



An Exploratory Enquiry into the Influence of Authentic Leadership on Employee Motivation and Performance in the Organisation.

BY

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Research Methodology (RESM8419)

Declaration

I, Jessica Donachie, hereby declare that the Research Report submitted for the Honours in Management degree to The Independent Institute of Education is my own work and has not previously been submitted to another University or Higher Education Institution for degree purposes.

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Abstract

Authentic leadership has been identified as a solution to the current problems that organisations are facing. This research study aims to uncover the influence of authentic leadership on the employees' motivation and performance. This research study makes use of a case study, limiting the data to a specific organisation to ensure that the study remains focused and enables the researcher to determine a causal relationship. Qualitative interviews were used to understand the participants' unique experiences. The participants included an authentic leader and three of his subordinates. A thematic analysis was used to organise the data and develop themes related to the research question. The main theme uncovered in this study is that authentic leaders positively influence the organisational environment. The research findings indicate that authentic leadership has a positive influence on employee motivation and performance, however this study was limited to a single authentic leader and needs to be expanded.

Contents

Chapter One: Introduction	1
1.1 Contextualisation/ Background	1
1.2 Rationale	1
1.3 Problem Statement	3
1.4 Purpose Statement	3
1.5 Research Questions	3
1.6 Research Objectives	3
Chapter Two: Literature Review	3
2.1 Paradigms	4
2.2 Contextual Literature	6
2.3 Theoretical Framework	8
Chapter Three: Methodology	10
3.1 Conceptualisation	10
3.2 Research Design	11
3.2.1 Research Paradigm	11
3.2.2 Research Approach	12
3.3 Methodological Design	12
3.4 Research Plan	13
3.4.1 Population and Parameters	13
3.4.2 Sample and Sampling method	14
3.5 Data Collection Method	14
3.6 Data Analysis Method	15
Chapter Four: Findings and Interpretation of Findings	17
4.1 Background of Interview Respondents	17
4.2 Themes	18
4.2.1 Organisational Environment	18
4.2.2 Personal Relationship	19
4.2.3 High Levels of Employee Engagement	20
4.2.4 Employee Recognition	22
4.3 Quality and Rigour	22
Chapter Five: Recommendations and Conclusion	24
5.1 Recommendations	24
5.2 Conclusion	25
5.3 Ethical Considerations and Limitations	26

Chapter Six: Reference List.....	28
Chapter Seven: Annexures	32
7.1 Consent Form for the Authentic Leader	39
7.2 Consent Form for the Employees	18
7.3 Example of Questionnaires	44
4.2.1 Interview Questions for Authentic Leader	45
4.2.2 Interview Questions for Employees	45
7.4 Permission Letters	46
7.4.1 Gatekeepers Letter	47
7.5 Ethical Clearance Letter	48
7.6 Originality Report.....	49

Chapter One: Introduction

1.1 Contextualisation/ Background

Authentic leadership has been identified as a solution to the current problems which organisations are facing (Caza & Jackson, 2011). The current business environment is highly volatile and traditional leadership styles are ineffective, requiring leaders to adopt a new leadership style (George, 2017). The authentic leadership style has been connected to organisational learning and ultimately, organisational success (Caza & Jackson, 2011), as it provides organisations with the tools needed to survive with change. However, due to authentic leadership being a new concept, there is insufficient information regarding the influence that authentic leadership has on the motivation and performance of employees in the organisation. Kruse (2013) states that leadership is the practice of social influence through which employees efforts are capitalised on, in order to achieve the goals of the business. The leadership style which an organisation adopts will contribute to the success or failure of a business, as it will either positively or negatively influence the actions of the employees (Asrar-ul-Haq & Kuchinke, 2016). This study intends to identify the influence of authentic leadership on employee motivation and performance. Ultimately determining whether authentic leadership should be adopted by businesses, globally and locally, or whether a new leadership style is needed.

1.2 Rationale

George (2017), states that we are currently living in a volatile world in which business leaders are required to lead in new ways. The traditional leadership methods are not appropriate to deal with the current environment which is constantly changing. Leaders are now expected to operate their organisation in a complex environment which faces constant uncertainty and ambiguity in relation to decision-making. George (2017) states that, in this volatile world in order for an organisation to be successful, leaders are required to remain focused on their mission and their values. Leaders are also required to adapt themselves and the organisation to the changing conditions.

Authentic leadership has been defined as a potential solution to the difficulties that modern leadership presents. Authentic leaders are self-aware, transparent in their relationships, objective in information processing and act accordingly to their internal moral perspectives (Kernis, 2003). This thus enables authentic leaders to operate efficiently in a volatile world, as they operate in a way which responds effectively to the constant changes in the environment. Authentic leaders are also linked to organisational learning and the success of the organisation (Caza & Jackson, 2011). Organisational learning refers to improvements in the organisations operations as a result of improvements in knowledge and understanding (Fiol & Lyles, 1985). Therefore, through a better understanding of authentic leadership, there may be improvements in the organisations operations.

Authentic leadership provides businesses with the tools needed in order to adapt to the volatile world we live in (Caza & Jackson, 2011), as organisational learning helps businesses adapt to change. Contemporary businesses operate in a fast-paced, changing environment; if businesses are not constantly innovating they will become obsolete (George, 2017). Through organisational learning, which is a result of authentic leadership, businesses are able to adapt to change. Authentic leaders are focused on their core values (George, 2015), this provides the business with a focus in this contemporary environment. This focus ensures that the employees have a direction, which could hinder organisational success if absent (Caza & Jackson, 2011).

There are different leadership styles that an organisation can adopt and each style will have a different influence on the employee (Blake & Mouton, 1985). However, authentic leadership is a relatively new concept and is still in the process of being defined. Therefore, the performance and motivational aspects of authentic leadership have not been effectively defined. It is important for the influence of the leadership style on the employees to be determined in order to conclude whether authentic leadership will be effective in the contemporary world. As authentic leadership is a potential solution to the current leadership shortcomings, this study will determine how authentic leadership impacts on employee behaviour. It is important to determine whether authentic leadership positively or negatively impacts on employee behaviour as this will help determine whether companies (on a global and local level) should adopt authentic leadership or whether a new style of leadership needs to be developed.

Human resources is the major contributor to organisation success and therefore needs to be managed effectively (Nasibov, 2015). In order for businesses to survive and remain profitable, organisations need to ensure that their employees are motivated and perform to a high standard (Nasibov, 2015). This ensures that the businesses goals are met and results in the growth of the organisation and its revenue (Nasibov, 2015). Therefore, it is important to determine whether authentic leadership influences employee motivation and performance.

Leadership is one of the main impactors on organisational success (Pirouz, 2015), therefore it is important to determine which leadership technique is the most effective for organisations. As authentic leadership is the leadership theory that is suggested for the current situation which organisations are faced with, this study will determine how effective this theory is at causing employees to act in the desired way. Should it be determined that it is not an effective method, and that it does not contribute to the success of the organisation, it will not be suitable for the present business world.

1.3 Problem Statement

Authentic leadership has been described as a solution to the current leadership problems that organisations are facing (Caza & Jackson, 2011). The leadership style which an organisation implements will impact on an employee's motivation and performance, either positively or negatively, contributing to the organisation's success or failure. Due to the importance of the leadership style on the success of the organisation, it is essential to determine the influence that authentic leadership has on employee behaviour in the organisation, in order to deduct whether it is an effective leadership solution.

1.4 Purpose Statement

The purpose of this study is to explore the effect of authentic leadership on employees' motivation and performance using a thematic design.

The result will be a descriptive depiction of the resultant behaviour of the employees.

At this stage in the research, the effect of authentic leadership on employees' motivation and performance will be defined generally as the effect of authentic leadership on behaviour.

