two important facets — trust and fairness. Because fair exchange is an important aspect of social exchange theory, research has investigated the relationship between perceptions of organizational justice and employees' work attitudes (Cohen-Charash & Spector, 2001; Colquitt, et al., 2001). Trust is an important element in leadership and is gained through the reciprocal interactions of the parties involved in the relationship (Homans, 1958). Similar to the relationship between trust and leadership, trust and organizational justice are also linked (Aryee, Budhwar, & Chen, 2002).

When thinking about social exchange in an employment relationship, the employees expect a fair exchange for their effort, and the nature of exchange can be economic (salary) or social (recognition). Social exchange theory (Blau, 1964) posits that when individuals receive favorable noneconomic transactions from organizational agents, there is a natural drive, i.e., the norm of reciprocity, (Gouldner, 1960) to respond by providing something comparable back to the organization. However, initially, social exchange theory was focused on individual behavior, where after it was concentrated on

the exchanges of small-group members, and extended even further to the entire social structure (Blau, 1964; Homans, 1961). Researchers adopting the social exchange approach have focused more on the norm of reciprocity (Cropanzano & Mitchell, 2005) and found that followers are willing to reciprocate when treated fairly and with concern by their leaders (Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009). Thus, fair treatment will enhance the social exchange relationship and will increase the level of trust between the two parties. According to Blau (1964), positive exchange behavior relies on mutual trust, which forms the foundation of an ongoing relationship of exchange between one person or entity and the other. Social exchange theory (Blau, 1964) affirm that a realistic social relationship is likely to lead to gestures of goodwill being reciprocated, even to the extent of each side willingly going above and beyond the call of duty (Konovsky & Pugh, 1994). When applied to leadership, employees who perceive their leader to be authentic often feel as though they are the recipients of honest and trustworthy decision-making processes and outcomes, as well as moral and ethical treatment from their leader. In return, employees are likely to respond to high levels of authentic leadership with greater commitment to the organization (both in attitude and behavioral intent) and higher levels of performance (in addition to other forms of positive behavior towards the organization such as higher levels of citizenship behaviors, illustrated by Walumbwa et al., 2008).

Another common factor in the constructs of organization justice and authentic leadership is trust, which is an adhesive force linking people, processes, and the environment, and can therefore improve the rate of success. On the other hand, lack of

trust in supervisors and the organization has been found to influence a lack of engagement by employees in their work (Covey & Merrill, 2006). Rousseau, Sitkin, Burt and Camerer (1998) defined trust as a “psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another” (p. 395). Mayer, Davis, and Schoorman (1995) defined trust as “the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other party will perform a particular action important to the trustor irrespective of the ability to monitor or control that other party” (p.712). As we can infer from these definitions, social exchange relationships cannot develop in the absence of trust (Blau, 1964). Avolio et al. (2004) pointed out that employees’ trust in their leader is associated with their positive attitudes and behavior. Moreover, because authentic leaders exemplify high moral standards, integrity, and honesty, their favorable reputation fosters positive expectations among followers, enhancing their levels of trust and willingness to cooperate with the leader for the benefit of the organization (Avolio et.al). In their meta-analysis, Dirks and Ferrin (2002) suggested that when trust in leadership is well placed, authentic leaders guide in their actions through end values. To summarize, when employees identify with their supervisors, they will trust their supervisors and be willing to engage in their work (Wang & Hsieh, 2013). Studies have found that employee’s perception of organizational trust enhances when they are treated fairly (Bidarian & Jafari, 2012). According to Beugre (1998), all four dimensions of justice have positive relations with trust because when people feel that they are fairly treated, they will tend to have confidence in the organization and their managers.

Another established theoretical framework for explaining how people's reactions to justice may vary depending on a leader's behavioral style is leader fairness theory, also known as the contingency approach to leadership and fairness (De Cremer, 2006; De Cremer & Tyler, 2011). This theory posits that a leader's style will direct employees' attention either toward or away from matters of organizational justice (Strom, Sears, & Kelly, 2013). Storm, Sears and Kelly found that leadership styles that cause employees to focus on justice will strengthen justice's effect on an employee's resulting behavior, whereas those leadership styles that channel employees' attention away from justice issues will, in contrast, diminish the justice-behavior relationship. According to leader fairness theory, certain leader styles provoke self-focus, or a heightened attention to one's own needs and motives (De Cremer & Tyler, 2011). De Cremer and Tyler stated that if a leader's style elicits uncertainty about one's social self in the context of the workplace (e.g., uncertainty about one's standing, status, or reputation within the work group), this state of uncertainty incites an employee's intensified desire to seek justice-related information. This is consistent with the findings of social exchange theory that an important currency in social exchanges is the perceived fairness of leader (Wayne, Shore, Bommer, & Tetrick, 2002). Therefore, when employees perceive that leaders are fair, and when leader behaviors are attributed to the leader's benevolent intentions, employees infer that leaders are committed to them, and high-quality exchanges result (Erdogan, Liden & Kraimer, 2006). Palanski and Yammarino (2007) argued that fairness is an importance factor is authentic leadership, and that a gross lack of fairness may override any positive effects of integrity, and as such is a violation of moral values

which may override any positive effects of relational transparency or balanced processing. The authentic leader models the way and ensures justice and fairness for all. It is evident from extant research that that specific leadership styles significantly predict justice perceptions (Greenberg, 2011; van Knippenberg & De Cremer, 2008). Thus, the ability of authentic leadership to meet fairness criteria, builds upon the proactive research in organizational justice focusing on increasing fairness perceptions via organizational changes (Gilliland, 1994; Levy & Williams, 2004). To summarize, authentic leaders fully embrace the imperative of a healthy workplace environment, authentically live it, and engage others in the achievement (Kerfoot, 2006).

Another foundational concept that is common to authentic leadership and organizational justice is morality. According to fairness theory (Folger & Cropanzano, 2001; Folger, Cropanzano, & Goldman, 2005), moral accountability is a central feature to organizational justice and the formation of fairness judgments, and justice perceptions are largely grounded in basic moral and ethical assumptions regarding how others should be treated. Justice and morality are not synonymous concepts; however, justice perceptions and moral principles are partially overlapping constructs. Many events will be perceived as both just and moral (or neither just nor moral), though some events will be perceived as just but not moral or vice versa (Folger et al., 2005). Similarly, morality and ethics play an important (though not all-encompassing) role in authentic leadership. The extant literature states that authentic leaders behave in ways that demonstrate high levels of integrity and moral virtue (George, 2003; Luthans & Avolio, 2003). Having a positive moral perspective and a

heightened level of moral capacity was proposed early on as one of the central components of being an authentic leader (May, Chan, Hodges, & Avolio, 2003). According to May et al. (2003), authentic leaders are those who have developed the ability to make decisions and behave in ways that are ethically responsible to their stakeholders, and have a high level of moral perspective to recognize and successfully evaluate ethical issues. Authentic leadership involves a high level of moral capacity, moral courage, and moral capability, all of which can be developed with a well-designed leadership development program (May et al., 2003). In sum, morality is theorized to be at the heart of authentic leadership and is also a critical component of organizational justice, and this common foundation is proposed as one key reason why authentic leadership should predict high levels of organizational fairness.

Based on the premises of this literature review, this study proposed that authentic leadership- a type of leadership rooted in the idea of fairness leads to high levels of fairness in the organization. The review of literature showed that both authentic leadership and organizational justice (or lack thereof) are related to organizational outcomes. The theoretical foundations informed that the constructs of authentic leadership and organizational justice share some common philosophical underpinnings and arguments. A conceptual model of the relationship is shown below in Figure 1. The proposed model as depicted in Figure 1, shows authentic leadership having individual relationships with dimensions of organizational justice, and organizational justice as a whole. This study tested the relationships in the conceptual model on whether a relationship exist between authentic leadership and organizational justice.

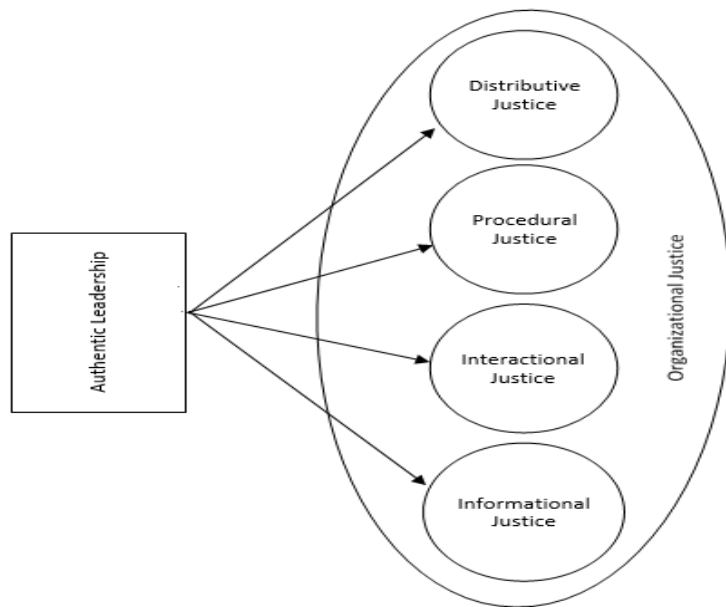


Figure 1. Conceptual model of relationship

Summary

An employee's relationship with his or her leader may be the single most powerful connection an employee can build in an organization (Hui, Lee, & Rosseau, 2004). Rupp and Cropanzano (2002) suggested that employee's perception of (in) justice is related to two sources - the first is immediate supervisor or manager who has a direct line of authority over the employee. The leaders can influence important outcomes for employees, such as pay raises or promotional opportunities which eventually leads to positive or negative employee behaviors. Employees might also attribute unfairness to the organization as a whole, because individuals often think of their employing organizations as independent social actors capable of justice or injustice. As confirmed in the literature review, it is certain that authentic leadership and organizational justice have an impact and a correlation with various organizational outcomes. By creating a

fair climate for followers and directly affecting individuals' perceptions of fairness in the workplace, authentic leaders promote the type of workplace that today's stakeholders demand (Kiersch & Byrne, 2015). Accordingly, a leader's authenticity and integrity must be recognizable to followers in order for these positive personal attributes to make a difference in the degree or nature of the leader's influence (Fields, 2007). Rupp and Aquino (2009) suggested that justice research is 'ripe for integrative application' (p. 208) with other theories so that more specific guidance can be given to leaders about how to promote fairness in the workplace.

Avolio and Gardner (2005) proposed that environments that provide open access to information, resources, support, and equal opportunity for everyone to learn and develop will empower and enable leaders and their associates to accomplish their work more effectively. As such, this study is meant to bridge the gap between the leadership and organizational justice literatures to further an understanding of the role of positive leadership style in creating fairness perceptions at individual levels. The population that is considered in this study is also unique, as this researcher found very minimal studies that measured how leadership, especially positive styles of leadership correlate to organizational justice in the context of hotel industry. The hotel industry is unique that it is capital and labor intensive, which means that they have to monitor their cost, but not at the expense of superior service to their customers. Being part of the largest industry in the world with majority of the operating costs related to employees, hotel industry leadership needs a focused attention on productivity without losing the virtues of fairness and ethics.

