

A Study of the Followers' Perception of the Authentic Leadership Behaviors of their Executive Director and Followers' Organizational Commitment in a Nonprofit Organization

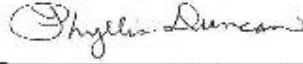
by

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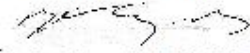
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ABSTRACT

This study examined the relationship between the followers' ($N = 137$) perception of the Authentic Leadership Behaviors of their Habitat for Humanity 501(c) 3 Human Service Nonprofit Organization's Executive Director and the followers' self-rated Organizational Commitment.

This study found Relational Transparency was a predictor of followers' emotional attachment to the organization (Affective Commitment). Relational Transparency accounted for an additional 25% of the variance explained in Organizational Commitment (Avolio et al., 2007; Meyers & Allen, 1991). Balanced Processing was a significant predictor of followers' obligation (Normative Commitment) to the organization. Balanced Processing accounted for an additional 17.1% of the variance explained in Organizational Commitment (Avolio et al., 2007; Allen & Meyer, 1991, 1997).

In this study when controlling for gender, age, ethnicity, level of education, position type, positions level, organizational tenure, and geographic region, this study found age, ethnicity, and position type were significant predictors of Affective Commitment. Age, position type, and position level were significant predictors of Normative Commitment. Age was a significant predictor of Continuance Commitment.

In an effort to reduce staff and volunteer turnover, the findings from this research study could empower nonprofit boards and leaders to understand the need to be forthcoming and inclusive with followers in the development of the organization.

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DEDICATION

I dedicate my life journey to Jesus Christ. He is the only true orchestrator of a life filled with purpose. In 2008, I started thinking about returning to school, and through a series of what I believe were divine steps, Christ led me to Our Lady of the Lake University. In 2009, I was accepted into the Leadership Studies Program; however, before I could begin in 2010, I was hit with back-to-back tragedies. Because of his plan for me, he gave me the strength to keep moving.

I dedicate my pursuit to obtain my Ph.D. to everyone who sowed a seed in my life along the way (King James Version Bible, 1992, Proverbs 22:6): George Hardie, my dad, planned and made preparation for his daughter to attend college. Dorothy Hardie (2011), my mom, my encourager, and my supporter, I miss you so very much.

To my second-grade teacher at Arcadia Elementary School, Mrs. Jones. When I was seven years old, Mrs. Jones told me I could “become whatever I want to be”. I did not understand what she meant at the age of seven, but as my life continued, I would never forget what she said. To my grandmothers and aunts who were encouragers throughout my youth: Iona Hardie (2010), Laura Hamilton (2004), Beulah Colvin (2013), and Laura J. Hamilton (2002). To Kimberly Parham, my former mother-in-law, who continues to encourage me to pursue my God given purpose.

I dedicate this journey to my spiritual family in San Antonio, Texas. They were divinely woven into the narrative of my life story: Othal and Gwendolyn Jenkins, Calvester Robinson, Necole Fryar, Mark Anthony Fryar, and Douglas and Jessie Thompson, my Pastor and wife at Genesis Full Life Fellowship Church in San Antonio.

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To my cohort 20 classmates who went through this journey with me. Your friendship was truly a blessing. During our program, several of us suffered the loss of a parent but with the help of Jesus Christ, the support of our families, friends, and each other, we made it. As I conclude this part of my journey, my life has been made the richer by individuals with their own stories. As we go our separate ways to continue to pursue our God given purpose, I pray for your continued success and I pray someday our paths will cross again.

Thank you to Brandon Dixon at the Association of Habitat for Humanity of Alabama for his assistance in making this goal possible. Thank you to the Board of Directors of Habitat for Humanity, and everyone who participated in this research study.

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CHAPTER ONE

Introduction

This study examines the relationship between the followers' ($N = 137$) perception of the Authentic Leadership Behaviors of their Habitat for Humanity 501(c) 3 Human Service Nonprofit Organization's Executive Director and the followers' self-rated Organizational Commitment.