This is a qualitative study on authentic leadership and the influence it has on employees' motivation and performance.

1.5 Research Questions

1. What role does the authentic leadership style play in influencing the workplace environment?
 - i. How does the authentic leadership style influence employee motivation?
 - ii. How does the authentic leadership style influence employee performance levels?
2. What traits do authentic leaders exhibit in the workplace?
 - i. How do the traits of the authentic leader influence employee motivation?
 - ii. How do the traits of the authentic leader influence employee performance levels?

1.6 Research Objectives

- To analyse the role that the authentic leadership style plays in motivating the employee.
- To investigate the extent to which an authentic leader encourages employees to improve their performance levels through expending more effort in executing their duties.

Chapter Two: Literature Review

Authentic leadership is a leadership style which has been identified as a solution to the current problems which organisations are facing (Caza & Jackson, 2011). The current business environment

is highly volatile and traditional leadership styles are ineffective, requiring leaders to adopt a new leadership style (George, 2017). In order for organisations to be successful, it is essential that leaders are focused on their mission and values. The authentic leadership style has been connected to organisational learning and, ultimately, to organisational success (Caza & Jackson, 2011) as it provides organisations with the tools needed to survive with change. Unfortunately, due to authentic leadership being a new concept, there is insufficient information regarding the influence that authentic leadership has on the motivation and performance of employees in the organisation. The leadership style which an organisation adopts will contribute to the success or failure of a business, as it will either positively or negatively influence the actions of the employees (Asrar-ul-Haq & Kuchinke, 2016). Due to the importance of employee behaviour's contribution to business success, this study intends to identify the influence of authentic leadership on employee motivation and performance, ultimately aiming at determining whether authentic leadership should be adopted by businesses, globally and locally, or whether a new leadership style is needed.

The development of the theory in relation to authentic leadership and employee behaviour will be presented in three stages, authentic leadership, motivation and performance.

2.1 Paradigms

There are three types of paradigms through which research can be conducted, namely: critical realism, positivism and interpretivism. This research document takes an interpretivist approach, due to the research being centred on the subjective experiences and interpretations of the respondents, as well as their perceptions in relation to authentic leadership. Hudson and Ozanner (1988) state that in a field where there is insufficient research, an interpretivist study is ideal. Due to authentic leadership being a new phenomenon, the relationship between authentic leadership and employees' behaviour has not been thoroughly researched. Therefore, the interpretivist leadership style will be beneficial in gathering information in this regard.

The interpretivist approach is centred around the belief that reality is a socially constructed phenomenon and thus, in order to understand the actions of an individual, it is important to understand his/her social context (Kelliher, 2005). The interpretivist paradigm is well-suited to the research project, as the feedback which is generated through the conducted research is focused on the individual's behaviour as a result of authentic leadership. Therefore, how the individual interprets and makes sense of the authentic leadership style, impacts his/her behavioural response. The research project intends to discover the respondents' reactions to authentic leadership and the social context of the individual which triggered this response. This study is subjective, due to its focus being on the individual's actions and analyses the authentic leader's actions, as well as the reactions of

subordinates. Therefore, the interpretivist leadership style is suited to this research as its aim is to understand the social context and the behavioural reaction it generates from employees.

Nieuwenhuis (2016) states that an interpretivist study must understand the social reality of each of the participants. This research project analyses the participants' reactions and emotions, as a result of the authentic leadership style. This requirement shows that the interpretivist style is well-suited to the research project. This research project is focused on the respondent's behaviour due to the authentic leadership style and unpacks the cause of the identified response. As behaviour is specific to an individual, it's important that each individual's social reality and thought process is examined. Therefore, the interpretivist approach is ideal for this research project as it studies the subjective process.

Other paradigms would not prove sufficient, as an individual's experiences and thought processes are unable to be projected to a larger audience. Instead, a causal relationship needs to be identified through comparing each respondent's subjective experiences. Qualitative research relies on linguistic data and makes use of meaning-based forms of data analysis (Polkinghorne, 1983). Qualitative research makes use of open-ended questions in order to understand a participant's unique experiences (Elliott, 1999). Therefore, qualitative research is linked to the interpretivist paradigm, as they both seek to understand the social reality of the participant. Qualitative research is used in order to understand the participants' experiences, while Kelliher (2005) states that the interpretivist approach understands the social context of an individual. It is clear that these areas overlap as, in order to understand an individual's social context, the researcher must understand the participant's experiences. Therefore this study makes use of qualitative research in order to uncover the respondents' subjective experiences, leading to the development of a causal relationship.

This study makes use of a case study in order to gather data. Case studies make an experimental enquiry about an existing phenomenon (Yin, 2009). Miles and Huberman (1994) state that a case study occurs within a bounded context. This study occurs within the boundaries of an organisation which ensures that the study remains focused and accurate (Yin, 2009) and makes use of a case study in order to gather data. This allows the researcher to ensure that the leader is authentic, while also analysing the influence that the specific authentic leader has on his/her subordinates. As the study is based on one authentic leader, it helps ensure that the project is accurate, as each subordinate is interacting with the same leader. This ensures that the data isn't skewed, which could be the case if different authentic leaders exhibited different behaviours. This study is focused, which ensures that a accurate causal relationship can be determined.

2.2 Contextual Literature

Caza and Jackson (2011) stated that authentic leadership has been identified as a solution to the current challenges that organisations are facing. However, authentic leadership is still a relatively new concept and is thus still in the process of defining itself. Therefore, this research project is going to determine the effect that authentic leadership has on employees' behaviour in the workforce. This data will be generated through an interpretivist approach, due to the direct analysis of behavioural attributes of individuals affected by authentic leadership and the results will then be used to determine a causal relationship.

Harter (2002) described two components which make an individual authentic, namely, knowing one's true self and acting in a manner which accurately reflects that self. This is a subjective way of analysing authenticity, as this definition states that authenticity is only experienced by the leader. Therefore, Harter's definition states, if a leader believes s/he is acting authentically, then according to the definition, a leader is being authentic. However, one cannot merely accept the leader's self-interpretation, which states that s/he is being authentic at face value, simply as evidence of authentic behaviour. Kernis (2003) stated that an individual's self-esteem can positively or negatively impact on the way one views oneself. The self-perception of an individual with a low self-esteem tends to lack an internal consistency and changes over time. However, individuals with a high self-esteem may engage in self-protective strategies through the acknowledgement of their successes, yet ignore their roles in unsuccessful situations. Baumeister, Tice and Hutton (1989) stated that individuals with a high self-esteem adopt a self-enhancing presentational style, which undermines personal relationships and neglects the development of personal skills needed to overcome future obstacles. Therefore, this approach to authentic leadership is viewed as ineffective, and in order for an authentic leader's analysis to be accurate, a different approach is needed. Leadership is a process which is used in order to get the employees to focus on a shared vision, to ensure that all employees' goals are aimed at achieving this mutual vision (Kouzes & Posner, 2009). It is thus important that the leader is examined while keeping the employees and the goals of the business in mind.

Kernis (2003) defined authenticity with these shortcomings in mind, addressing empirical validation. He stated that, in order for a leader to be authentic, there are four components which need to be present in both the leader's actions and thoughts. The first component that an authentic leader must have is a comprehensive awareness and acceptance of his/her self (Kernis, 2003). An authentic leader must be aware of his/her strengths, as well as shortcomings and other personal qualities. This complete self-knowledge enables the leader to address any shortcomings, as well as use his/her strengths to influence his/her subordinates effectively. The second factor is the unbiased processing of information related to the leader's self (Kernis, 2003). A leader must be willing to accept both positive

and negative evaluations. Caza and Jackson (2011), stated that an authentic leader must also be able to be impartial and objective in the use of relevant information, especially if the information challenges the leader's beliefs. Next, the leader must be transparent in his/her relationships, giving an accurate representation of him/herself to others (Kernis, 2003). This self-disclosure leads to the formation of trust between the leader and subordinates. Finally, the leader must have an internalised moral perspective (Kernis, 2003). The leader must behave in accordance with his/her true self, rather than trying to please others or attain a reward. If these four behavioural attributes are present, the leader is authentic.