CHAPTER III

METHODOLOGY

This chapter discusses the methods used in the study, including the research design, dependent and independent variables, target population and sample, the instruments used for data collection, the data collection procedures, and data analysis using descriptive and inferential statistics. The purpose of this quantitative, non-experimental study is to determine the relationship between authentic leadership and justice perceptions of employees in the hotel industry. The study utilized quantitative correlational design utilizing valid and reliable instruments which were available in public domain or with copyright permission. The data for this study was collected using electronic surveys administered to hotel employees in the United States. The data collected was numeric and was analyzed using statistical software.

Research Design

The research design refers to the overall strategy chosen to integrate the different components of the study in a coherent and logical way, thereby, ensuring that the research problem is effectively addressed (De Vaus, 2001). The study approached the research questions from a quantitative, non-experimental, correlational research perspective. The study utilized the descriptive correlational design, which describe the relationship or association between two variables (Drummond & Murphy-Reyes, 2018). According to Grove, Burns, and Gray (2013), descriptive designs “may be used to develop theory, identify problems with current practice, *justify current practice, make judgments, or determine what others in similar situations are doing*” (p. 215). Thus, this

study obtained information concerning the current status of the phenomena and to describe "what exists" with respect to variables or conditions in a situation.

The purpose of this non-experimental quantitative correlational study was to determine the relationship between authentic leadership and organizational justice perceptions of employees' in the hotel industry. The study further tested the relationship between authentic leadership and the four dimensions of organizational justice (distributive justice, procedural justice, interactional justice and informational justice). The results would determine whether a particular dimension of organizational justice was more influenced by authentic leadership. Finally, the influence of demographic factors on the relationship between authentic leadership and organizational justice was studied.

Thus, through this study, it was the researcher's intention to provide an answer or insight to the following questions.

1. Is there a significant relationship between hotel employees' perception toward authentic leadership and organizational justice?
2. Is there a significant relationship between hotel employees' perception toward authentic leadership and distributive justice, procedural justice, interactional justice, and informational justice dimensions?
3. Is there a significant relationship between hotel employees' perception toward organizational justice, authentic leadership and their demographic background?

The study was cross-sectional in nature as the measurements on each respondent were made at one point in time. The study's conceptual model was tested with data from

employees working in the hotel industry in the United States, who responded to survey questions regarding their perceptions of their direct supervisor's leadership and level of fairness in organizations. Direct supervisors were chosen as the leaders in this study because research has shown that an employee's immediate supervisor is a greater determinant of employee behavior than higher level organizational leaders due to frequency in interaction and direct influence on each employee's work experience (De Coninck, 2010; Pillai, Schriesheim, & Williams, 1999).

Variables

Dependent and Independent Variables

The constructs to be measured for this study included authentic leadership and organizational justice. The independent variable for the study was authentic leadership and the dependent variable was hotel employee perception of organizational justice and its dimensions (distributive, procedural, interactional, and informational justice). The instruments used for measuring both organizational justice and authentic leadership are detailed in the next section. In this study, both the independent and dependent variables were quantitative, while all demographic variables were categorical and have at least two categories.

Demographic Variables

The demographic variables that were collected of the respondents of this study were the following: (a) age, (b) gender, (c) ethnicity, (d) educational level, (d) organizational tenure, and (e) functional area within the hotel. The categories of all demographic variables are detailed in the following paragraphs.

Gender

The question of gender with seemingly simple "female" and "male" options can pose a challenge for some individuals. Due to the heightened consideration for individuals who do not conform to the binary choice of gender and as a more inclusive approach, the study grouped the gender to three categories: - male, female, and non-binary.

Age Range

Age of the respondents is the most frequently collected and reported characteristics of persons in a wide variety of social, demographic and related economic statistics, and it is almost universally employed as a classification variable. A common ordinal measure of age is to group them based on generational labels, a self-identified generational study by Pew Research Center (2015) classified American adults to four distinct groups: *Millennials*, currently between the ages of 18 and 34; *Gen X*, between the ages of 35 and 50; *Baby Boomers*, aged 51 to 69, and the *Silent generation*, between 70 and 87. As mentioned before, hotel industry employs younger and older works, so the researcher determined to use the age categories from the Pew research center.

Ethnicity

The study follows Bureau of Labor Statistics (BLS, 2019) ethnicity groupings, which are 1) White, 2) Black or African American, 3) Asian, and 4) Hispanic or Latino. Researcher included another group which would be termed as "Others" for individuals who do not want to classify with the other four ethnic classifications by BLS. Thus, this study comprised of five ethnicity groupings.

Educational Level

Studies have found that education level had a significant effect on different dimensions of organizational justice at varying levels (Tessema, Tsegai, Ready, Embaye, & Windrow, 2014). A four-group categorization was used for this variable: (a) High School / Technical School; (b) 2 years college; (c) 3 - 4 years college (Bachelor's Degree); (d) 4 and above years of college (Master's and Doctoral Degree).

Organizational Tenure

Considering the high turnover rate in hotel industry and the peculiarities of hotel workforce, the organizational tenure data was classified into 4 distinct groups: a) 1-3 years (beginner), 4-10 Years (experienced), 10 -20 Years (expert), and 4) more than 20 years (expert veteran).

Functional Area

The grouping was broadly classified into two based on customer interactions—Front of the House and Back of the House. The front of the house refers to all actions and areas that a customer will be exposed to during their stay such as the lobby and dining area. The back of the house refers to those operations of the hotel that deal with housekeeping, food, and engineering, and which are seldom observed by guests.

Instrumentation

The study used validated and reliable attitudinal measures to assess the variables under investigation. Both constructs were measured using multi-item scales that had been developed and used widely in the United States, and were available on public domain / with copyright. The decision to use existing instruments were made because

research has found that in most cases the optimistic and to some extent naive expectations of researchers are unfulfilled by the development of a new instrument whose flaws are potentially similar to or even greater than the ones found in existing instruments, but with an additional aggravating factor: the possibility of comparing the results of a study performed with the newly developed instrument to those of previous studies employing other measuring tools is, at least initially, nonexistent (Bastos, Duquia, González-Chica, Mesa, & Bonamigo, 2014). Bastos and colleagues recommended developing new instruments only when there are no other options for measuring the phenomenon in question or when the existing ones have huge and confirmed limitations. The selected instruments described below were frequently used, but that was not the only criteria, careful consideration was given with respect to how the instrument was developed, what the instrument measured, what populations with which the instrument has been used, and how the instrument needs to be administered (Birmingham & Wilkinson , 2003). The instruments used for this study are detailed in the next section.

Authentic Leadership

Participants rated their direct supervisor in terms of perceived authentic leadership using the 16 item Authentic Leadership Questionnaire (ALQ; Avolio, Gardner & Walumbwa, 2007). The ALQ was developed to assess self- or other-rated perceptions of authentic leadership behavior and is copyrighted. The permission to use the instrument was obtained from Mindgarden Inc. The four dimensions of the ALQ (self-awareness, relational transparency, balanced processing, and internalized moral

perspective) are viewed as equal components of the higher order authentic leadership construct. Avolio, Gardner, and Walumbwa (2007) followed a systematic and theory-driven scale development process, used confirmatory factor analysis to show that the ALQ does indeed capture four dimensions and one higher-order construct of authentic leadership, showed that the ALQ measured distinct concepts from transformational and ethical leaderships, and illustrated the predictive validity of the ALQ by relating scores to follower behaviors and supervisor-rated performance. Participants rate sixteen behaviorally-based leadership statements by indicating how frequently each statement fit their supervisors' leadership style. Ratings were made according to a five-point Likert-type scale where 0 = not at all and 4 = frequently if not always.

Sample Items

This section includes questions about your direct supervisor (i.e., manger or team leader) and his or her style, as you perceive it. Please judge how frequently each statement fits his or her leadership style, in general.

In general, my supervisor

0 = not at all, 1 = once in a while, 2 = sometimes, 3 = fairly often, 4= frequently or always

- 1. Says exactly what he or she means 0 1 2 3 4
- 2. Displays emotions exactly in line with feelings 0 1 2 3 4
- 3. Demonstrates beliefs that are consistent with actions 0 1 2 3 4

The requirements from the copyright holder was that only partial reprinting of items is legally permitted because ALQ is proprietary for non-academic purposes. The partial

survey for ALQ is provided in the Appendix A and the permission to use the instrument is provided in Appendix E.

Organizational Justice

Organizational justice was measured using Colquitt's twenty item organizational justice scale which is available in the public domain. Colquitt's (2001) initial scale development and validation study provided evidence of construct validity via predictive validity, and the wide body of justice research in the past decade has further strengthened the evidence for these four scales as valid measures of the four intended justice types – distributive, procedural, interactional, and informational (Greenberg, 2011). Greenberg also stated that Colquitt's (2001) measures are among the most widely used by organizational justice researchers. Perceptions of organizational justice were assessed with Colquitt's (2001) measures of distributive justice (four items), procedural justice (seven items), informational justice (four items), and interpersonal justice (five items). Each item asked the extent to which a given fairness criteria is perceived by the participant, with responses given on a five-point Likert-type scale where 1 = to a small extent and 5 = to a large extent.

Sample Items

The questions below refer to the procedures your supervisor uses to make decisions about *pay, rewards, evaluations, promotions, assignments*, etc.

To what extent.....

1= To a Very Small Extent, 2=To a Small Extent, 3=To a Moderate Extent, 4=To a Large Extent, 5=To a Very Large Extent.

Procedural Justice

1. Are you able to express your views during those procedures? 1 2 3 4 5

2. Can you influence the decisions arrived at by those procedures? 1 2 3 4 5
3. Are those procedures applied consistently? 1 2 3 4 5
- A full list of items for this construct is provided in the Appendix B

Reliability of Instruments

Reliability refers to the degree that a set of survey questions measure a similar characteristic. When searching for an appropriate survey instrument, Cronbach's alpha is one of the most frequent reported statistics used to measure reliability. Reliability concerns the extent to which a measurement of a phenomenon provides stable and consistent results (Carmines & Zeller, 1979). The most commonly used internal consistency measure is the Cronbach Alpha coefficient. Cronbach's Alpha is viewed as the most appropriate measure of reliability when making use of Likert scales (Whitley, Kite, & Adams, 2013). Applying George and Mallery's (2016) guidelines, the survey scales should at least meet the acceptable threshold of internal consistency ($\alpha = .70$). Hinton, McMurray, and Brownlow (2014) suggested four cut-off points for reliability, which includes excellent reliability (0.90 and above), high reliability (0.70-0.90), moderate reliability (0.50-0.70) and low reliability (0.50 and below). Previous studies utilizing the ALQ have consistently reported Cronbach alpha for authentic leadership around .90 (Kiersch & Byrne, 2015; Rego, Sousa, Marques, & Cunha, 2012; Walumbwa et.al, 2008) which denotes excellent to high reliability. Similarly, previous studies have consistently reported Cronbach alpha for the four dimensions of organizational justice fall around .85 to .93 (Kiersch & Byrne, 2015; Nadiri & Tanova, 2010; Ambrose & Schminke, 2009).