Amid the 2008 – 2010 economic recession, nonprofit organizations across the United States (U.S.) were falling short of being able to respond to community needs effectively. The recession created uncertainty in many facets of the nonprofit community. A crisis was being predicted in nonprofit leadership, employee turnover was near 21 percent, resources were being rapidly depleted, and the need for services was exponentially high (The Bridgespan Group, 2009; Nonprofit Employment Practices, 2016). During the crisis, many nonprofit boards questioned the capability of their organizations to continue to exist amidst the substantial drain on resources and the high demand for services.

In the post-recession assessment, the nonprofit sector experienced an 86 percent increase in the demand for services (Nonprofit Finance Fund, 2018). The Bureau of Labor Statistics (2016) reported a 15 percent increase in the number of new nonprofit organizations created. The leadership crisis was averted; however, organizations continued to face the lingering challenge of employee turnover (Nonprofit Employment Practices Survey, 2016).

STATEMENT OF THE PROBLEM

In 2020, the pandemic and civil unrest have once again highlighted the gap that nonprofit organizations fill in the community. The events have renewed the importance for nonprofits to retain staff and volunteers in order to meet community needs.

Background

Nonprofit Organizations

Nonprofit organizations across the U.S. act as intermediaries to connect resources and services with individuals who experience prolonged deficits in need (Winston, 2016). The nonprofit sector represents 5.4 percent of the Gross Domestic Product (GDP) and the 3rd largest sector of the U.S. economy. The Internal Revenue Service (IRS) is the agency that grants tax exempt status to organizations (Internal Revenue Service, 2021). There are approximately 1.56 million nonprofit organizations registered with the Internal Revenue Service (Urban Institute, 2019).

In the United States Tax Code, there are 29 tax exempt designations (Internal Revenue Service, 2021). Organizations that address deficits in need are exempt under 501(c) 3 Human Service Nonprofit Organization status. A Human Service Nonprofit Organization is formed for the purpose of charitable, religious, educational, scientific, literary, testing for public safety, fostering national or international amateur sports competition, and preventing cruelty to children or animals (Internal Revenue Service, 2021).

Who are the individuals in need of assistance? These individuals are believed to be at risk. Winston (2016) defines being at risk as an individual or a group of individuals who experience prolonged deficits on at least one of the first four levels of Maslow's Hierarchy of Needs Pyramid.

STATEMENT OF THE PROBLEM

Maslow's (1954) theory on human needs has been widely accepted across many disciplines. Maslow (1954) described five levels of human needs: physiological, safety, love and belonging, self-esteem, and self-actualization. Each need forms a level of Maslow's Pyramid. The physiological needs form the base level. These needs are associated with the human need for food, water, clothing, and shelter. Safety needs form the next level and are associated with the human need for safety for oneself. Once base level needs are met, individuals may vacillate between the next three levels throughout their lives; however, achieving higher level needs like love and belonging, self-esteem, and self-actualization are made possible after basic level needs have been met (Sadri & Bowen, 2011).

Context of the study

Habitat for Humanity is a global nonprofit housing organization working in local communities across all 50 states in the U.S. and in approximately 70 countries (Habitat for Humanity, 2021). Habitat for Humanity is one the (2021) largest home building 501(c) 3 Human Service Nonprofit Organizations in the United States. Habitat for Humanity (2021) was founded in 1976 in Americus, Georgia. Habitat for Humanity (2018) believes every man, woman, and child should have a decent, safe, and affordable place to live. Habitat Organizations (2018) all over the world repair and build homes in the hopes of meeting the physiological and safety needs of those at risk.

GuideStar (2019) reports approximately 2,107 Habitat for Humanity Affiliates in the United States. The formation of a Habitat Affiliate is based on membership with the parent organization in Americus, Georgia. Each Habitat Affiliate operates independently with a board of directors. The board provides governance and fiduciary oversight and

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supervises the executive director. The executive director is the day-to-day leader responsible for the execution of daily operations in the accomplishment of the organization's vision.

The Alabama Habitat Affiliates have the same mission to repair and build homes for those at risk in Alabama. Before the pandemic, it was estimated 3,434 Alabamians experience homelessness daily (U.S. Interagency Council on Homelessness, 2018). From March 1, 2020 to August 31, 2020, the Health Communication Research Laboratory (2020) reported 16.9 percent of the calls for 211 assistance were related to housing and shelter.