The behavioural attributes of an authentic leader are relevant to this study, as these determine whether a leader is truly authentic. This study is centred on the influence of an authentic leader on the motivation and performance on the employees in the organisation, so it is important to determine whether the leader is truly authentic or merely acting in an authentic manner. A leader who is not truly authentic will not influence his/her subordinates in the same manner as an authentic leader. The subordinates must also view the leader as acting in an authentic manner, as this will encourage them to act in the same way. This research project is focused on the way in which the authentic leadership style impacts on the employee's motivation and performance. The various leadership styles which are adopted in the organisation each impact on the employees differently (Blake & Mouton, 1985). Therefore, it is important that the employee is able to identify the four attributes of an authentic leader, as this will impact on the employees' commitment, performance and satisfaction, which ultimately reflects the leader's effectiveness.

Gruenfeld and Zander (2011) stated that authentic leadership can be negative if the leader's authentic self is negative. Emphasising the importance of a leader being authentic may also give certain leaders an excuse for behaving immorally, as what comes naturally to them, may in fact, be negative. Therefore, it is important for a leader to also analyse him/herself and his/her shortcomings, ensuring that s/he alters behaviour to perform to his/her best ability. Sometimes, being truly authentic is not what is needed, therefore the authentic leader also has to be critical and determine what is best for the organisation. The research project ensures that the authentic leader meets all four behavioural criteria, as these criteria ensure that the leader reflects upon him/herself and also states that authentic leaders are open-minded. These criteria ensure that the authentic leader does not lead in a way which is negative, rather, s/he stays true to him/herself while still ensuring that s/he leads in a positive manner. An authentic leader who doesn't have the four behavioural qualities is not truly authentic; therefore his/her influence on employees in the organisation is not relevant to this study.

Lavin (2016) stated that the increase in corporate scandals has led to a lack of public confidence and a decrease in employee morale. This has had a negative impact on business performance and has resulted in the need for authentic leadership (Lavin, 2016). Due to the low trust in business leaders, authentic leadership has increased in popularity as studies have shown that this leadership style helps raise levels of trust. According to Span (2014), 45 per cent of individuals state that the biggest impact on their work performance is their lack of trust in leadership. He states that if employees do not feel safe in the work environment, they are unlikely to put any great effort into their work. This means that employees are unlikely to perform to a high standard, reducing the effectivity and quality among the employee workforce. This leads to decreased profits, due to wasted human resources. It also decreases communication in the business, as employees who do not trust their leader are unlikely to ask for advice or share their mistakes, as they will fear that their position may be lost. When trust is built, organisations run more effectively, fewer mistakes are made and transparency is expanded through the business. Employees are more willing to share information with each other, which increases efficiency within the business. Authentic leaders are open and honest in the organisation, which fosters an environment of trust (Lavin, 2016). Therefore, as authentic leadership increases trust in business, it could encourage improved motivation and improved performance.

2.3 Theoretical Framework

Herzberg's motivational theory explains the factors which motivate employees through identifying and meeting the employees' needs and desires. This theory states that there are motivating factors and 'hygiene' factors, which, if absent, will have a negative impact and will lead to the demotivation of employees (ACCA, 2016). The factors which motivate employees generate a positive reaction, as they create feelings of satisfaction. Motivational factors impact on the way in which an employee executes his/her job and encourages employees to perform their role at a high standard (ACCA, 2016). Employees find these motivational factors to be intrinsically rewarding, due to the role these factors play in meeting the psychological needs of the employees (ACCA, 2016). Motivational factors include employees being recognised by the leader for their contributions to organisational success. Recognition by leaders improves levels of trust in the organisation, as it informs employees that their input and ideas are appreciated (Span, 2014). It also includes opportunities for advancement in the business and being given challenging work. Kernis (2003) stated that a person with high self-esteem tends to diminish the role of individuals who pose a threat to his/her value and worth in the business. Therefore, they create barriers for their subordinates, in order to ensure that they are unable to progress in terms of their role in business. Therefore, this will demotivate employees and they will be unwilling to work hard in order to help the organisation achieve its goals.

Hygiene factors also motivate employees; however they don't yield long-term satisfaction. Rather, if these factors are not met, the employee will not be satisfied in his/her job. These factors are used in order to describe the conditions in the workplace and they also refer to the expectations that the employee has in terms of his/her physiological needs being met. These factors refer to the interpersonal relationships that the employee has with his/her leader. This relationship should be acceptable and appropriate for the workplace, while still making the employee feel valued in his/her position (Management Study Guide, n/d). The leader should help the employee to attain his/her goals, through the sharing of valuable information. If an employee is not happy with the internal climate of the workplace, s/he is unlikely to perform to his/her full capacity which will impact on the productivity of the organisation (Buhai, Cottini, & Westergaard-Nielsen, 2017). According to OrgCon (2015), this leads to increased absenteeism and decreased participation, both of which negatively influence performance. Therefore, the environment which the leader creates can negatively impact on the employee's performance.

Krivanek (1999) stated that if the employee has the skill set and the ability to perform the job effectively, factors which will impact on their performance are the workplace environment and the individual's motivation. Feedback from managers also impacts on employee performance; however this feedback must be positive in order to ensure that it impacts on performance positively. Authentic leaders are transparent in their relationships; therefore they do not mislead their subordinates in order to achieve a set of desired results (Kernis, 2003). Through relationship transparency authentic leaders foster an environment of trust which generates good relationships in the organisation. Therefore, when an employee receives feedback from the leader s/he will be more likely to accept this feedback and alter his/her behaviour, because the employee is aware that the leader has good intentions. This leads to improvements in performance. Krivanek (1999) stated that training will not improve the employees performance if these factors are not present, rather it will lead to wasted resources. It is thus important that leaders ensure that there is a positive workplace environment, individuals are motivated and leaders provide positive feedback.

Through examining the factors which motivate employees and the factors which influence performance, there appears to be a link between the behavioural attributes of an authentic leader and the positive influence these attributes have on employee behaviour.

Blake and Mouton (1985) stated that the style of leadership adopted by the organisation will have a unique impact on the employees' behaviour. Authentic leadership has been identified as a solution to the current challenges which organisations are facing (Caza & Jackson, 2011). Inability to trust in

business leaders has led to a decrease in employee morale resulting in the need for authentic leaders due to their ability to raise levels of trust in the organisation (Lavin, 2016). Kernis (2003) stated that authentic leaders have four behavioural qualities: self-awareness, unbiased processing, relationship transparency and an internalised moral perspective. There is a gap in research with regard to the impact that authentic leaders have on the employees in the organisation, however there appears to be a link between the behavioural attributes of the authentic leaders and factors which impact on employee motivation and performance of employees. ACCA (2016) stated that recognition of employees leads to improved levels of trust in the leader and motivates employees to perform at a high standard, while Krivanek (1999) also stated that leaders who are transparent in their relationships and provide their employees with positive feedback, will observe improvements in employee performance. Therefore, this study intends to identify a link between the authentic leader's behaviour and employee motivation and performance.

Chapter Three: Methodology

3.1 Conceptualisation

According to Kruse (2013), leadership describes the practice of social influence through which the efforts of the employees are capitalised on, with the intention of working towards the achievement of a set goal. Therefore, leadership influences the employees' motivation and performance, in order to achieve the businesses goals. George (2015) stated that authentic leadership is a human-centred leadership approach. Authentic leaders have high levels of integrity and are committed to ensuring that business is successful in the long-term (George, 2015). Authentic leaders remain true to their core values, while ensuring that the stakeholders' needs are met through the business operations

(George, 2015). Authentic leadership has been identified as a leadership style that is well-suited to the problems which our contemporary businesses are facing (Caza & Jackson, 2011).