Validity of Instruments

Validity is considered to be present in an instrument, procedure or research as a whole, when they produce results that reflect what they initially aimed to evaluate or measure (Carmines & Zeller, 1979). The three primary measures of validity for data collection instruments are content validity, criterion validity, and construct validity.

Construct validity is the degree to which an instrument measures the trait or theoretical construct that it is intended to measure. The best way to test and validate an instrument for face value is to analyze similar studies using that instrument (Creswell, 2009).

Walumbwa et al. (2008) supported the construct validity of the ALQ via three separate studies in their initial scale development and validation research. Specifically,

Walumbwa et al. (2008) followed a systematic and theory-driven scale development process, used confirmatory factor analysis to show that the ALQ does indeed capture

four dimensions and one higher-order construct of authentic leadership, showed that the ALQ measured distinct concepts from transformational and ethical leaderships, and

illustrated the predictive validity of the ALQ by relating scores to follower behaviors and supervisor-rated performance. Colquitt's (2001) initial scale development and validation

study provided evidence of construct validity via predictive validity, and the wide body of justice research in the past decade has further strengthened the evidence for these four

scales as valid measures of the four intended justice types (Greenberg, 2011). As,

mentioned, the two instruments used in this study had been previously validated

independently, but they were combined in this study. Therefore, it was prudent to use

exploratory factor analysis (EFA) to cross-validate the instruments in order to consider

possible changes to the internal structure of the constructs. In this study, EFA was deemed appropriate because the items drawn from previously validated instruments were being used in a unique context and had not previously been studied in conjunction with each other. The EFA results and analysis are presented in the results.

Human Subject Protection

Prior to beginning the data collection from the participants, the researcher received the approval from Texas A&M University Institutional Review Board (TAMU IRB) to conduct the study (Appendix D). Additionally, University of Houston IRB (UH IRB) reviewed this research and provided the release to TAMU IRB because UH was a site for this research. In order to protect the rights of the participants and their confidentiality, data collection did not begin until the researcher received approval from TAMU IRB. The survey included the information sheet approved by TAMU IRB, which provide brief and clear information on the essential elements of the study: what the research is about, the voluntary nature of involvement, what will happen during and after the research has taken place, the participants responsibilities, the potential risks, inconvenience or restrictions balanced against any possible benefits and the alternatives. The information sheet provided details that allowed the participant to decide whether the study is of interest to them and whether they wish to read and discuss it further.

Study Sample

Quantitative research predominantly assumes a positivist world view and emphasizes the importance of generalizability and reliability (Henn, Weinstein, & Foard, 2006). A population is a group of individuals that conforms to specific criteria and

common characteristics (Creswell, 2009). The population under this study are employees working in hotel industry in the United States. The sample selection for this study can be classified under the general category of convenience sampling, a type of non-probability or non-random sampling where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study (Etikan, Musa, & Alkassim, 2016). Convenience sampling is often regarded as the most common sampling method in quantitative studies in organizations because it is based on easy availability and accessibility to select sample members (Passmore & Baker, 2009).

The common notion is that the bigger the sample the better, but constraints of time and financial resources require researchers to determine a relevant sample size. Additionally, for generalizability and repeatability, identification of sample size is essential. The intention of sampling is to select individuals who are a good representation of a larger population so that researched study outcomes can be generalizable to that population (Creswell & Clark, 2018). The sample selected for this study was derived from individuals employed in the hotel industry in United States. Having an acceptable sample size help reduce sampling errors and allow inferences to be made about the population under study. Another reason to accurately calculate the required sample size include achieving statistically significant result and ensuring research resources are used efficiently and ethically (Burmeister & Aitken, 2012). According to Smith (2016) important considerations for determining the sample size is the population size, margin of error (confidence interval), confidence level and standard

deviation. Qualtrics has recommended using this strategy to determine sample size and as such the researcher determined to use the following calculation. If the population is approximated, Smith suggest the following equation to determine sample size

$$\text{Necessary Sample Size} = (Z\text{-score})^2 * \text{StdDev} * (1 - \text{StdDev}) / (\text{margin of error})^2$$

The researcher chose the 95% confidence level, .5 standard deviation, and a margin of error (confidence interval) of +/-7.5%. These assumptions or deliberate choices are made on the assumption that the data collected will be normally distributed.

$((1.96)^2 * .5(.5)) / (.075)^2 = 170.73$. Based on the calculation, a minimum sample size of 171 is determined for the study.

Data Collection Procedures

The data collection method was structured and consistent, using a web-based questionnaire with close-ended statements. Participants for this study were recruited in two ways, first the researcher invited undergraduate and graduate students enrolled in hospitality management courses and were employed in hotels to participate in the study. The students include regular or online students enrolled in one of the premier hospitality programs in the world and the institution is located in United States. This population of students worked across the United States with different hotel organizations and worked different types of jobs. The faculty of the hospitality program advised the students about the importance of the study and instructed the students to recruit their colleagues at work (if possible). Snowball sampling is undertaken when a qualified participant shares an invitation with other subjects similar to them who meet the criteria defined for the targeted population (Berg, 2006). Secondly, leaders of professional / trade organizations

in hotel industry (Greater Houston hotel and lodging Association and Texas hotel and lodging association) were contacted through common acquaintances. The organization's leaders were appraised of the purpose of the study and its relevance, and upon their agreement an email invitation to participate in the study was forwarded to all members in the organization by the organizational leaders. The organizations membership consists of hotel organizations in Texas.

All potential participants in the study were sent an email invitation crafted by the researcher either directly by the researcher, or a forwarded email from their faculty, organization's leader, or a participant. This informed consent form (Appendix C) at the beginning of the survey contained an overview of the study, contact information for the researcher and research superior, as well as all information required by the TAMU IRB to ensure the rights, safety and confidentiality of human participants. The email invitation contained the link to the online survey which participants accessed to complete all survey items. The online survey took approximately 15 minutes to complete, and was accessible from any computer with an internet connection. As an incentive and gesture of gratitude to participants, each participant had the opportunity to enter his or her name (any name and any email) into a drawing with the chance to win one of the four \$25 e-gift certificates provided by the researcher.

Data Analysis

The data analyses process for this study was as follows. First, the descriptive statistics were reported for the independent, dependent, and demographic variables. Descriptive statistics summarized the given data set, and the reported statistics are

measures of central tendency and measures of variability. Then correlation matrix was presented to show correlations and the reliabilities among the constructs. When researchers want to examine the relationship between two quantitative sets of scores (at the interval or ratio levels), they compute a correlation coefficient. The most widely used coefficient is the Pearson product-moment correlation coefficient, whose symbol is r , usually called the Pearson r (Patten, 2012). Paired scores were correlated in order to obtain a correlation coefficient, using the Pearson product-moment correlation coefficient. Finally, a multiple regression analysis was conducted in two steps by first entering the demographic variables as predictor variable, and then adding authentic leadership as a predictor. Table 1 shows a summary of the data analysis procedures followed in this study.

Table 1

Data Analysis Procedures

Research Questions	Variables and Level of Measurement	Statistical Tools to Analyze Data
1. Is there a significant relationship between hotel employees' perception toward authentic leadership and organizational justice?	Employee perception toward organizational justice is the dependent variable where measurement scale is ordinal, but variable treated as continuous. Hotel employee perception toward authentic leadership is the independent variable and is measured as continuous variable.	Descriptive statistics (frequencies, Mean, Standard deviation). Assumption of normal data distribution, Pearson's correlation coefficient would be used to determine the correlation

Table 1, Continued

Research Questions	Variables and Level of Measurement	Statistical Tools to Analyze Data
2. Is there a significant relationship between hotel employees' perception toward authentic leadership and distributive justice, procedural justice, interactional justice, and informational justice dimensions?	Hotel employee perception toward distributive justice, procedural justice, interactional justice, and informational justice are the dependent variable where measurement scale is ordinal, but variable treated as continuous. Hotel employee authentic leadership is the independent variable and overall authentic leadership score is independent and continuous.	Descriptive statistics (frequencies, Mean, Standard deviation). Assumption of normal data distribution, Pearson's correlation coefficient would be used to determine the correlation
3. Is there a significant relationship between hotel employees' perception toward organizational justice, authentic leadership and their demographic background?	Authentic leadership and demographic variables are independent, measured at nominal level. The dependent variable is organizational justice	Hierarchical multiple regression analyses to explain the differences due to demographic variables after the correlations are determined

Summary

Chapter 3 contains an explanation of the research procedures for the study of the relationship between authentic leadership and organizational justice in hotel industry.

Although the researcher considered the use of other research methodologies, the selected option for this study was the use of a quantitative survey-design approach. The researcher restated the purpose statement and research questions, explained the research

design, identified the instrumentation used, and explained the validity and reliability of the instruments, followed by an outline of the data collection and data analysis procedures. The researcher further discussed the statistical operations used to understand the relationship between authentic leadership behaviors on organizational justice perception among hotel employees. Chapter 4 contains a detailed report of the findings from this research study using descriptive and inferential statistics, followed by Chapter 5, which contains a summary of the key findings, implications for practice, and recommendations for further research.

CHAPTER IV

RESULTS

The purpose of this non- experimental quantitative correlational study was to determine the relationship between authentic leadership and organizational justice as perceived by employees in the hotel industry. The data for this study were collected using an online survey administered using Qualtrics. The survey data was analyzed using the Statistical Package for the Social Sciences (SPSS Statistics 25) software to determine the frequency, percentage distributions, the corresponding correlations between the independent and dependent variables, and to test the hierarchical multiple regression model. The survey email was directly sent to 420 participants with a request to recruit to forward the survey to any hotel employees. Of the study subjects contacted, 264 individuals responded to the survey out of which 92 were incomplete/ partial responses. An accurate response rate could not be calculated due to the use of snowballing technique, however the survey completion rate of those participated in the survey was 65.15 percent (n = 172).

This primary purpose of this study was to determine whether a relationship exist between authentic leadership and organizational justice as perceived by hotel employees by answering the following research questions: -

1. Is there a significant relationship between hotel employees' perception toward authentic leadership and organizational justice?

2. Is there a significant relationship between hotel employees' perception toward authentic leadership and distributive justice, procedural justice, interactional (interpersonal) justice, and informational justice dimensions?
3. Is there a significant relationship between hotel employees' perception toward organizational justice, authentic leadership and their demographic background?

Statistical analyses were done to answer the research questions and the results of the analyses are reported in two parts. First, descriptive statistics and reliabilities of the measurements are reported. Second, inferential statistics are reported using the correlations and hierarchical multiple regression results. An alpha (significance) level of .05 was set for all statistical analysis ($p < .05$).

Descriptive Statistics

A total of 42 survey questions were used in this study, which is comprised of 16 items for authentic leadership, 20 items for organizational justice, and 6 items for demographic variables. This section presents descriptive statistics (means, standard deviations and frequencies) of the variables under study.