In Alabama, there are 25 Habitat for Humanity Affiliates and one support association. The State is divided into six Geographic Regions and the six regions represent 50 of the 67 counties in Alabama:

- Region 1 covers 7 northern counties,
- Region 2 covers 13 central counties,
- Region 3 covers 8 western counties,
- Region 4 covers 11 eastern counties,
- Region 5 covers 11 southern counties, and
- Region 6 covers the 1 support organization.

STATEMENT OF THE PROBLEM

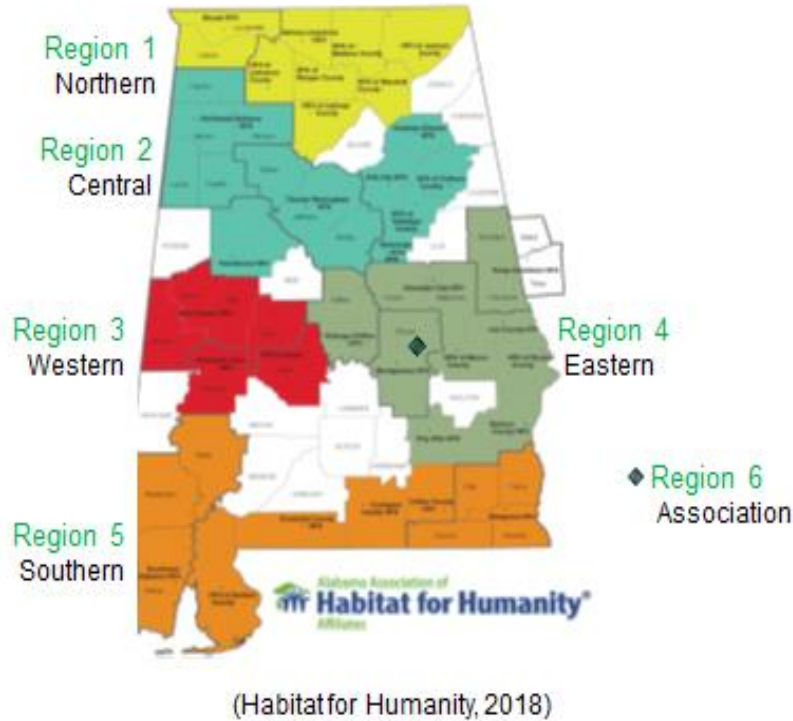


Figure 1: Geographical Regions of Habitat for Humanity Affiliates

Each affiliate's vision is set by their board of directors. Each affiliate operates independently, and the scope of work may vary across organizations. The executive director's position also varies across each affiliate. There are paid full-time positions; paid part-time positions; and volunteers. The followers are paid, full-time employees; paid, part-time employees; volunteers, and contract labor workers. The volunteers are divided into four groups. There are the fully retired volunteers, working volunteers, student volunteers, and those who are community service mandated by the court system for misdemeanor crimes committed in the community.

The Alabama State Association Board of Directors is comprised of the executive directors from the affiliates and three individuals from the broader community. From 2015 - 2017 there has been a rise in turnover among the Alabama Habitat Affiliates

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(Charity Navigator, 2019) and the State Board of Directors want to understand what impact leader behaviors may have on followers' Organizational Commitment (Allen & Meyer, 1991, 1997). There are currently no studies on leader behaviors and the followers' Organizational Commitment for the Alabama Habitat Affiliates.

Funding to support the Habitat mission is based on donations received from individuals, corporations, foundations, and State and Federal Agencies (Gathuo, 2015). Some Habitat Affiliates have a diverse source of revenue beyond fundraising. After a home is built, Habitat becomes the mortgage lender, and the proceeds received from the mortgages go to fund other construction projects. Some locations have a thrift store that generates revenue. Funding to support the nonprofit is vital to its survival. Finding sustainable funding sources is challenging for all types of nonprofit designations, but this is especially true for organizations with the designation of 501(c) 3 (Mosley et al. 2012).