It is, therefore, important to determine how authentic leadership will impact on employees' behaviour. This study will focus on employee motivation, which refers to how driven the employee is to perform to his/her maximum potential (Kelley, 2014). Motivation increases productivity and engagement, resulting in higher quality work (Kelley, 2014). Motivation is influenced by the manner in which the leader encourages productivity among his/her employees (Kelley, 2014), therefore authentic leaderships influence on productivity needs to be examined. Employee performance will also be examined in this study. Mathis & Jackson (2009) stated that performance is related to the level of output, the value of the output, the attendance of the employee on the job and how efficiently the work is accomplished. These factors contribute to the quality of the tasks the employees executes. Performance is thus related to how efficient, effective and timely the employee is at completing tasks that are established by the employer. Employee motivation and performance will be examined in this study as these both contribute to the efficiency and effectiveness of the work produced, which is crucial for business operations.

3.2 Research Design

3.2.1 Research Paradigm

As stated in the literature review, this research document takes an interpretivist approach, due to the research being centred on the subjective experiences and interpretations of the respondents, as well as how the respondent perceives authentic leadership. Due to authentic leadership being a new phenomenon, the relationship between authentic leadership and employees' behaviour has not been thoroughly researched. Therefore, the interpretivist leadership style will be beneficial in gathering information in this regard.

The interpretivist paradigm is well-suited to this study, as the feedback which is generated through the research conducted is focused on the individual's behaviour as a result of authentic leadership. Therefore, the interpretivist leadership style is suited to this research as its aim is to understand the social context and the behavioural reaction it generates from employees.

This research project is focused on the respondent's behaviour due to the authentic leadership style and unpacks the cause of the identified response. As behaviour is specific to an individual, it's important that each individual's social reality and thought process is examined. The interpretivist approach is thus ideal for this research project as it studies the subjective process.

Other paradigms would not be sufficient, as an individual's experiences and thought processes are unable to be projected to a larger audience. Instead, a causal relationship needs to be identified through a comparison of each respondent's subjective experiences.

3.2.2 Research Approach

According to Polkinghorne (1989), qualitative research is reliant on words in order to create meaning, while quantitative research makes use of numerical data in order to prove a phenomenon through statistics. This study will make use of qualitative data, as Berg (2007) stated that qualitative research is effective in gathering information in relation to different social settings and its inhabitants. Qualitative research makes use of open-ended questions in order to understand a participant's unique experiences (Elliott, 1999). Qualitative research is linked to the interpretivist paradigm, as they both seek to understand the social reality of the participant.

This study will investigate the response of individuals to authentic leadership; therefore it is important to understand the meaning behind individual's actions. Qualitative research will thus be the most effective approach to research, as it will be efficient in extracting the data required for this study. Qualitative research will enable the researcher to uncover the respondents' subjective experiences, leading to the development of a causal relationship.

3.3 Methodological Design

According to Nieuwenhuis (2016), in qualitative research there are five interactive approaches to investigating, namely: ethnography, the grounded theory, phenomenology, case studies or narrative studies. This study will make use of a case study in order to gather data.

Case studies make an experimental enquiry about an existing phenomenon (Nieuwenhuis, 2016). A case study occurs within a bounded context (Miles and Huberman, 1994); this study occurs within the boundaries of a specific organisation. As the study occurs within a specific organisation, it ensures that the research remains focused. It also increases the accuracy of the research, as it ensures that all employees are exposed to the same authentic leader, reducing the opportunity of employees' being exposed to different leaders behaviour. As this study makes use of a case study, it allows the researcher to ensure that the leader of the organisation is, in fact, behaving authentically. It also allows the researcher to identify the behavioural response of the subordinates to the identified authentic leader.

Case studies acknowledge the importance of an individual's subjective experience (Stake, 1995), therefore this approach is well-suited to this study, as it allows the researcher to gather personal experiences from the participants. An exploratory case study enables the researcher to explore the circumstance which does not have a clear outcome. This study explores the influence of an authentic

leader on its employees' behaviours, which currently has no identified outcome. Therefore this study is well-suited to the case study approach. Baxter and Jack (2008) state that conducting a case study, provides the researcher with a better understanding of a phenomenon. As the influence of authentic leadership on behaviour has not yet been identified, a case study is well suited to this study. As a case study provides focus, it ensures that a accurate causal relationship can be determined.

A deductive approach is aimed at testing a theory, while an inductive approach is focused on the generation of new data (Gabriel, 2013). The inductive approach is aimed at generating a new theory based on the data (Gabriel, 2013). As there is no pre-existing information regarding the behavioural impacts of authentic leadership of employees, this study is inductive. This study makes use of research questions in order to provide focus, which Gabriel (2013) stated is an inductive approach. This research aims to fill a gap in research, through the identification of what influences employee performance and motivation; and the linkage of these to the behaviour of an authentic leader. Therefore this research aims to discover a new phenomenon, resulting in this study being inductive.

3.4 Research Plan

3.4.1 Population and Parameters

The population refers to the entire group of individuals from whom information is required (Widd & Diggines, 2013). The population for this study consists of employees who are currently employed in an organisation which has an authentic leadership style. The population parameters refer to the shared characteristics and size of the group (Pascoe, 2014). Due to the population being too large to investigate, the population has the following parameters: The employees must operate within Durban; and these employees must have operated in an environment with a different style of leadership, so that they are able to make a comparison between the two. The respondents must operate within the same organisation, as this will ensure that employees are exposed to similar treatment conditions by the authentic leader, increasing the validity of the study.

3.4.2 Sample and Sampling method

This study will make use of non-probability sampling. Pascoe (2014) stated that non-probability sampling is used when it's almost impossible to identify the entire population or gain access to the entire population. Therefore, the sample is selected from a list of the accessible population. As this study has limited resources it will not be possible to gain access to the entire population. Therefore, the researcher will have to use his/her judgement in order to create a list of the accessible population.

In order to gather data, this study makes use of purposive sampling. Maree & Pietersen (2016) stated that purposive sampling is used in situations where the research is done with a specific purpose in mind. This study aims to determine the impact of authentic leadership on employees within the organisation; only employees who work within an organisation with this type of leadership will be interviewed.

Nieuwenhuis (2016) stated that, in order to collect good quality data, data saturation must occur. The units of analysis refer to the smallest elements which can be examined in the gathering of data in a study (Pascoe, 2014). For this study, the units of analysis are employees who report to an authentic leader.

This study included four individuals in its sample, as the in-depth information gathered from four individuals within the same organisation will be sufficient, to achieve data saturation. This will ensure that the data gathered for the study is relevant and is of a high quality. The authentic leader will form part of the respondents, as s/he will be interviewed to determine whether s/he matches the authentic leader criteria. The authentic leader will also answer questions in relation to the manner in which s/he leads. The other three respondents will be the subordinates of the authentic leader.

3.5 Data Collection Method

This study will make use of qualitative interviews in order to gather data. Nieuwenhuis (2016) stated that an interview refers to two-way communication, and that, in this instance occurs between the researcher and the participant, in order to gather data to increase the researcher's understanding of the participants' beliefs and behaviours. Therefore qualitative interviews are used in order to understand the participant's social reality. This data collection method is well-suited to this study, as this study aims to understand how authentic leadership influences employee behaviour and the reasons behind the response elicited. This information will differ according to the perceived social reality, therefore, it's important to discover each individual's social context.