Demographic Variables

Table 2 shows the distribution of participant's answers to the demographic questions. The participants of this study were individuals employed in hotels across United States, primarily in the State of Texas. The demographic variables included in the study are the following: (a) gender, (b) age, (c) ethnicity, (d) educational level, (e) organizational tenure, and (f) functional area. Of the sample of 75 were male, and 96 were female, which was a corresponding distribution of 43.60% and 55.81%

respectively. One participant (.58 %) selected the non-binary gender. The age range of participants that had the highest level of participation was 18 to 34 years (n=122, 70.93%) followed by 35 to 50 (n=33, 19.19%). The majority of the study participants were White (n=71, 41.52%) followed closely by Asian (n= 49, 28.65%) and Hispanics (n=41, 23.98%). The maximum response for education level attainment for hotel employees who responded to this survey were 4 years college (n=81, 47.09 %). For organizational tenure, 66 participants (38.37%) were employed with the organization between 4- 10 years, which was closely followed by 65 (37.79%) participants who stated their experience between 0-3 years. 69.05 percent (n= 116) of the participants reported that they worked in the front of the house with high guest interaction while the rest worked in the back of the house with minimal to no guest interaction.

Table 2

Participant Demographics

Participant Demographics	Frequency	Percent
<i>Gender</i>		
Male	75	43.60
Female	96	55.81
Non-Binary	1	0.58
<i>Age Range</i>		
18 - 34	122	70.93
35 - 50	33	19.19
51 - 69	17	9.88
70 - 87	N/A	N/A
<i>Ethnicity</i>		
White	71	41.52
Black or African American	5	2.92
Asian	49	28.65

Table 2, Continued

Participant Demographics	Frequency	Percent
Hispanic or Latino	41	23.98
Others	5	2.92
<i>Educational Level</i>		
High School / Technical School	17	9.88
2 Year College	39	22.67
Bachelor's Degree	81	47.09
Master's Degree and Above	35	20.35
<i>Organizational Tenure</i>		
0 -3 Years	65	37.79
4-10 Years	66	38.37
10-20 Years	19	11.05
20+ Years	22	12.79
<i>Functional Area</i>		
Front of the house	116	67.44
Back of the house	52	30.23
No response	4	2.33

Note. $n = 172$

Means, standard deviations, and alpha coefficients were calculated for the independent and dependent variables and are shown in Table 3.

Authentic Leadership

As shown in Table 3, the hotel employees responded to this study showed a moderately high perception of authentic leadership by their managers ($M = 2.78$, $SD = 0.92$). As far as internal consistency of the scale is concerned, the analysis indicates high degrees of internal consistency (Cronbach's $\alpha = .962$).

Table 3

Summary of Perceptions of Authentic Leadership

Survey Construct	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>	<i>Cron. α</i>
Authentic Leadership	0	4	2.78	0.92	.962

Note. $n = 171$

Organizational Justice

As shown in Table 4, the hotel employees responded to this study perceived moderately high perception of organizational justice ($M = 3.4$, $SD = 0.95$). Among the dimensions of organization justice, employees perceived higher levels of interpersonal justice ($M = 4.03$, $SD = 0.97$) and informational justice ($M = 3.55$, $SD = 1.11$) compared to distributive ($M = 3.10$, $SD = 1.11$) and procedural justice ($M = 3.12$, $SD = 1.05$).

Organizational justice and its dimensions showed high levels of internal consistency, with Cronbach's alpha ranging from .926 to .966.

Table 4

Summary of Perceptions of Organizational Justice

Survey Construct	<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>	<i>Cron. α</i>
Organizational Justice	1	5	3.40	0.95	.966
Distributive Justice	1	5	3.10	1.11	.949
Procedural Justice	1	5	3.12	1.05	.926
Informational Justice	1	5	3.55	1.11	.944
Interpersonal Justice	1	5	4.03	1.07	.946

Note. $n = 171$

Exploratory Factor Analysis

Even though validity and reliability had been previously established for each of the instruments used in this study, an exploratory factor analysis was conducted to determine how the items utilized in this study related or loaded onto various constructs. As shown in Table 5, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity were utilized to ensure whether the sample data met minimum criteria for factor analysis. Kaiser (1974) recommended values greater than 0.5 as acceptable. However, Hutcheson and Sofroniou (1999) stated that values between 0.5 and 0.7 are mediocre, values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are the best.

Table 5

Kaiser-Meyer-Olkin Measure and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.944
Bartlett's Test of Sphericity	Approx. Chi-Square	6518.89
	df	630
	Sig.	.000

The KMO for the combined items (KMO=.944) in this study exceeded the .9 value, therefore factor analysis is appropriate for these data. Similarly, a significant Bartlett test implies that the correlation matrix is not an identity matrix; therefore, there are some relationships between the variables that can be included in the analysis

(Tabachnick & Fidell, 1996). For these data, Bartlett’s test is highly significant ($p < 0.001$), and therefore factor analysis is appropriate.

Communalities were inspected to determine how well the solution (i.e., the constructs extracted) accounted for the variance of each item. The communalities in the column labelled extraction reflect the common variance in the data structure. So, for example, 76.8% of the variance associated with question AL1 is common, or shared variance. The communalities for the 36 items are shown in Table 6. Communalities exceeded the minimum criterion value of .30 (Warner, 2013), indicating that the variance in each item was sufficiently captured in the factor solution.

Table 6

Communalities

Item Description	Initial	Extraction
AL1: Authentic Leadership: My direct supervisor - Says exactly what he or she means	1.000	.768
AL2: Authentic Leadership:	1.000	.648
AL3: Authentic Leadership:	1.000	.678
AL4: Authentic Leadership:	1.000	.659
AL5: Authentic Leadership: My direct supervisor - Displays emotions exactly in line with feelings	1.000	.591
AL6: Authentic Leadership: My direct supervisor - Demonstrates beliefs that are consistent with actions	1.000	.741
AL7: Authentic Leadership:	1.000	.676
AL9: Authentic Leadership:	1.000	.683

Table 6, Continued

Item Description	Initial	Extraction
AL10: Authentic Leadership:	1.000	.587
AL11: Authentic Leadership:	1.000	.735
AL12: Authentic Leadership:	1.000	.813
AL13: Authentic Leadership:	1.000	.789
AL14: Authentic Leadership:	1.000	.764
AL15: Authentic Leadership:	1.000	.815
AL16: Authentic Leadership:	1.000	.769
OJDJ1: Organizational Justice: Distributive Justice - Do your pay and rewards reflect the effort you have put into your work?	1.000	.879
OJDJ2: Organizational Justice: Distributive Justice - Are your pay and rewards appropriate for the work you have completed?	1.000	.845
OJDJ3: Organizational Justice: Distributive Justice - Do your pay and rewards reflect what you have contributed to the organization?	1.000	.873
OJDJ4: Organizational Justice: Distributive Justice - Are your pay and rewards justified, given your performance?	1.000	.859
OJPJ1: Organizational Justice: Procedural Justice - Have you been able to express your views and feelings during those procedures?	1.000	.673
OJPJ2: Organizational Justice: Procedural Justice - Have you had influence over the payment and rewards arrived at by those procedures?	1.000	.752
OJPJ3: Organizational Justice: Procedural Justice - Have those procedures been applied consistently?	1.000	.759
OJPJ4: Organizational Justice: Procedural Justice - Have those procedures been free of bias?	1.000	.721
OJPJ5: Organizational Justice: Procedural Justice - Have those procedures been based on accurate information?	1.000	.755
OJPJ6: Organizational Justice: Procedural Justice - Have you been able to appeal the payment and rewards arrived at by those procedures?	1.000	.714
OJPJ7: Organizational Justice: Procedural Justice - Have those procedures upheld ethical and moral standards?	1.000	.681

Table 6, Continued

Item Description	Initial	Extraction
OJII1: Organizational Justice: Informational Justice - Has he/she been candid in his/her communications with you?	1.000	.796
OJII2: Organizational Justice: Informational Justice - Has he/she explained the procedures thoroughly?	1.000	.799
OJII3: Organizational Justice: Informational Justice Were his/her explanations regarding the procedures reasonable?	1.000	.771
OJII4: Organizational Justice: Informational Justice - Has he/she communicated details in a timely manner?	1.000	.746
OJII5: Organizational Justice: Informational Justice - Has he/she seemed to tailor his/her communications to individuals' specific needs?	1.000	.730
OJIPJ1: Organizational Justice: Interpersonal Justice - Has he/she treated you in a polite manner?	1.000	.882
OJIPJ2: Organizational Justice: Interpersonal Justice Has he/she treated you with dignity?	1.000	.877
OJIPJ3: Organizational Justice: Interpersonal Justice - Has he/she treated you with respect?	1.000	.858
OJIPJ4: Organizational Justice: Interpersonal Justice - Has he/she refrained from improper remarks or comments?	1.000	.667

Note: The item description for authentic leadership is not provided due to copyright restrictions

Exploratory factor analysis, via principal components analysis with varimax rotation produced five constructs, each with an eigenvalue equal to or greater than 1, for the combined 36-item survey. The total variance explained for the items in this study are presented in Table 7, and the first five components cumulatively account for the major proportion of the total variance (75.22%). However as seen from Table 3, rotation has the effect of optimizing the factor structure and one consequence for the data is that the relative importance of the five factors are equalized. Before rotation, component one accounted for considerably more variance than the remaining four (54.04% compared to 9.35, 5.02, 3.69, and 3.12%), but after rotation component one accounted for only

17.23% of variance (compared to 16.88, 15.68, 15.04, and 10.38 % respectively). For this study, all observed components with eigenvalues larger than their corresponding random eigenvalues are considered “significant” and thus defined a valid dimension and included.

Table 7

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	19.45	54.04	54.04	19.45	54.04	54.04	6.20	17.22	17.22
2	3.36	9.35	63.38	3.36	9.35	63.38	6.08	16.88	34.11
3	1.81	5.02	68.41	1.81	5.02	68.41	5.65	15.69	49.79
4	1.33	3.69	72.10	1.33	3.69	72.10	5.42	15.05	64.84
5	1.12	3.12	75.22	1.12	3.12	75.22	3.74	10.38	75.22

Extraction Method: Principal Component Analysis.

Note: Components with Eigenvalues below 1.0 not displayed

Even though the factor matrix did not have a clean factor structure, the factor loadings for the survey items clearly loaded onto distinct factors, the rotated component matrix for loadings across the five constructs is presented in Table 8. The factor loading values below .45 were suppressed, and cross-loading was reported for couple items but there was no major cross loading.