Authentic Leadership

Authentic Leadership is a root concept or precursor to many other forms of positive leadership (Hoch et al., 2016). Authentic Leaders have the ability to increase positive emotions and reduce the negative emotions in their followers (Peterson et al., 2012). George (2003) believes Authentic Leaders can become role models, and the effect can be tremendous on organizational retention.

George et al., (2007) believes that an authentic approach to leading is a desirable and effective approach to advance human enterprise and achieve positive and enduring outcomes in organizations. The literature supports the impact positive forms of leadership like Authentic Leadership, Ethical Leadership, Servant Leadership, and Transformational Leadership have made on followers' Organizational Commitment (Hoch et al., 2016).

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The *Authentic Leadership Questionnaire* (ALQ) (2007) measures four components of a leader's behavior. Self-Awareness measures the degree that a leader is aware of his or her strengths, limitations, how others see him or her, and how their behavior impacts others. Relational Transparency measures the degree that a leader is open with others and that openness provides others with an opportunity to be forthcoming with their ideas, challenges, and opinions. Internalized Moral Perspective measures the degree that a leader sets a high standard for moral and ethical conduct. Balanced Processing measures the degree that a leader solicits sufficient opinions and viewpoints prior to making important decisions (Walumbwa et al., 2008).

Organizational Commitment

Organizational Commitment is a psychological behavior that links to a person's intention to persist in a course of action (Allen & Meyer, 1991, 1997). The *Three-Component Model of Commitment* (TCM) (2004) is the most widely used instrument in the measurement of commitment. The TCM measures three components of followers' commitment to an organization based on Affective Commitment (ACS), Normative Commitment (NCS), and Continuance Commitment (CCS) (Allen & Meyer, 1991, 1997).

Affective Commitment measures a person's ability to identify with and the emotional attachment to an organization. Normative Commitment measures a person's commitment based on a sense of responsibility or obligation to an organization.

Continuance Commitment measures a person's commitment based on the personal cost associated with leaving an organization (Allen & Meyer, 1991, 1997).

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Statement of the Problem

Because of the trend in turnover among the Habitat Affiliates, the State Board of Directors want to understand what, if any, impact leader behaviors may have on their followers' Organizational Commitment (Allen & Meyer, 1991, 1997). In Alabama, studies on the Authentic Leadership Behaviors (Self-Awareness, Relational Transparency, Internalized Moral Perspective, and Balanced Processing) in 501(c) 3 Human Service Nonprofit Organizations were limited. In Alabama, the *Authentic Leadership Questionnaire* constructs of Self-Awareness, Relational Transparency, Internalized Moral Perspective, Balanced Processing, and Organizational Commitment have not been widely studied in 501(c) 3 Human Service Nonprofit Organizations. No studies existed on the Alabama Habitat for Humanity Affiliate Leaders and their followers' Organizational Commitment.

Purpose of this study

To determine if there is a relationship between the followers' perception of the Authentic Leadership Behaviors (Self-Awareness, Relational Transparency, Internalized Moral Perspective, and Balanced Processing) of their Habitat for Humanity's 501(c) 3 Nonprofit Organization's Executive Director and the followers' self-rated Organizational Commitment.

This study will add to the body of literature on 501(c) 3 Nonprofit Organizations in Alabama similar to Habitat for Humanity.

STATEMENT OF THE PROBLEM

Conceptual Definitions

To gain a better understanding of this research, the following conceptual definitions will be used:

Nonprofit Organizations

1. **501 (c) 3 human service nonprofit organizations.** Organizations formed for the purpose of charitable, religious, educational, scientific, literary, testing for public safety, fostering national or international amateur sports competition, and preventing cruelty to children or animals (Internal Revenue Service, 2021, para. 1).
2. **habitat for humanity.** A 501(c) 3 Nonprofit Organization that help families build and improve places to call home. Habitat believes affordable housing plays a critical role in strong and stable communities. They believe every man, woman, and child should have a decent, safe, and affordable place to live (Habitat for Humanity, 2021).
3. **affiliates.** Member organizations within Habitat for Humanity.
nonprofit board of directors. Volunteers acting as the governing body and fiduciaries on the behalf of the organization.
4. **executive director.** The day-to-day leader responsible for the execution of daily operations in the accomplishment of the organization's mission.
5. **Followers.** employees, volunteers, and contract labor workers that work with the leader to accomplish the organization's mission.