There are three types of interviews: open-ended, semi-structured and structured interviews. This study will be using semi-structured interviews. Nieuwenhuis (2016) stated that semi-structured interviews are based on a field of inquiry. This makes use of open-ended questions and the researcher

can probe further and ask for clarification of answers. Open-ended questions provide the researcher with a large amount of insight into the experiences of the respondent, while still ensuring that the respondent remains on topic. This will provide the study with a quality and in-depth insight to the respondents' experiences, which is beneficial for the researcher as there is a lack of research on this topic.

This data collection method allows for the development of new ideas which are directly related to the phenomenon. This form of data collection is beneficial to this study as it has a focused question which needs to be answered through the data. As this study is based on individuals' experiences, it is important that the questions are open-ended, as this will allow the respondents to explain their actions and the reasons behind them. It allows the participants to explain their responses to Authentic Leadership. Semi-structured interviews enable the researcher to ask the respondents further questions to get them to elaborate. This research method allows for new ideas and themes to be generated in relation to the behaviour brought about by authentic leadership. As authentic leadership is a relatively new phenomenon and no prior research has been conducted in relation to its effect on employee behaviour, this data collection method is beneficial, as it will provide a clear insight into the experiences of employees.

The use of semi-structured interviews will ensure that the researcher gains an in-depth insight into the thoughts and responses of the respondents. This will increase the amount of knowledge available on the topic, while still providing the respondents with a focus to ensure that the information gathered is relevant to the research problem. This data collection method is most beneficial to the study as respondents may not feel comfortable sharing information regarding their current motivation and performance levels in a group setting. Therefore, semi-structured qualitative interviews ensure that the respondents are comfortable, as they are aware that their responses are anonymous, which encourages them to respond truthfully.

3.6 Data Analysis Method

The method which this study will employ in order to analyse the collected data is thematic analysis. Thematic analysis refers to the data analysis method which is used in order to identify, analyse and report themes occurring in data (Braun & Clarke, 2006). Thematic analysis organises the data, generating rich detail in each data set (Braun & Clarke, 2006). It also helps the researcher interpret various characteristics of the research problem. Thematic analysis is useful as it aids in the discovery of themes which are embedded within interviews (Rubin & Rubin, 1995). This study makes use of interviews in order to gather data, therefore this data analysis technique will aid in the discovery of themes for the research problem.

This data analysis method is useful as it allows the researcher to identify patterns which are present in the data, therefore the thematic analysis discovers links within the data. Thematic analysis identifies socially produced patterns (Braun & Clarke, 2006) which suits this study as an individual's experiences are socially constructed. This analysis method is well-suited to the study as it enables the researcher to identify links between the behaviour of the respondents, resulting in the discovery of causal relationships.

Thematic analysis is useful as it gives experience primacy, it aids in the understanding of individuals' experiences in order to understand a phenomenon (Holloway & Todres, 2003). This study is focused on the employee's behavioural response as a result of authentic leadership; therefore it is important for the researcher to understand the respondents' experiences in order to draw a conclusion. The thematic analysis is thus useful as it aids in the discovery of themes among the respondents' experiences.

This study will make use of qualitative content analysis, as this method enables the researcher to identify the themes and patterns that are present in the data (Bezuidenhout & Cronje, 2014). This method enables the researcher to identify unique themes related to the study. This method will be used in order to identify code the data into specific themes.

The coding unit refers to the unit of text which is going to be analysed; it is the organising of data into manageable sections (Bezuidenhout & Cronje, 2014). This study will organise the data through the identification of paragraphs which contain the themes relevant to the research problem. The data will be coded based on the themes of motivation, performance and the attributes which the authentic leader is said to display. These themes will further divided in terms of positive and negative influences. This detailed coding will enable similarities and dissimilarities between the respondents to be determined, resulting in the effective analysis and interpretation of the data. Thematic coding will be used in this study in order to reduce the data through the identification of themes which are relevant to the research problem (Bezuidenhout & Cronje, 2014). The coding scheme will be applied to the data, allowing the researcher to identify the relevant data, and isolate and contextualise the data based on the research problem. This method allows the researcher to identify dominant trends, enabling the researcher to effectively and efficiently draw conclusions from the coded data. This method is useful for this study as it will enable the researcher to effectively code the data in terms of motivation, performance and the authentic leader's characteristics. Therefore, the researcher will be able to draw conclusions easily, through the analysis of manageable and meaningful categories.

Chapter Four: Findings and Interpretation of Findings

4.1 Background of Interview Respondents

Adam Taylor (pseudonym) is the managing director and Head of Advisory of a large firm in Kwa-Zulu Natal. Adam has progressed through the leadership positions of this firm since he was appointed as a partner in 2005. Adam has been identified as an authentic leader and states that his interaction with other leaders helped form his leadership style.

Adam: I've seen the positive leaders [...] and I've seen the others who I knew I didn't want to be [...] be a leader like that.

Lily Alcock (pseudonym) is an associate director and works directly for Adam, the authentic leader. Lily has worked closely with Adam over the past ten years as she has progressed within the company. Lucy believes that she has an extremely positive relationship with Adam.

Lily: He's taught me a lot, so I can't really say there is anything that I would have been done differently. [...] That's why I have been here for 15 years!

Fabia Englewood (pseudonym) is Adam's executive assistant and therefore works closely with the authentic leader. She has worked for Adam for over ten years and feels that she has a positive relationship with the authentic leader. Fabia had a negative experience with a previous leader and the authentic leader has changed her mind-set regarding to coming to work.

Skyler Quinn (pseudonym) is the Human Resources manager of the organisation and reports directly to the authentic leader, Adam. Skyler has had multiple managers and has, fortunately, had a positive relationship with each manager. Skyler has only been in the firm for 18 months however she feels that she has a positive relationship with Adam.

Skyler: He takes interest in you as a person [...] I think that's one of the reasons I get on so well with him.

The main objective of this study was to determine the influence that the authentic leader has on employee motivation and performance in the organisation. The findings of this study are built on the interpretation of the data which was collected through qualitative interviews held with an authentic leader and three of his subordinates.

4.2 Themes

4.2.1 Organisational Environment

All of the participants acknowledged that the authentic leader has created a positive environment. One participant revealed that she is happier coming to work and the environment that the authentic leader has created has motivated her to work harder.

Fabia: The other... leader or manager... wasn't that approachable, was a bit, um, difficult to approach when you had a problem. [The authentic leader] is very approachable [...] he's just a pleasure to work with. Which makes your job much easier, and you're happier coming to work. [...] It has motivated me to work even harder.

The above statement indicates that a leader who is approachable creates a work environment which is positive, resulting in higher work efforts. Fabia believes that the environment the authentic leader has created has had a positive influence on her performance. This corresponds with Span's (2014) statement that employees who feel unsafe in their work environment are unlikely to put any great effort into their work, resulting in the workforce becoming less effective.

Lily also states that the environment that Adam has created has had a positive influence on her motivation and performance.

Lily: It has had a positive influence. [...] It doesn't matter what challenge you are facing, there is always someone to bounce ideas off. [...] So, you do have that sounding board. And then, sort of, being able to not be on an island on your own.

Fabia: It makes it easier to do your job, when you know you can approach somebody when you... find something difficult.

According to Lavin (2016), authentic leaders lead by increasing communication within the business, since when employees trust their leader, they are willing to ask for advice. Authentic leaders also encourage transparency in the business which leads to the sharing of information amongst employees; resulting in efficient business practices and increased performance levels (Lavin, 2016). The environment which Adam has created has led to increased communication among employees leading to increased collaboration between employees. Employees also feel comfortable approaching management; therefore they aren't afraid to clarify what is required of them or to request assistance. The respondents believe that the environment that the authentic leader has created has had a positive influence on their performance.