Table 8

Rotated Component Matrix

Item Description	1	2	3	4	5
AL1: Authentic Leadership	.798				
AL2: Authentic Leadership	.758				
AL3: Authentic Leadership	.754				
AL4: Authentic Leadership	.747				
AL5: Authentic Leadership	.677				
AL6: Authentic Leadership	.674				
AL7: Authentic Leadership:	.523				
AL8: Authentic Leadership:		.818			
AL9: Authentic Leadership:		.806			
AL10: Authentic Leadership:		.798			
AL11: Authentic Leadership:		.746			
AL12: Authentic Leadership:		.642			
AL13: Authentic Leadership:		.586		.472	
AL14: Authentic Leadership:	.495	.552		.465	
AL15: Authentic Leadership:	.482	.540			
AL16: Authentic Leadership:	.480	.523			
OJDJ1: Organizational Justice: Distributive Justice			.719		
OJDJ2: Organizational Justice: Distributive Justice			.692		
OJDJ3: Organizational Justice: Distributive Justice			.686		
OJDJ4: Organizational Justice: Distributive Justice			.672		
OJPJ1: Organizational Justice: Procedural Justice			.663		
OJPJ2: Organizational Justice: Procedural Justice			.657		
OJPJ3: Organizational Justice: Procedural Justice			.579		
OJPJ4: Organizational Justice: Procedural Justice	.476		.563		
OJPJ5: Organizational Justice: Procedural Justice	.471		.506		

Table 8, Continued

Item Description	1	2	3	4	5
OJPJ6: Organizational Justice: Procedural Justice				.774	
OJPJ7: Organizational Justice: Procedural Justice				.746	
OJIJ1: Organizational Justice: Informational Justice				.733	
OJIJ2: Organizational Justice: Informational Justice				.715	
OJIJ3: Organizational Justice: Informational Justice				.654	
OJIJ4: Organizational Justice: Informational Justice				.646	
OJIJ5: Organizational Justice: Informational Justice				.551	
OJIPJ1: Organizational Justice: Interpersonal Justice					.818
OJIPJ2: Organizational Justice: Interpersonal Justice					.809
OJIPJ3: Organizational Justice: Interpersonal Justice					.797
OJIPJ4: Organizational Justice: Interpersonal Justice					.784

The rotation confirmed that there were two constructs as originally proposed, but items did not load in each construct as expected for the dimensions of organizational justice. After carefully reviewing the items that loaded differently, the researcher decided to interpret the items to the original dimensions of organizational justice. Thus, based on the results of the exploratory factor analysis and review by the researcher, all the 36 items represented in the two original constructs of authentic leadership and organizational justice were retained.

Inferential Statistics

In the previous section the data was summarized and described. This section utilized inferential statistics to answer the research questions. The first research question

was analyzed using correlational analyses to determine whether a statistically significant relationship exist between authentic leadership and organizational justice as perceived by hotel employees. The independent variable for the study was authentic leadership and the dependent variable was organizational justice. The second question was analyzed also using correlation analysis to determine if there is a statistically significant relationship between authentic leadership and the dimensions of organizational justice (distributive, procedural, informational, and interactional (interpersonal) justice) individually. The interpretation of the correlation coefficients varies, for this study the interpretation of values was done using the ratings adapted from Evans (1996), as shown in Table 9 below.

Table 9

Interpretation of Values (Adapted from Evans, 1996)

From	To	Interpretation
0.00	0.19	A very weak degree of correlation
0.20	0.39	A weak degree of correlation
0.40	0.59	A moderate degree of correlation
0.60	0.79	A strong degree of correlation
0.80	1.00	A very strong degree of correlation

The third question for this study used hierarchical multiple regression analysis to determine whether the demographic variables (age, gender, ethnicity, educational level, organizational tenure, and functional area) significantly impact the relationship between authentic leadership and organizational justice.

Table 10 shown below present the correlations between the main constructs (authentic leadership and organizational justice) and demographic (authentic leadership, age, gender, ethnicity, educational level, organizational tenure, and functional area) variables. The correlations which indicated significant relationships are authentic leadership perceptions and organizational justice perceptions, authentic leadership perceptions and work experience, age and educational level, age and work experience, age and education, age and functional area, ethnicity and functional area, educational level and work experience, and educational level and functional area.

Authentic leadership and organizational justice showed a strong degree of correlation ($r = .720^{**}$) which means that those who have a high perception of their supervisor authentic leadership tend to have a higher perception of organizational justice. It is not surprising to have strong correlation between age and work experience ($r = .791^{**}$), because as age increases the work experience also increases. All other significant relationships (educational level and age, work experience and educational level, functional area and ethnicity, work experience and authentic leadership, and functional area and educational level) showed a weak or very weak degree of correlation. The correlation matrix presented in Table 6 simply depicts the interdependencies between the variables, and served as the basis for the analysis to follow. The presentation and analysis of data as it relates to each research question is presented in the following sections.

Table 10

Correlation Matrix

Variable	1	2	3	4	5	6	7	8
1. Authentic Leadership	-							
2. Organizational Justice	.720**	-						
3. Age	.035	-.111	-					
4. Gender	-.118	-.149	.041	-				
5. Ethnicity	-.050	-.083	-.034	.072	-			
6. Educational Level	-.072	-.055	.248**	.086	-.044	-		
7. Work Experience	.169*	-.080	.791**	.024	-.099	.221**	-	
8. Functional Area	-.034	-.135	.172*	-.139	.218**	.254**	.103	-
Mean	2.78	3.40	1.39	1.58	4.66	2.78	1.99	1.31
Standard Deviation	0.92	0.95	0.66	0.53	3.25	0.88	1.00	0.46

Note. n= 171

**Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Research Question 1

The main research question for the study asked: Is there a significant relationship between hotel employees' perception toward authentic leadership and organizational justice?

As shown in Table 11, the relationship between authentic leadership and organizational justice exhibited a strong degree of positive correlation at .72 with a confidence interval of 95% and a statistical significance of $p \leq 0.01$. This means the higher the employee's perceptions of authentic leadership, the higher their perception of overall organizational justice within the organization.

Table 11

Correlation between Authentic Leadership and Organizational Justice

		Organizational Justice	Authentic Leadership
Pearson Correlation	Organizational Justice	1.000	.720
	Authentic Leadership	.720	1.000
Sig.	Organizational Justice	.	.000
	Authentic Leadership	.000	.
N	Organizational Justice	171	171
	Authentic Leadership	171	171

** . Correlation is significant at the 0.01 level.

Research Question 2

The second question for this study asked: Is there a significant relationship between hotel employees' perception toward authentic leadership and distributive

justice, procedural justice, interactional (interpersonal) justice, and informational justice dimensions?

All the correlations indicated significant relationships ($p < .01$) among the constructs and moderate to strong degree of correlations which are further detailed below.

Authentic Leadership and Distributive Justice

As shown in Table 12, the relationship between authentic leadership and distributive justice shows a moderate degree of positive correlation at .51 with a confidence interval of 95% and a statistical significance of $p \leq 0.01$. The higher perceptions of authentic leadership only resulted in a moderate degree of distributive justice perceptions. The relationship between authentic leadership and distributive justice was the lowest when compared to other organizational justice dimensions.

Table 12

Correlation between Authentic Leadership and Distributive Justice

		Distributive Justice	Authentic Leadership
Pearson Correlation	Distributive Justice	1.000	.508
	Authentic Leadership	.508	1.000
Sig.	Distributive Justice	.	.000
	Authentic Leadership	.000	.
N	Distributive Justice	170	170
	Authentic Leadership	170	170

** . Correlation is significant at the 0.01 level.

Authentic Leadership and Procedural Justice

As shown in Table 13, the relationship between authentic leadership and procedural justice shows a strong degree of positive correlation at .61 with a confidence interval of 95% and a statistical significance of $p \leq 0.01$. Thus, it can be said that those who have higher perceptions of authentic leadership tend to have strong perceptions of procedural justice in the organization.

Table 13

Correlation between Authentic Leadership and Procedural Justice

		Procedural Justice	Authentic Leadership
Pearson Correlation	Procedural Justice	1.000	.606
	Authentic Leadership	.606	1.000
Sig.	Procedural Justice	.	.000
	Authentic Leadership	.000	.
N	Procedural Justice	171	171
	Authentic Leadership	171	171

** . Correlation is significant at the 0.01 level

Authentic Leadership and Informational Justice

As shown in Table 14, the relationship between authentic leadership and informational justice shows a strong degree of positive correlation at .77 with a confidence interval of 95% and a statistical significance of $p \leq 0.01$. The relationship between authentic leadership and informational justice was the highest in comparison with other justice dimensions.

Table 14

Correlation between Authentic Leadership and Informational Justice

		Informational Justice	Authentic Leadership
Pearson Correlation	Informational Justice	1.000	.771
	Authentic Leadership	.771	1.000
Sig.	Informational Justice	.	.000
	Authentic Leadership	.000	.
N	Informational Justice	171	171
	Authentic Leadership	171	171

** . Correlation is significant at the 0.01 level.

Authentic Leadership and Interactional (Interpersonal) Justice

As shown in Table 15, the relationship between authentic leadership and interpersonal / interactional justice shows a strong degree of positive correlation at .65 with a confidence interval of 95% and a statistical significance of $p \leq 0.01$.

Table 15

Correlation between Authentic Leadership and Interpersonal/Interactional Justice

		Interpersonal Justice	Authentic Leadership
Pearson Correlation	Interpersonal Justice	1.000	.650
	Authentic Leadership	.650	1.000
Sig.	Interpersonal Justice	.	.000
	Authentic Leadership	.000	.
N	Interpersonal Justice	171	171
	Authentic Leadership	171	171

** . Correlation is significant at the 0.01 level.

Research Question 3

The third question for this study asked: Is there a significant relationship between hotel employees' perception toward organizational justice, authentic leadership and their demographic background?

To answer this question, a hierarchical multiple regression analysis was conducted. Hierarchical regression was conducted to show whether the demographic and independent variables explain a statistically significant amount of variance in the dependent variables. Before conducting a regression analysis, the following assumptions for multiple regression were tested. The assumption of linearity should be met because regression model assumes a linear relationship between the independent and dependent variable. According to scatter plot, the independent variable (authentic leadership) has a linear relationship with the dependent variable (organizational justice). The assumption of minimal multicollinearity should be met because it means that independent variables should not be highly correlated with each other in order to better predict the dependent variable in the model. As shown in correlation matrix in Table 6, the independent variables do not highly correlate with each other. Also, the variance inflation factor (VIF) value is one (1) and the value of tolerance is also one (1) which eliminate the assumption of multicollinearity. Finally, the assumption of homoscedasticity should be met, which means that the variability of residual errors should be the same across all possible predicted values of the dependent variable. The scatterplot does not show a particular pattern or unusual vales which means the residuals are randomly scattered.

The hierarchical multiple regression was conducted in two steps. First, all the demographic variables age, gender, ethnicity, education, experience, and functional area were entered. In the second step, organizational justice was included. The model summary is depicted in Table 16.

Table 16

Hierarchical Multiple Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.242	.058	.023	.93209
2	.754	.569	.550	.63248

The multiple regression model with all seven predictors (Model 2) produced an Adjusted $R^2 = .550$, $F(7, 158) = 29.823$ with a significance level of $p < .001$. However, Model 1 with the demographic variables alone produced an Adjusted $R^2 = .023$, $F(6, 159) = 1.646$ and were not significant at $p < .05$. As evident from the models, the demographic variables were not statistically significant in predicting organizational justice. But when authentic leadership was added as the predictor (Model 2), it accounted for 55 percent (Adjusted R Square = .550) of the variance in organizational justice perception of hotel employees. Thus, the results of the hierarchical multiple regression analyses showed that all the independent variables in this study accounted for approximately 55 percent of the variation in organizational justice perceptions among hotel employees.