Control Variables (IV)

Demographics

1. **gender.** The physical traits typically associated with male or female.
2. **age.** The number of years since birth at the time the survey is administered.
3. **ethnicity.** Individual self-identification based on 2010 United States Census (United States Census, 2010).
4. **level of education.** The highest level of formal education completed at the time the survey is administered:
 - High School Diploma/GED, Some College, Bachelor's Degree, or Master's Degree and Higher.

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5. **position type.** Employment status with current organization:
 - Paid, full-time = 30 hours or more per week,
 - Paid, part-time = 29 hours or less per week, or
 - Volunteer = no monetary compensation received from the organization for hours worked
Volunteers: fully retired volunteer, working volunteer, student volunteer, or community service mandated.
6. **position level.** Individual self-identification with an area of employment within the organizations (Habitat for Humanity, 2018):
 - Executive director, management, administration, construction operations, retail operations, or board member.
7. **organizational tenure.** Total number of years with the specific organization.
8. **geographic region.** The area in which one is employed or volunteers in Alabama (Habitat for Humanity, 2018):
 - Region 1: covers 7 northern counties,
 - Region 2: covers 13 central counties,
 - Region 3: covers 8 western counties,
 - Region 4: covers 11 eastern counties,
 - Region 5: covers 11 southern counties, and
 - Region 6: covers the Alabama Association of Habitat for Humanity.

Independent Variables (IV)

Authentic Leadership

Authentic Leadership is a pattern of leader behaviors that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development (Walumbwa et al., 2008).

Authentic Leadership Questionnaire (ALQ)

1. **self-awareness.** The degree that a leader is aware of his or her strengths, limitation, how others see him or her, and how the leader behavior impacts others (Avolio et al., 2007).

STATEMENT OF THE PROBLEM

2. **relational transparency.** The degree that a leader is open with others that provides others with an opportunity to be forthcoming with their ideas, challenges, and opinions (Avolio et al, 2007).
3. **internalized moral perspective.** The degree that a leader sets a high standard for moral and ethical conduct (Avolio et al., 2007).
4. **balanced processing.** The degree that a leader solicits sufficient opinions and viewpoints prior to making important decisions (Avolio., 2007).

Dependent Variables (DV)

Organizational Commitment

Organizational Commitment is a psychological behavior that links to a person's intention to persist in a course of action (Allen & Meyer, 1991, 1997).

The Three-Component Model of Commitment (TCM)

1. **affective commitment.** A person who identifies with and the emotional attachment to an organization. Employees with strong Affective Commitment stay because the organization's mission aligns with personal goals (Allen & Meyer, 1991, 1997).
2. **normative commitment.** A person who stays because of a sense of responsibility or obligation to an organization. Employees with strong Normative Commitment feel a responsibility to the organization (Allen & Meyer, 1991, 1997).
3. **continuance commitment.** A person who recognizes the cost associated with leaving an organization. Employees with strong Continuance Commitment stay because of the personal cost associated with leaving (Allen & Meyer, 1991, 1997).

Research Questions

Research Question 1 (RQ1)

Is there a relationship between the followers' perceptions of the Authentic Leadership Behaviors (Self-Awareness, Relational Transparency, Internalized Moral Perspective, and Balanced Processing) of their Habitat for Humanity's 501(c) 3 Nonprofit Organization's Executive Director and the followers' self-rated Affective Commitment

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when controlling for the followers' gender, age, ethnicity, level of education, position type, position level, organizational tenure, and geographic region?

Research Question 2 (RQ2)

Is there a relationship between the followers' perceptions of the Authentic Leadership Behaviors (Self-Awareness, Relational Transparency, Internalized Moral Perspective, and Balanced Processing) of their Habitat for Humanity's 501(c) 3 Nonprofit Organization's Executive Director and the followers' self-rated Normative Commitment when controlling for the followers' gender, age, ethnicity, level of education, position type, position level, organizational tenure, and geographic region?