4.2.2 Personal Relationship

The respondents all identified that the authentic leader has a personal relationship with his subordinates. One participant recognised that through this built relationship, the authentic leader is able to effectively motivate his employees:

Skyler: Due to the relationship that he builds with you as an individual. [...] he takes time in understanding you as a person and what makes you, uh, tick. [...] So, when there are issues he knows how to handle those.

The authentic leader states that he does his best to ensure that everyone in the workplace feels that their role is valued, as he knows the importance of this element for employee motivation.

Adam: [I] know all my employees. So my name being able to greet everybody, all 200 plus people in the office. [...] I personally think it brings out the best in them, [...] they feel like their contribution is valued.

The interpersonal relationship that the employee has with his/her leader impacts on his/her motivation. If the employee does not have a positive relationship with his/her leader, s/he will be dissatisfied in his/her job (Management Study Guide, n/d). This interpersonal relationship must be appropriate and make the employees feel valued in their position (Management Study Guide, n/d), as

it results in high performance (Buhai, Cottini, & Westergaard-Nielsen, 2017). The authentic leader recognises that this approach has brought about a positive change in his employees.

Fabia: He's just a pleasure to work with. Which makes your job easier and you're happy coming to work.

Lily: He's taught me a lot; I can't say there is anything I would have been done differently. [...] That's why I have been here 15 years.

This is in accordance with OrgCon's (2015) statement that a negative relationship between the leader and the subordinate leads to increased absenteeism and high turnover. The personal relationship which the authentic leader has developed with employees has led to higher satisfaction levels, as the employees feel valued. This has led to employees having a positive association with the workplace, which has, in turn, contributed to decreased absenteeism and employee turnover. As a result, performance levels in the company have risen. The authentic leader affirmed that the company has seen tremendous growth and his unit has done extremely well, since he has been in charge.

Adam: We have grown significantly; my unit has done extremely well over the years.

4.2.3 High Levels of Employee Engagement

All participants acknowledged that there is a high level of engagement between the authentic leader and his subordinates. Adam identified that his leadership style is inclusive and believes that it has had a positive influence on his subordinates.

Adam: I personally think it brings out the best in them, in that they feel engaged and they feel like their contribution is valued [...] Being personally involved and being willing to roll up the sleeves is where the guys see, well he's willing to do it and he's in charge, I better do my bit as well.

Participants acknowledged that the authentic leader is very inclusive in his leadership style. Lily acknowledged Adam's behaviour and stated that all the firms' leaders are willing to get involved, which she feels contributes to the success of the organisation.

Lily: [The leaders are] willing to get their hands dirty, do what they need to in the trenches, but still exhibit that overall sort of feeling of togetherness. But, would not expect you to do anything more than they would [...] be willing to do.

Lily also believes that this leadership style has led to the organisation becoming more effective in its operations.

Lily: I think he's very inclusive in his leadership style, and that's a good thing.

Blake and Mouton (1985) stated that the style of leadership adopted by the organisation will have a unique impact on the employees' behaviour. The participants identified that the authentic leader is very inclusive and gets involved in the subordinates work. The participants feel that this approach to leadership has led to increased motivation, as their job isn't looked down upon.

In addition to the authentic leader getting involved in his subordinates' work, employee engagement is also stimulated through feedback. All the participants recognised that feedback is important in the business and stated that the authentic leader provides feedback in a positive manner.

Lily: The feedback has always been provided in a positive light. So, even if there are developmental areas [...] it almost seems like somebody has your best interests at heart, and that's why they want you to change.

Skyler: It is very crucial that we receive that feedback, because it leads to a developmental plan.

This corresponds with Kernis' (2003) statement that the relationship that subordinates have with the authentic leader leads to the acceptance of feedback. Kernis (2003) stated that employees are willing to alter their behaviour; because they are aware that the leader has good intentions. The participants acknowledged that they were willing to hear and internalise the feedback because their interaction with the authentic leader has made them believe that the change would be beneficial to the individual. This interaction leads to a positive outcome, which resemble Krivanek's (1999) statement that this positive feedback will impact performance positively.

Skyler: Feedback is very valuable. We want feedback from them, and in turn they want feedback from us.

Adam: I have this collaborative view on things. I want to make sure; if I'm wrong I need to know I'm wrong. [...] It is important to know where other people stand, especially in a leadership role, and hear them out.

According to Caza and Jackson (2011), authentic leaders must be willing to except both positive and negative evaluations, as well as be receptive to information which challenges their beliefs. Skyler acknowledged that the authentic leader does not engage in one-way communication, the leader also requires his subordinates to give him feedback. Adam, the authentic leader, emphasised that he requires input and feedback from his subordinates as it is important to be impartial. There are thus high levels of engagement in the business, as the authentic leader ensures that he is getting involved with his subordinates and encourages them to provide him with feedback. This engagement has a

positive influence on the employees' performance as they feel valued and are willing to make changes to improve themselves.

4.2.4 Employee Recognition

All of the participants mentioned that the authentic leader regularly recognised the subordinates' efforts. The subordinates also recognised that the recognition of their efforts is important; this can be seen in their interviews:

Fabia: All the time [gets recognised for work of a high quality]. That motivates you actually, to do even better, when you have that positive feedback.

Lily: It can be demotivating [the lack of acknowledgment]. Because you feel like you have put your life and soul into it, and then it's sort of not even recognised. [...] It's about telling the person who did it that it's good.

Adam stated that employee recognition is a major motivator; therefore he ensures that the employees are recognised for their efforts.

Adam: Recognising the contribution that someone's made, and value they've added to a process and [...] saying well done. [...] I think that's something everyone likes, because rewards and recognition often come out as the key issues from our employee surveys.

ACCA (2016) stated that being recognised by the leader motivates the employees as it plays a role in meeting their psychological needs. This statement is in accordance with the participants' responses, as Lily states that the lack of acknowledgement is demotivating. Span (2014) states that this recognition of an individual's input informs them that their ideas are appreciated; a leader who has a high self-esteem diminishes the role of the subordinates (Kernis, 2003). Fabia acknowledged that she is constantly recognised for her efforts, which motivates her. The authentic leader ensures that he acknowledges the efforts of his subordinates, thus ensuring that employees feel valued for their efforts and motivating them to work hard as they know their efforts will be acknowledged.

4.3 Quality and Rigour

Qualitative studies are not conducted with the intent of the results of the study being generalised to the broader population, but rather to provide an in-depth understanding of a phenomenon (Koonin, 2014). Therefore, in order to measure the reliability and quality of qualitative research, the term trustworthiness is used (Koonin, 2014). In a qualitative study it is not always possible to generate the same results from a different group of participants, as each individual has unique experiences. Therefore, in order to determine that the information generated is valid, qualitative research looks at credibility, transferability, dependability and confirmability (Lincoln & Guba, 1985).

Credibility is how accurately the data was interpreted by the researcher (Koonin, 2014). Credibility is increased when the participants find your description of their experiences accurate (Koonin, 2014). The study ensured that the data was credible through constantly confirming the information with the respondent and reading back to them their response, in order to ensure that the description was accurate.

Transferability is the ability of the study's findings to be applied to a similar situation and to generate similar results (Koonin, 2014). It is the degree to which the results can be extended to other studies (Koonin, 2014). As this study deals with factors which influence motivation and performance, this study can be extended beyond authentic leadership. Other studies can make use of the factors which the respondents stated as influencing their motivation and performance, in order to improve the efficiency of their company. This research can also be used in order to contribute to the existing field of leadership and can be used in order to determine what leadership style is suited for contemporary businesses.

Dependability refers to the integration between the data collection method, the data analysis method and the results generated from the data (Koonin, 2014). There must be a coherent link between the points in order to ensure that the outcome is trustworthy. This study thoroughly defined each section and created evident links to ensure that the data generated was well-integrated. Through defining of outcomes and the relating of topics, this study brings a valuable contribution to its field.