Table 17 presents the analysis of variance (ANOVA), which confirms that the first model (demographic variables alone) does not predict the organizational justice to a statistically significant degree. However, the second model (demographic variables plus authentic leadership) predicted organizational justice to a statistically significant degree. This means that authentic leadership perceptions have a statistically significant effect in predicting organizational justice perceptions among hotel employees.

Table 17

Analysis Of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.579	6	1.430	1.646	.138
	Residual	138.138	159	.869		
	Total	146.717	165			
2	Regression	83.512	7	11.930	29.823	.000
	Residual	63.206	158	.400		
	Total	146.717	165			

By analyzing the coefficients presented in Table 18 below, on model 1, only one demographic variable, gender was found to be statistically significant ($\beta = .161$, $t = -2.034$, $p = .044$). However, on model 2, the coefficient table shows two demographic variables as statistically significant, work experience ($\beta = .312$, $t = 3.561$, $p = .000$) and functional area ($\beta = .115$, $t = 2.006$, $p = .047$). The coefficient table shows authentic

leadership as a significant predictor of organizational justice in model 2 ($\beta = .741$, $t = 13.686$, $p = .000$).

Table 18

Parameter Estimates / Coefficients

		B	Std. Error	Beta	t	Sig
1	(Constant)	4.440	.375		11.850	.000
	Age Category	-.091	.181	-.064	-.506	.613
	Gender	-.286	.140	-.161	-2.034	.044
	Ethnicity	-.013	.023	-.047	-.580	.563
	Educational Level	.014	.088	.013	.163	.870
	Work Experience	-.049	.121	-.051	-.406	.685
	Functional Area	-.263	.171	-.130	-1.536	.126
2	(Constant)	1.965	.312		6.298	.000
	Age Category	.150	.124	.106	1.211	.228
	Gender	-.143	.096	-.080	-1.487	.139
	Ethnicity	-.010	.016	-.034	-.628	.531
	Educational Level	.081	.060	.076	1.361	.175
	Work Experience	-.299	.084	-.312	-3.561	.000
	Functional Area	-.233	.116	-.115	-2.006	.047
	Authentic Leadership	.779	.057	.741	13.686	.000

Thus, the coefficients of variables indicate that we would expect an increase of 0.78 in the organizational justice perceptions for every one unit increase in authentic leadership perceptions, assuming that all other variables in the model are held constant. Similarly, one standard deviation increase in authentic leadership would yield a .74 ($\beta = .741$) standard deviation increase in predicted organizational justice perception

As inferred from Tables 16, 17, and 18, authentic leadership had significant positive progression weights indicating that when hotel employees perceive their leaders to be authentic, they are expected to have higher perceptions of organizational justice.

Summary

In this chapter, the results of the data analysis were presented. To answer the first question and second research questions, (a) descriptive statistics of the survey items and constructs and (b) correlations among the constructs and reliability were presented. The correlation between authentic leadership and organization justice show a strong degree of correlation ($r = .720$). Among the organizational justice dimension, the correlation between informational justice and authentic leadership was the highest ($r = .771$), while correlation between authentic leadership and distributive justice is the lowest ($r = .508$). All the constructs showed adequate levels of reliability (.926 - .966).

To answer the third research question, a hierarchical multiple regression analysis was conducted. The analysis showed that authentic leadership after controlling for other variables in the model explained for 55 percent of the variance in organizational justice. The model also showed that for every unit of increase in authentic leadership perceptions of hotel employees resulted in a .78 unit increase in organizational justice perception. A detailed discussion of the results and the implications of the findings are presented in chapter 5.

CHAPTER V

SUMMARY, DISCUSSION, IMPLICATIONS, AND RECOMMENDATIONS

This chapter draws study summary, conclusions and discusses the implications of the findings of the non-experimental, quantitative, correlational study presented in chapter 4. In addition, recommendations for further study are made. First, a revisit of the study's primary purpose and the research questions are offered. The purpose of study was to study was to determine the relationship between authentic leadership and justice perceptions of employee's in the hotel industry. The study tested the relationship between authentic leadership and the four dimensions of organizational justice (distributive justice, procedural justice, interactional justice and informational justice). The study also tested the influence of demographic factors on the relationship between authentic leadership and organizational justice. The study purpose was fulfilled by answering the following research questions:

1. Is there a significant relationship between hotel employees' perception toward authentic leadership and organizational justice?
2. Is there a significant relationship between hotel employees' perception toward authentic leadership and distributive justice, procedural justice, interactional (interpersonal) justice, and informational justice dimensions?
3. Is there a significant relationship between hotel employees' perception toward organizational justice, authentic leadership and their demographic background?

The findings from this study indicate that there is a significant relationship between employee's perception of authentic leadership and perceptions of organizational justice.

The study also found authentic leadership to be a significant predictor of organizational justice perceptions among hotel employees, and therefore authentic leadership behaviors can inform justice perceptions of employees. The study was also able to fill a gap in the research and literature by providing data to support the relationship between authentic leadership and organizational justice perceptions among hotel employees. Determining that there is a correlation between authentic leadership and organization justice perceptions has professional and theoretical implications, and those implications for practice and research are also discussed in this chapter. Finally, some research recommendations for the future are discussed.

Discussion

The relationship between the supervisor and employee is a determining factor for employees in creating perceptions about fairness and justice in their employing organization. Therefore, maintaining a supervisor –subordinate relationship which is conducive of creating a productive work environment is important for most organizational outcomes. The challenge for many organizations is to ascertain which leadership style is appropriate for their environment, and which leadership style and/ or behavior will produce better outcomes including the perception of a just workplace. Most of the extant research shows that hotel industry leaders use traditional styles of leadership like transactional or autocratic, laissez-faire, paternalistic or authoritarian, and leader-member exchange (Ispas, 2012; Garg & Dhar, 2016; Yamak & Eyupoglu, 2018; Tran, 2018) for managing their employees. Authentic leadership is considered as a form of fair leadership, such that authentic leaders influence outcomes by creating a climate of

fairness and by directly impacting individual fairness perceptions (Kiersch & Byrne, 2015). Additionally, leadership and justice researchers have called upon their colleagues to examine moral leader behaviors (e.g., ethical, authentic, moral leadership) and justice dimensions, and their effects on organizational outcomes (Karam, Hu, Davison, Juravich, Nahrgang, Humphrey, & DeRue, 2019). Even though contained within the constraints of hotel industry, the study partly responds to the research direction provided by Karam and colleagues, and aimed to understand whether authentic leadership can meet the expectations of fairness held by the employees in an organization and whether authentic leadership should be treated as an important element that needs to be incorporated into the hotel industry's work environment and leadership style.

Discussion and Conclusion for Research Question 1

Research Question 1 asked: Is there a significant relationship between hotel employees' perception toward authentic leadership and organizational justice?

The results illustrate that the relationship between authentic leadership and hotel employee's organizational justice perceptions is significant and exhibits a strong degree of positive correlation. That is, the more the employees perceive that their leaders to be authentic, the more they are satisfied with the organizational procedures and outcomes such as pay, performance and promotion. This is not surprising because employee's relationship with the leader is the most powerful connection that an employee can build in an organization (Hui, Lee, & Rosseau, 2004) and that relationship often determines the employee's perceptions of organizational justice (Colquitt, Scott, Rodell, Long, Zapata, Conlon, & Wesson, 2013). This result supports findings from previous studies

(Cho & Dansereau, 2010; Hsuung, 2011; Kiersch & Byrne, 2015) showing a strong relationship between authentic leadership and organizational justice or its dimensions (distributive, procedural, interpersonal, and informational justice). Extant research (Cho, Johanson, & Guchait, 2009; Foster, 2011) has found that increased levels of organizational justice perceptions are positively associated with employee affective and behavioral outcomes including their intention to stay. Thus, from the study results, we can infer that authentic leadership promotes higher perceptions of organizational justice, which may lead to positive organizational outcomes including employee's intention to stay.

The results of the study suggested that authentic leadership behaviors, which are rooted in positive psychology and positive organizational behavior (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008) could potentially meet the raised expectations of fairness held by employees in an organization. The results support the findings a meta-analytic review of leadership and organizational justice literature by Karam, Hu, Davison, Juravich, Nahrgang, Humphrey, and DeRue (2019), where they found that justice perceptions focused on the leader (i.e., supervisor or leader-focused justice), rather than perceptions of other organizational entities (e.g., the organization itself), are most strongly related to employee outcomes. Karam and colleagues also stated that justice research has identified the leader as an important source of justice (thereby answering the question, who is responsible for the (un)just treatment?), yet research has not adequately answered the question of what behaviors the leader engages in to inform justice perceptions.

Discussion and Conclusion for Research Question 2

Research question 2 asked: Is there a significant relationship between hotel employees' perception toward authentic leadership and distributive justice, procedural justice, interactional justice, and informational justice dimensions?

The four dimensions of organizational justice are based on distinct assessments of fairness in organizational decision-making (Colquitt, Greenberg, & Zapata-Phelan, 2005). The results of this study showed that authentic leadership is positively correlated to the fairness perceptions of outcomes (distributive justice), fairness in the decision-making process and the ability to have voice in this process (procedural justice), fairness perceptions of the adequacy and truthfulness of explanations (informational justice), and fairness perceptions of interpersonal treatment (interpersonal justice). Distributive justice and procedural justice are generally considered as the structural forms of justice with the focus on the organization, whereas interpersonal / interactional justice and informational justice are viewed as the interactional forms of justice with the focus on the supervisor or manager (Loi, Yang, & Diefendorff, 2009).

The relationship between authentic leadership and employees' perceptions of distributive and procedural justice is significant and shows a moderate to strong degree of positive correlation. Among the relationships between authentic leadership and dimensions of organizational justice, the weakest correlation was between authentic leadership and distributive justice followed by the relationship between authentic leadership and procedural justice. Thus, the results support prior research that employees view the resource allocation decisions and guidelines for procedures are established and

controlled by the organization rather than by their supervisors. However, the positive correlation and significance suggest that hotel employees perceive their leaders to have some influence of organization-focused justice (distributive and procedural). The results from this study reaffirmed the fact that leaders are viewed as organization's agents who maintain and promote fairness (Demirtas, 2015), employees may expect that their behaviors have an important role to play in affecting organizational procedures and outcomes. Similarly, authentic leadership emphasizes on adherence to organizational policies and practices in a consistent manner, which may influence employees' perception to the organization's fair procedures. Thus, this study results allow an inference to be made that employees working under authentic leadership perceive their organizational procedures and outcomes in a more favorable manner.