Research Question 3 (RQ3)

Is there a relationship between the followers' perceptions of the Authentic Leadership Behaviors (Self-Awareness, Relational Transparency, Internalized Moral Perspective, and Balanced Processing) of their Habitat for Humanity's 501(c) 3 Nonprofit Organization's Executive Director and the followers' self-rated Continuance Commitment when controlling for the followers' gender, age, ethnicity, level of education, position type, position level, organizational tenure, and geographic region?

Research Model

- (Research Questions/ RQ1 – RQ3)

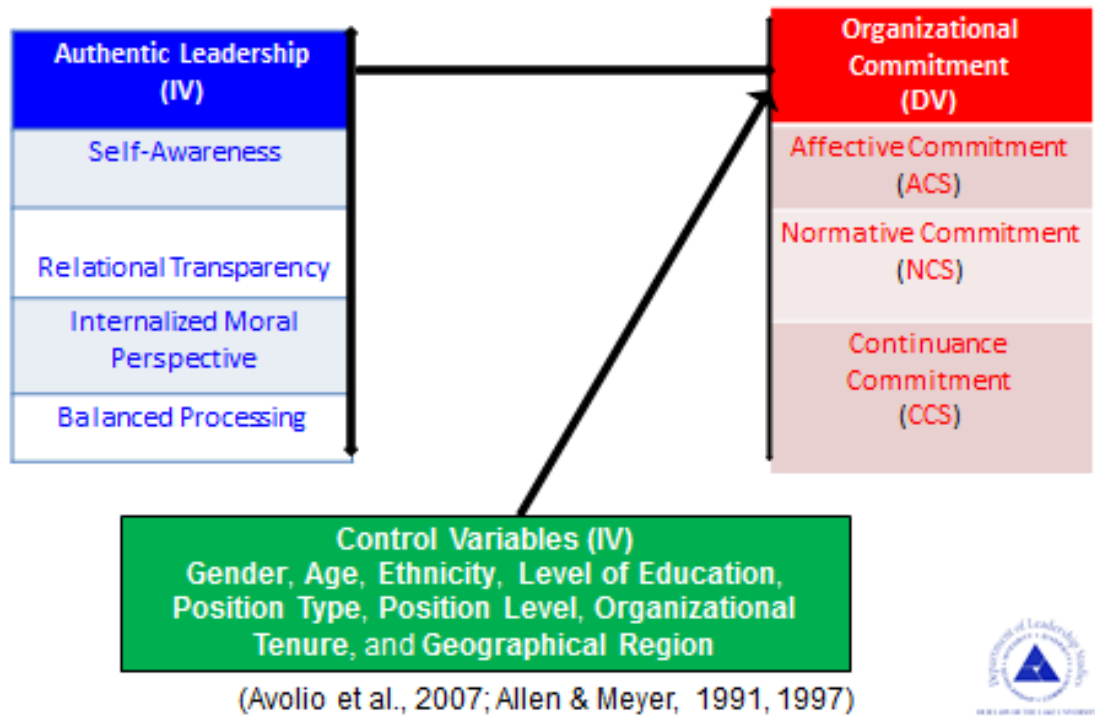


Figure 2: Research Model

CHAPTER TWO

REVIEW OF THE LITERATURE

Chapter Overview

This chapter sets forth the foundation for this study on nonprofits. The section provides an overview of 501(c) 3 Nonprofit Organizations. The chapter then looks at the theoretical framework of Authentic Leadership and the instrument to measure Authentic Leadership Behaviors, the *Authentic Leadership Questionnaire (ALQ)* (2007). This section further examines the theoretical framework for Organizational Commitment and the instrument to measure follower commitment, the *Three-Component Model of Commitment (TCM)* (2004). In this chapter, the researcher reviews the existing literature on the influence gender, age, ethnicity, level of education, position type, position level, organizational tenure, and geographic region have on Organizational Commitment. This chapter concludes with a summary of the researcher's findings.