Confirmability is the degree to which the collected data confirms the findings and conclusions of the researcher (Koonin, 2014). If another individual examines the data, s/he should generate the same findings. This study ensures confirmability through providing an in-depth research analysis in order to assist other individuals to get to the same outcome. This study ensures that every point of the process guides the reader to achieve the same research outcome, by ensuring each point is fully described.

Chapter Five: Recommendations and Conclusion

5.1 Recommendations

The way in which authentic leadership influences employee behaviour is extremely important for determining the leadership style which should be adopted by an organisation, as it can contribute to employees being more motivated and productive in the organisation. Based on the findings, the researcher makes the following recommendations:

- Organisations should abandon their current leadership styles and adopt the authentic leadership approach in order to maximise employee motivation and performance. Authentic leaders create a positive workplace environment, as they are approachable and encourage transparency in the workplace. This leads to increases in communication and collaboration between employees. Through the sharing of information, business practices become more efficient which has a positive influence on the employees' performance levels.
- The leader should form a personal relationship with their subordinates, as it is through this interaction that a leader is able to identify what effectively motivates each individual. The interpersonal relationship makes the employee feel valued for their contribution; therefore they exert a higher effort towards their work. A positive relationship with subordinates also leads to higher employee satisfaction, which results in reduced absenteeism and turnover. Leaders must be present for their employees, as this helps form a strong personal relationship (Cornett, 2015). Leadership can conduct one-on-one quarterly discussions with their employees; which will provide the leader with insight into his/her employees' motivators, while also ensuring his/her employees' feel valued.
- Leaders should ensure that there are high levels of employee engagement in the workplace. Support from the leader shows employees that their role in the organisation is important and valued; which motivates the employee and encourages the employee to perform to a high

standard. An effective way to ensure that employees feel engaged is through acknowledgement (Eisenhauer, 2015), leadership can conduct weekly touch base meetings with his/her employees whereby the leader has a quick chat with his/her employees over coffee. These meetings will provide leaders with insight into whether his/her employees' are effectively obtaining their goals, while also ensuring that the employee feels valued.

- Employee recognition motivates employees as this acknowledgement of his/her efforts ensures that the employees' feel valued for their efforts, and motivates the employees' to exert a high effort with regards to his/her work. The leadership at the organisation can arrange an entertaining rewards ceremony semi-annually, where individuals are recognised and rewarded for their grand achievements in front of the office, which will make the recognition valuable. However, leadership can also send E-mails to employees that have performed well during the week to ensure that the employees' are informed that his/her efforts were appreciated. The recognition must provide the employees' with information regarding which behaviour is being rewarded, as this encourages employees to repeat this act (Heathfield, 2017).
- Leaders should also ensure that feedback is provided in a positive manner, as employees' are more willing to alter their behaviour when they are aware that the leader has good intentions. Positive feedback has a positive influence on the employees' performance, as this interaction leads to a developmental plan and improvements in the employees' processes. It is highly useful for feedback to be provided after a project is completed, as it is a powerful technique which ensures that employees' are continuously improving (Murthi, 2002). Leadership must ensure that at the end of each project the entire team is gathered and provided with positive feedback; encouraging each member of the team to make self-improvements.

5.2 Conclusion

Authentic leadership has been determined as a solution to the current problems which organisations are facing (Caza & Jackson, 2011) however there is a lack of research in relation to the impact that authentic leadership has on subordinates. The aim of this research was to determine the influence that authentic leadership has on employee motivation and performance in the organisation. Through the analysis of the findings, a clear link has been found between the actions of the authentic leader and the behaviour of his employees. The authentic leader has a positive influence on his subordinates' performance and motivations levels which leads to the growth of the organisation. This study provides individuals with a deeper understanding of the influence that authentic leadership has on the employee's behaviour in the organisation, in terms of motivation and

performance. This provides organisations with guidelines in terms of the leadership style which should be adopted. This study helps to identify the outcomes of authentic leadership, which will determine if authentic leadership is the correct solution for the problems currently faced by organisations. The results of this study suggest that organisations, both global and local, should adopt authentic leadership as it has a positive influence on employee motivation and performance. This positive influence will contribute to the success of the organisation.

Further research on authentic leadership is required in order to determine whether authentic leaders have the same influence on their subordinates in different organisations. Research should address whether authentic leaders will have the same influence on their subordinates behaviour in different sectors. Research should also address different authentic leaders' behaviour, to determine if the identified behaviour differs amongst authentic leaders and identify any contrasts. Through further investigation, there will be increased accuracy as to the impact that authentic leaders have on their subordinates.

5.3 Ethical Considerations and Limitations

According to Resnik (2011), ethics offers guidelines as to what behaviour is acceptable when conducting research, providing methods, procedures and standpoints which guide research decisions in terms of collecting research. Ethical considerations include letters of consent, protection of identity and permission to be interviewed (Maree, 2007).

Individuals who took part in this study received a consent form which they were asked to fill out. This consent form asked the respondents' permission to use their responses in this study. The consent form ensured that anyone who did not want his/her responses to be included was excluded from the study. The respondents were informed of the purpose of the study prior to the interview so that they could choose whether or not they wanted to participate in the study. The respondents were informed that the interview would take 30 minutes. The respondents were also informed that the questions were related to their personal experiences with authentic leadership, as well as to motivation and performance.

The respondents were not be influence to participate in the study, but were rather given the option. The respondents were also informed that if they felt uncomfortable answering a question at any stage, they did not have to answer and they were free to withdraw themselves from the study. A confidentiality agreement was signed by the researcher and the research advisor, to ensure that the identity of the respondents would not be released, so that they would feel more comfortable answering the questions. Once the study has been completed, respondents will be given free access to the results

of the study, via email. These factors helped encourage the respondents to respond truthfully, to ensure the reliability of the study.

The respondents were also asked to sign a consent form so that the researcher had their permission to voice-record the interviews. The researcher also signed a form promising to destroy the recordings once the necessary information had been identified and analysed.

This study was held at a single organisation. The organisation received a formal request from the researcher to conduct a study on the organisation. The organisation provided the researcher with a gatekeeper letter, confirming the organisation's willingness to allow their employees to participate in the study. This also stands as an agreement with the company that the researcher will not disclose the information of the company, ensuring confidentiality. The organisation was informed that the purpose of this study was to identify the effectiveness of authentic leadership. The organisation was also free to withdraw from the study, at any time.

This study is a qualitative study, therefore these findings cannot be generalised to the greater public as the research does not have statistical controls (Niaz, 2007). This research can thus only be used as a guideline for future researchers to base their work on, as the topic requires more research before it can be extended to the greater public.

Due to time limitations this study was only able to analysis a single organisation; as a result, this study will be unable to generate large amounts of data. Therefore the topic needs to be analysed further in order to generate more data so as to make a meaningful contribution to this field of studies. Individuals in other organisations with authentic leaders also need to be analysed, in order to determine whether there are conflicting viewpoints and behaviours in terms of motivation and performance. The leadership style that is identified may not be considered as 'pure' authentic leadership behaviour, as there may not be a leader who is fully authentic. This could impact on how relative the findings are to the research question, therefore impacting on the outcome of this research study.

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Chapter Seven: Annexures

7.1 Consent Form for the Authentic Leader

To whom it may concern,

My name is Jessica Donachie and I am a student at Varsity College. I am currently conducting research under the supervision of Kogie Moodley about the influence that authentic leaders have on employee motivation and performance. I hope that this research will enhance our understanding of the influence that authentic leadership has on employee behaviour in the workplace.

I would like to invite you to participate in my study. In order to explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer so that you can make an informed decision about whether or not to participate. If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form below.