The significant and strongest correlation from the study was between authentic leadership and informational justice perception followed by the relationship between authentic leadership and interactional justice. Extant research (Byrne, Kiersch, Smith, & Weidert, 2011; Neubert, Carlson, Kacmar, Roberts, & Chonko, 2009) have suggested that managers may have the greatest impact on overall fairness perceptions by focusing on the fairness of their personal interactions with subordinates (i.e., interactional and informational justice). The results of the study support the existing research by showing strong correlations between authentic leadership and interactional forms of justice (informational and interactional). This may be due to the reason that supervisors are most likely to influence employees through their daily interactions and information sharing. Previous research also suggested that high levels of interactional/ interpersonal

and informational justice can compensate for low levels of distributive and procedural justice (Cropanzano, Bowen, & Gilliland, 2007; Greenberg, 2006), further bolstering the influence of direct supervisors on interactional and informational justice. The results of the study support this notion by showing the relationship between organizational justice stronger than distributive and procedural justice. Thus, this study results allow an inference to be made that stronger relationship of authentic leadership with interpersonal and informational justice compensated for moderate relationship at distributive and procedural dimensions.

Discussion and Conclusion for Research Question 3

Research question 3 asked: Is there a significant relationship between hotel employees' perception toward organizational justice, authentic leadership and their demographic background?

Similar to previous studies (Kalargyrou & Costen, 2017) about hotel industry, this study also showed that hospitality and hotel industry workforce is more diverse than other industries, and employs more minorities than in the overall US workforce For example, according to Bureau of labor statistics, 51.5% of hospitality and leisure employees are women, 17.3% were Hispanic or Latino and 12.3% were black or African American (Bureau of Labor Statistics, 2018). The demographic information collected for the study were (a) gender, (b) age, (c) ethnicity, (d) educational level, (e) organizational tenure, and (f) functional area. The only demographic variable which was significant in predicting organizational justice was gender, this study has a higher percentage of women participants. Prior research has suggested that both men and women were

concerned about organizational justice, but women based their justice judgements reflecting on social relations (Lee & Farh, 1999). Similarly, when authentic leadership was added as a predictor to the demographic variables, organizational tenure and functional area were found to be statistically significant in determining perceptions of organizational justice. This result suggests that employees with higher tenure are more sensitive to organizational justice perceptions because their relationships with and within the organization are stronger. This is similar to the result from prior studies which found that employees with high tenure may have a better social capital within the organization, and also, they may have a greater number and stronger links with other colleagues within their organization (Ng & Feldman, 2011; Ohana, 2014). The results found another significant predictor of employee's organizational justice perception as the respondent's functional area within the hotel. Research (Thomas, Brown, & Thomas, 2017) on hotel employees has showed that there is difference in the way supervisors manages their employees between front of the house and back of the house, and supervisor behavior could have an impact on employee's perceptions, affective and behavioral outcomes. An assumption can be made from the study results that the difference in employee - supervisor relationship between front of the house and back of the house maybe the reason for the functional area being a predictor of organizational justice perceptions with the leadership variable added.

The results indicate that controlling for demographic variables, employees' perceptions about supervisor's authentic leadership is a significant predictor of employees' organizational justice perceptions. Prior research has suggested that a

leader's style (Strom, Sears, & Kelly, 2014) may be responsible for directing employees' attention either toward, or away from, matters of organizational justice. Greenberg (2012) offered the following suggestions in encouraging organizational justice in the workplace :- namely providing workers adequate compensation; allowing employees a voice to speak out and be heard and listened to; showing transparency in implementing and carrying out fair procedures; telling decisions in a manner that shows dignity and respect for the person; and instilling in employees what it means to be fair through training, case studies and exercises to increase their sensitivity to justice at work. Meindl (1989) has observed that an image of managers as interested in justice and the fair treatment of subordinate others in the execution of their roles is one that should be, taken seriously. The data and results of this study support the above mentioned suggest that supervisors who are authentic, who give employees a voice, and who are interested in a transparent and just workplace promote the perceptions of justice in workplace. Thus, the results also support Kiersch and Byrne's (2015) finding that being an authentic leader often means being a fair leader, and that one way in which authentic leadership has a positive impact on team members and team outcomes is via perceptions of fair treatment (organizational justice) among the employees.

Implications

In this section, theoretical and practical implications of this study are discussed from a general business perspective and for the field of HRD are provided. The study explored the relationship between authentic leadership and organizational justice perceptions of employees. The study contributes to the areas of leadership, justice, and

the integration of leadership and justice; and would be beneficial to hotel industry by providing insights to the perceptions of organizational justice and helping industry leaders to ascertain the impact of leadership style on the organizational outcomes.

Theoretical Implications and Recommendations

This may be the first study to investigate the relationship between authentic leadership and organizational justice perceptions of employees in a hotel industry context. Hotel industry is very peculiar and distinct from other industries because of the diverse workforce, long hours of work, high turnover, and customer interaction. Thus this study responds to the research direction provided by Karam (2019) and colleagues that future researchers should examine whether moral/ ethical leader behaviors have significant implications for justice perceptions and subsequently their joint effects in organizational outcomes due to the connection between leaders ethics-related judgments and organizational justice perceptions, Being a relatively new leadership framework focusing on the moral and ethical aspects of leadership, this study builds upon the emerging theoretical framework of authentic leadership which is found to be predictive of positive organizational behaviors and organizational outcomes. The study partially addressed a gap in organizational justice literature and provide a future research direction by examining justice as a key mechanism by which authentic leadership relates to employee and organizational outcomes.

This study supported extant organizational justice research by confirming that all four dimensions (i.e., distributive justice, procedural justice, informational, and interpersonal justice) of organizational justice are different constructs, and each

construct of organizational justice accounts for incremental variance of employees' perceptions of organizational justice. Thus, further research is required to understand what aspects of authentic leadership relate to the different dimensions of organizational justice and whether a relationship exists between different aspects of authentic leadership and the dimensions of organizational justice.

The differences in the strengths of relationship between authentic leadership and structural forms of justice (distributive and procedural), and authentic leadership and interactional forms of justice (informational and interpersonal) have implications for both justice and leadership theories. The results suggest that authentic leader behaviors create a fair climate, an interpersonally and informationally fair climate which promote all forms of justice perceptions in individual followers. However, it needs to be further researched whether leaders with high interpersonal skills and information sharing abilities showing consideration and respect to employees may result in higher levels of organizational justice perceptions. Thus, further research is needed to determine the relationship of authentic leadership and each of the organizational justice (distributive, procedural, informational, and interpersonal) dimensions, which may provide more insights as to whether leader behaviors contains element of justice itself.

The results also suggest the need for a higher integration of leadership and justice theories. Although both constructs are well established and have high levels of research activity, the streams of research are more independent. The theories focusing on positive leadership tried to determine the qualities and behaviors of a leaders who are ethical and moral without integrating organizational justice theory. The question of what it means to

be authentic and what does authentic leadership means for organizational justice was raised by Kiersch and Byrne (2015). Similarly, extant justice and leadership research found that the constructs of authentic leadership and organizational justice are positively related to many organizational and employee outcomes. Thus, the results of this study warrant a case for studying organizational justice as a mediating variable between authentic leadership and positive organizational outcomes. The premise of such an argument is that rather having a direct relationship between authentic leadership and positive organizational outcomes, authentic leadership influences the justice perceptions (mediator variable) in the organization which in turn leads to positive organizational outcomes.

This study focused on authentic leadership and individual perceptions of justice, and as such there is need to analyze justice perceptions form a group-level (organizational justice climate). Previously cited research shows that group level perceptions of research are different form individual perceptions of justice. There is a need for future study to explain the relationship between authentic leadership and organizational justice (and its dimensions), and the difference in organizational justice perceptions at the group level and individual level. Such a study may address the difference in the varied strength of relationships between authentic leadership and the different dimensions of organizational justice. Considering that authentic leadership is regarded as one form of ethical / moral leadership theories, future research may focus on ethical leadership, spiritual leadership and servant leadership (Dinh et.al, 2014) and their relationship with organizational justice in comparison with authentic leadership. Such a

comparison would test the ability of authentic leadership to differentiate itself from comparable theories of leadership.

Finally, it can be argued that even though leadership literature highlights authentic leadership as a positive form of leadership focusing on certain aspects of leadership (values, convictions, morality, & ethics), it may simply be an internal attribution based on the organizational environment which employees perceived to be fair. As such, authentic leadership may be more of an impression related to the organizational environment, and the consistency and predictability of a leader's behavior rather than a positive impression of the leader's personal traits or values. This argument creates a venue for further research on the basis that employees' perception of their supervisor's leadership style may be the result of their perceived organizational justice.

Practical Implications and Recommendations

The study found that authentic leadership has a strong relationship with employees' perceptions of organizational justice, and as such have strong implications for practice. Even though the study was conducted in the context of hospitality industry, the results can guide organizational leaders across industries to form strategies and plans of action to increase fairness in the workplace which is demanded by stakeholders across the spectrum. This study also has practical implications for HRD professionals in terms of learning / training opportunities and ability of HRD to enhance justice in organizations.

The conceptual argument that authentic leadership leads to increased levels of justice perceptions was empirically supported by this study across all justice dimensions.

High turnover was one of the major problems faced by hotel industry, and prior research has suggested that when employees have high positive perceptions on organizational justice, they are less likely to express turnover intentions (Lou, Manburg, & Law, 2017). Also due to business demands, there is a desperate need for leaders who have high moral standards, create a fair workplace, and transparently engage and lead followers (Avolio & Gardner, 2005). The study results also show that hotel employees perceive higher levels of informational and interpersonal justice in comparison with distributive and procedural justice. That would mean that employees who participated in this study perceived the distribution of outcomes and the procedures followed to reach the outcomes in a less favorable manner. Hotel industry is notorious for long working hours and low pay and the study results may be another reflection of the reality. When employees perceive distributive justice, they weigh their inputs against the distribution of rewards and the rewards received by other employees. Therefore, leaders in the hotel industry must endeavor to allocate rewards as fair as possible across individuals. Similarly, hotel managers should make sure that the procedures used to make decisions are fair and that employees are made aware of the procedures before allocation of rewards are done.

Given that this study has shown strong relationships between authentic leadership and employees organizational justice perceptions, HRD practitioners should include authentic leadership as part of their leadership development programs. Authentic leadership development would affect the way the leaders are perceived by followers and the fairness perceptions (Kiersch & Byrne, 2015). Research found that authentic

leadership behaviors are trainable (Avolio & Gardner, 2005; Baron & Parent, 2015), and as such authentic leadership development programs and initiatives are a viable way for organizational leaders to maximize fairness. Also, Rupp and Aguinu (2009) suggested that leadership development programs should include justice as a leadership competency. Research (Cottrill, Lopez, & Hoffman, 2014) found that organizations can promote inclusive environments through authentic leadership, and that inclusive environments promote employees' work-related self-esteem and their willingness to go above and beyond in their jobs. Thus, an authentic leadership development program will benefit leaders to practice behaviors that would display high levels of respect and mindfulness to followers, and encourage them to follow practices that will positively impact the bottom-line of the organization.

Finally, the relationship between authentic leadership and organizational justice as evidenced from this study call for an increased focus on ethics in organizations. Authentic leadership focuses on the ethical and moral aspects of leadership than other leadership approaches, and therefore authentic leadership can foster ethical decision making. The study found that authentic leadership is positively related to organizational justice, and higher levels of organizational justice has found to create trusting relationships between leaders and their employees (Hassan & Ahmed, 2011; Billsberry & North-Samardzic, 2016). However, ethics in organizations are result of practice-based interactions among multiple organizational actors and stakeholders (Knights & O'Leary, 2006) and as such authentic leadership can improve the ethics in the organization. Therefore, HR practitioners should partner with the organizational leaders in developing

policies and procedures that actively support and encourage ethical behavior and promote justice within their organizations. Similarly, HR practitioners should implement programs creating a supportive work environment, and building positive relationships among employees and between employees and supervisors.

To summarize, the findings showcase the need for organizations in the hotel and hospitality industry to establish programs that focus on leadership practices which improves employees' perceptions of organizational justice, and in turn lead to positive organizational outcomes including reducing the considerable costs of employee turnover. It is also important that employees are aware of the policies and procedures, and have a perception that they can connect and communicate to their supervisors and managers.

Concluding Thoughts

The purpose of this quantitative non-experimental study was to determine whether a correlation existed between authentic leadership and organizational justice perception among hotel employees. The results suggest that a strong degree of correlation existed between authentic leadership and organizational justice perceptions, and employee's perception of authentic leadership is a predictor of organizational justice. The hotel and hospitality industry are vital parts of the United States economy, and often considered as a barometer of the economy. However, hotel industry is notorious for a demanding work environment, long work hours, and low pay which ultimately result in adverse behavioral and organizational outcomes including high levels of employee turnover. Prior research has suggested that increased levels of

organizational justice perceptions can mitigate some of these negative effects. Research also found that hotel employees have most interactions (regarding pay, performance, procedures, and others) with their supervisors, and a great deal of their organizational justice perceptions are formed through such interactions. Authentic leadership is a relative new leadership approach rooted in positive psychology emphasizing on the ethical and moral aspects of leadership. The results of the study found that when employees perceive their leaders to follow the authentic leadership paradigm, they also perceive high levels of organizational justice. However, authentic leadership have stronger relationships with informational and interpersonal dimensions of justice which implies that authentic leaders are strategic in their interactions with their employees. The results also imply that when employees perceive justice in terms of procedures and outcomes, they believe that organizations determine those more than their supervisors. Finally, the researcher believe that results of this study may motivate hospitality/ hotel leaders to include authentic leadership development as an actionable strategy to bolster fairness and mitigate some of the negative features of the industry.

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APPENDIX A

AUTHENTIC LEADERSHIP SURVEY

The Authentic Leadership Questionnaire (ALQ)

Instructions: This section includes questions about your direct supervisor (i.e., manager or team leader) and his or her style, as you perceive it. Please judge how frequently each statement fits his or her leadership style, in general. In general, my supervisor... 0= not at all, 1 = once in a while, 2= sometimes, 3= fairly often, 4 = frequently or always

	My direct supervisor				
	0= Not at all	1= Once in a while	2 = Sometimes	3= Fairly often	4 = Frequently or Always
Says exactly what he or she means	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Displays emotions exactly in line with feelings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates beliefs that are consistent with actions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Note: The copyright holder, Mind Garden Inc only permit three sample items from this instrument may be reproduced for inclusion in a proposal, thesis, or dissertation.

APPENDIX B

ORGANIZATIONAL JUSTICE SURVEY

Organizational justice survey is comprised of four sections: distributive justice (four items), procedural justice (seven items), informational justice (four items), and interpersonal justice (five items).

All items have the common stem: “To what extent” and the common response scale: 1 = to a small extent; 2 = to a small-moderate extent; 3 = to a moderate extent; 4 = to a moderate - large extent; 5 = to a large extent.

Distributive Justice: This section includes questions about the payment and rewards you receive at work.

	1 = To a small extent	2 = Between small to moderate extent	3 = To a moderate extent	4 = Between moderate to large extent	5= To a large extent
Do your pay and rewards reflect the effort you have put into your work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are your pay and rewards appropriate for the work you have completed?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do your pay and rewards reflect what you have contributed to the organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are your pay and rewards justified, given your performance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Procedural Justice: This section includes questions about the decision-making procedures used at work to make decisions about important outcomes affecting you.

	1 = To a small extent	2 = Between small to moderate extent	3 = To a moderate extent	4 = Between moderate to large extent	5= To a large extent
Have you been able to express your views and feelings during those procedures?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have you had influence over the payment and rewards arrived at by those procedures?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have those procedures been applied consistently?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have those procedures been free of bias?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have those procedures been based on accurate information?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have you been able to appeal the payment and rewards arrived at by those procedures?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have those procedures upheld ethical and moral standards?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Informational Justice: This section is about how you feel you are treated by the person (or people) in charge of your pay, rewards, and other outcomes.

	1 = To a small extent	2 = Between small to moderate extent	3 = To a moderate extent	4 = Between moderate to large extent	5= To a large extent
Has he/she been candid in his/her communications with you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has he/she explained the procedures thoroughly?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Were his/her explanations regarding the procedures reasonable?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has he/she communicated details in a timely manner?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has he/she seemed to tailor his/her communications to individuals' specific needs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Interpersonal Justice: This section is about how you feel you are treated by the person (or people) in charge of your pay, rewards, and other outcomes

	1 = To a small extent	2 = Between small to moderate extent	3 = To a moderate extent	4 = Between moderate to large extent	5= To a large extent
Has he/she treated you in a polite manner?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has he/she treated you with dignity?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has he/she treated you with respect?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has he/she refrained from improper remarks or comments?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

APPENDIX C

INFORMED CONSENT FORM

LEADERSHIP & ORGANIZATIONAL JUSTICE SURVEY FOR HOTEL EMPLOYEES

Welcome to the research study!

The purpose of this section is to provide you information that may affect your decision as to whether or not to participate in this research. You are selected to be a possible participant because you are / were employed in the hotel industry.

You have been asked to participate in a research study on the relationship of authentic leadership and hotel employee's perception of organizational justice. The purpose of this study is to determine the relationship between authentic leadership and justice perceptions of employees in the hotel industry.

What will I be asked to do?

If you agree to participate in this study, you will be asked to fill out an online survey. This study will take about 10-15 minutes.

What are the risks involved in this study?

The risks associated with this study are minimal, and are not greater than risks ordinarily encountered in daily life.

What are the possible benefits of this study?

You will receive no direct benefit from participating in this study.

Do I have to participate?

No. Your participation is voluntary. You may decide not to participate or to withdraw at any time.

Who will know about my participation in this research study?

This study is confidential. The records of this study will be kept private. No identifiers linking you to this study will be included in any sort of report that might be published. Research records will be stored securely and only the researcher (**Deepu Kurian**) and his dissertation advisor (**Dr. Fred M. Nafukho**) will have access to the records.

Whom do I contact with questions about the research?

If you have questions regarding this study, you may contact Deepu Kurian through phone number 713-517-8927 or e-mail (dkurian3@tamu.edu).

Whom do I contact about my rights as a research participant?

This research has been reviewed and approved by the Texas A & M Institutional Review Board (IRB). You may talk to them at 1-979-458-4067, toll free at 1-855-795-8636, or by email at irb@tamu.edu.

Participation

Please be sure you have read the above information, asked questions and received answers to your satisfaction. By clicking the button below, you acknowledge that your

participation in the study is voluntary, you are 18 years of age, and that you are aware that you may choose to terminate your participation in the study at any time and for any reason. Thank you for participation, and your time and effort are greatly appreciated.

Please note that this survey will be best displayed on a laptop or a desktop computer. Some features may be less compatible for use on a mobile device.

- I consent, begin the study

- I do not consent, I do not wish to participate

Skip To: End of Survey If LEADERSHIP & ORGANIZATIONAL JUSTICE SURVEY FOR HOTEL EMPLOYEES Welcome to the research study!... = I do not consent, I do not wish to participate

Skip To: Q3 If LEADERSHIP & ORGANIZATIONAL JUSTICE SURVEY FOR HOTEL EMPLOYEES Welcome to the research study!... = I consent, begin the study

APPENDIX D

TEXAS A&M IRB APPROVAL

DIVISION OF RESEARCH



EXEMPTION DETERMINATION (Common Rule –Effective January, 2018)

June 10, 2019

Type of Review:	Submission Response for Initial Review Submission Form
Title:	The relationship of authentic leadership and hotel employee's perception of organizational justice.
Investigator:	Fredrick M Nafukho
IRB ID:	IRB2019-0418
Reference Number:	091620
Funding:	Internal
Documents Reviewed:	<ul style="list-style-type: none"> • IRB Application (Human Research) - (Version 1.3) • Information sheet _TAMU - (Version 1.0) • UH IRB Response - (Version 1.0) • UH - Hilton college Dean Approval - (Version 1.0) • Kurian_Proposal_ Rev 3 - (Version 1.1) • Recruitment e-mail - (Version 1.1) • Survey - (Version 1.1)
Review Category	Category 2: Research that only includes interactions involving educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures, or observation of public behavior (including visual or auditory recording) if at least one of the following criteria is met: i. The information obtained is recorded by the investigator in such a manner that the identity of the human subjects cannot readily be ascertained, directly or through identifiers linked to the subjects; ii. Any disclosure of the human subjects' responses outside the research would not reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects' financial standing, employability, educational advancement, or reputation.

Dear Fredrick M Nafukho:

The HRPP determined on 06/10/2019 that this research meets the criteria for Exemption in accordance with 45 CFR 46.101(b).

This determination applies only to the activities described in this IRB submission and does not apply should any changes be made. If changes are made you must immediately contact the IRB. You may be required to submit a new request to the IRB.

Your exemption is good for three (3) years from the Approval Start Date. Thirty days prior to that time, you will be sent an Administrative Check-In Notice to provide an update on the status of your study.

750 Agronomy Road, Suite 2701
1186 TAMU
College Station, TX 77843-1186

Tel. 979.458.1467 Fax. 979.862.3176
<http://irb.tamu.edu>

APPENDIX E

AUTHENTIC LEADERSHIP QUESTIONNAIRE (ALQ) USE PERMISSION

Deepu Kurian



To whom it may concern,

This letter is to grant permission for Deepu Kurian to use the following copyright material for his/her research:

Instrument: ***Authentic Leadership Questionnaire (ALQ)***

Authors: ***Bruce J. Avolio, William L. Gardner, and Fred O. Walumbwa***

Copyright: ***2007 by Bruce J. Avolio, William L. Gardner, and Fred O. Walumbwa***

Three sample items from this instrument may be reproduced for inclusion in a proposal, thesis, or dissertation.

The entire instrument may not be included or reproduced at any time in any published material.

Sincerely,

A handwritten signature in black ink, appearing to read "K. Walumbwa".

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www.mindgarden.com