What will I be doing if I participate in your study?

I would like to invite you to participate in this research because you are an authentic leader. If you decide to participate in this research, I would like to conduct an interview with you. This interview will take approximately an hour of your time. The interview will be scheduled at a time that is convenient for the both of us and will take place at a location which is convenient for you. In this interview, I will ask questions about you in order to determine if you are an authentic leader. I will

also ask questions about your experiences of being an authentic leader and how the influence that your leadership style has had on the motivation and performance of your subordinates.

You can decide whether or not to participate in this research. If you decide to participate, you can choose to withdraw at any time or to decide not to answer particular interview questions.

Are there any risks/ or discomforts involved in participating in this study?

Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your leadership style. If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.

Do I have to participate in the study?

- Your inclusion in this study is purely voluntary;
- If you do not wish to participate in this study, you have every right not to do so;
- Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.

Will my identity be protected?

I promise to protect your identity. I will not use your name in any research summaries to come out of this research and I will also make sure that any other details are disguised so that nobody will be able to identify you. I would like to ask your permission to record the interviews, but only my supervisor and I (who will both sign a confidentiality agreement) will have access to these recordings. Nobody else, including anybody at Varsity College, will have access to your interview information. I would

like to use quotes when I discuss the findings of the research but I will not use any recognisable information in these quotes that can be linked to you.

What will happen to the information that participants provide?

Once I have finished all interviews, I will write summaries to be included in my research report, which is a requirement to complete my Honours in Management. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

What happens if I have more questions about the study?

Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether or not to participate.

You should not agree to participate unless you are completely comfortable with the procedures followed.

My contact details are as follows:

Jessica Donachie

064 907 1232

jessdonachie95@gmail.com

The contact details of my supervisor are as follows:

Kogie Moodley

083 793 1345

kogie.moodley@telkomsa.net

Consent form for participants

I, _____, agree to participate in the research conducted by Jessica Donachie about the influence of authentic leadership on employee motivation and performance in the organisation.

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. I agree to be interviewed for this research.
2. My confidentiality will be ensured. My name and personal details will be kept private.
3. My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
4. I may choose not to answer any of the questions that are asked during the research interview.
5. I may be quoted directly when the research is published, but my identity will be protected.

Signature

Date

Consent form for audio-recording/ video recording

I, _____, agree to allow Jessica Donachie to audio record my interviews as part of the research about the influence of authentic leadership on employee motivation and performance in the organisation.

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. My confidentiality will be ensured. My name and personal details will be kept private.
2. The recordings will be stored in a password protected file on the researcher's computer.
3. Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.

Signature

Date

7.2 Consent Form for Employees

To whom it may concern,

My name is Jessica Donachie and I am a student at Varsity College. I am currently conducting research under the supervision of Kogie Moodley about the influence that authentic leaders have on employee motivation and performance. I hope that this research will enhance our understanding of the influence that authentic leadership has on employee behaviour in the workplace.

I would like to invite you to participate in my study. In order to explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer so that you can make an informed decision about whether or not to participate. If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form below.

What will I be doing if I participate in your study?

I would like to invite you to participate in this research because you work with an authentic leader. If you decide to participate in this research, I would like to conduct an interview with you. This interview will take approximately 30 minutes of your time. The interview will be scheduled at a time that is convenient for the both of us and will take place at a location which is convenient for you. In this interview, I will ask questions about your experiences of working with authentic leaders.

You can decide whether or not to participate in this research. If you decide to participate, you can choose to withdraw at any time or to decide not to answer particular interview questions.

Are there any risks/ or discomforts involved in participating in this study?

Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your motivation and performance. If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.

Do I have to participate in the study?

- Your inclusion in this study is purely voluntary;
- If you do not wish to participate in this study, you have every right not to do so;
- Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.

Will my identity be protected?

I promise to protect your identity. I will not use your name in any research summaries to come out of this research and I will also make sure that any other details are disguised so that nobody will be able to identify you. I would like to ask your permission to record the interviews, but only my supervisor and I (who will both sign a confidentiality agreement) will have access to these recordings. Nobody else, including anybody at Varsity College, will have access to your interview information. I would

like to use quotes when I discuss the findings of the research but I will not use any recognisable information in these quotes that can be linked to you.

What will happen to the information that participants provide?

Once I have finished all interviews, I will write summaries to be included in my research report, which is a requirement to complete my Honours in Management. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

What happens if I have more questions about the study?

Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether or not to participate.

You should not agree to participate unless you are completely comfortable with the procedures followed.

My contact details are as follows:

Jessica Donachie

064 907 1232

jessdonachie95@gmail.com

The contact details of my supervisor are as follows:

Kogie Moodley

083 793 1345

kogie.moodley@telkomsa.net

Consent form for participants

I, _____, agree to participate in the research conducted by Jessica Donachie about the influence of authentic leadership on employee motivation and performance in the organisation.

This research has been explained to me and I understand what participation in this research will involve. I understand that:

6. I agree to be interviewed for this research.
7. My confidentiality will be ensured. My name and personal details will be kept private.
8. My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
9. I may choose not to answer any of the questions that are asked during the research interview.
10. I may be quoted directly when the research is published, but my identity will be protected.

Signature

Date

Consent form for audio-recording/ video recording

I, _____, agree to allow Jessica Donachie to audio record my interviews as part of the research about the influence of authentic leadership on employee motivation and performance in the organisation.

This research has been explained to me and I understand what participation in this research will involve. I understand that:

4. My confidentiality will be ensured. My name and personal details will be kept private.
5. The recordings will be stored in a password protected file on the researcher's computer.
6. Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.

Signature

Date

7.3 Example of Questionnaires

Authentic Leader Determinants

Walumbwa and Associates developed a questionnaire in order to determine whether a leader is authentic. I have adapted these questions in order to determine if the leader is authentic. There are 16 questions which the leader needs to answer. These questions determine whether the leader has the four behavioural characteristics of self-awareness, an internalised moral perspective, balanced processing and relational transparency (Northouse, 2010).

Self-Aware

1. Can you list your three greatest weaknesses?
2. Can you list your three greatest strengths?
3. Does feedback help you understand who you are as a person?
4. Do you embrace the feelings you have about yourself?

Internalised Moral Perspective

1. Do your actions reflect your core values?
2. Do you allow group pressure to control you?
3. Do other individuals know where you stand on controversial issues?
4. Do your morals guide your actions as a leader?

Balanced Processing

1. Do you ask for the opinions of others before making up your mind ?
2. Do you listen closely to the ideas of individuals who may disagree with you?
3. Do you emphasize your own point of view at the expense of others?
4. Do you listen carefully to the ideas of other before making decisions?

Relational Transparency

1. Do you openly share your feelings with others?
2. Do you let other people know who you truly are as a person?
3. Do you often present a false front to others?
4. If you make a mistake, can you admit it to others?

7.3.1 Interview questions for authentic leader

1. How do you feel that your leadership style influences employees?
2. Do you feel that there has been a change in operations since you have become a leader in this organisation, and how?
3. What do you feel motivates your employees?
4. How do you ensure that the performance of your employees is of a high standard?
5. How does your leadership style impact on the motivation and performance of your employees?
6. How do you feel the business operations could be improved?

7.3.2 Interview questions for employees

1. What is the relationship you have with the leader?
2. What are some of the important leadership characteristics that you feel the leader exhibits?
3. Does the current leader operate differently from previous leaders, and how?
4. How would you describe the environment of the organisation and how does this influence your work ethic?
5. What are factors that motivate you and demotivate you, and why?
6. What impacts your performance level in the workplace?
7. Does work of a high quality receive recognition and how does this impact on you?
8. Can you explain how feedback is provided and does it result in any personal changes?
9. What could be improved in the workplace from a leadership perspective?