Overview of Nonprofit Organizations

Throughout the literature, the words corporation and organization were used interchangeably when discussing nonprofits. For this research, the researcher will use the term most frequently used, organization. The creation of a nonprofit organization is a part of the laws and statues in the state where the nonprofit operates. The Federal Tax Code makes provisions for these organizations to be exempt from taxation when specific requirements are met. To create a nonprofit, individual(s) must register within a state of jurisdiction. Before the 2008 recession, organizations operated like pseudo-human beings. Given such privilege, there was a presumption that organizations would be entities that would require members to possess levels of moral

REVIEW OF THE LITERATURE

courage sufficient to promote their ethical action, while refraining from unethical actions when faced with temptations or pressure (Hannah et al., 2011).

The role of the board of directors was to provide fiduciary oversight. Oversight meant safeguarding the organization's assets and acting in the best interest of the organization (Boardsource, 2007). The governance of a nonprofit organization was primarily provided by volunteers. Because of the volunteer nature, directors were relinquished of personal responsibility for the decisions they made on the behalf of the organization. Although the recession was not specific to the nonprofit sector, the recession did expose that in the absence of personal responsibility, some organizations were led toward moral failure.

To restore public confidence in the system, the Federal Government intervened and passed new legislation. With the passing of the Sarbanes-Oxley Act, directors were required to: 1) certify financial statements, 2) mandate audits of financial statements, and 3) impose independent audit committees within the nonprofit board (Mead, 2008).

Before the recession began, Shulman (2007), Director of the IRS, was making reform in the reporting requirements of nonprofit organizations. Shulman (2007) stated, the Form 990 had not been updated since 1979 and the updated revisions would reflect the diversity and complexity of the tax-exempt community. Shulman (2007) believed revisions would give the IRS and the public a much better view of how exempt organizations operated (Shulman, 2007).

The recession and the increase in demand for services created strain on many organizational resources. Simultaneously, organizations were experiencing substantial decreases in revenue and increases in employee turnover. In a survey conducted by

REVIEW OF THE LITERATURE

GuideStar (2010), nonprofits ($N = 7,104$) experienced a 63 percent increase in services and a 40 percent decrease in revenue. With the demand, nonprofit leaders were making difficult decisions whether to limit or discontinue some services (Hopkins et al, 2014).

A survey of nonprofit leaders ($N = 731$) stated effectiveness, responsiveness, and reliability were the core values held by their organizations (Brazzel et al., 2014).

Effectiveness was the ability to provide programs and services of the highest quality at a reasonable cost (Brazzel et al., 2014). Responsiveness was their ability to respond to clients and communities. Reliability was their ability to be resilient and demonstrate staying power both in good times and bad (Brazzel et al., 2014). The recession was transforming the nonprofit business model and challenging the traditional philosophy of how nonprofit organizations operate. These values were being deeply challenged then and are also now during the recent global health crisis and civil unrest. Once again, nonprofit organizations have become a vital part of the community in the support of individuals at risk.

To demonstrate their ability to service those at risk, nonprofit organizations need their employees and volunteers. During the 2008 recession, employee turnover in the sector was near 21 percent and post-recession it remained near 19 percent (Nonprofit Employment Trends Survey, 2010; Nonprofit Employment Practices Survey, 2016). During this same period, the U.S. was also experiencing a decline in the number of adults who volunteered. High turnover can tremendously affect an organization's ability to provide services (United States Bureau of Labor Statistics, 2015; Nonprofit Leadership Alliance, 2017). In a case study published between 1992 and 2007, it was estimated the cost of employee turnover for positions earning less than \$30,000 was 16 percent of an

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employee's annual salary (Boushey & Glynn, 2012). The Nonprofit HR (2019) stated there is a real cost associated with employee turnover, and the most significant cost is the decreased organizational knowledge.

A study of 501(c) 3 nonprofit long-term health care employees ($N = 289$), found a moderate relationship between the Exemplary Leadership Practices of leaders and followers' Organizational Commitment (Porter, 2015). Porter (2015) stated "Model the Way" had the most association with Normative Commitment ($r = .407, p < .01$). Modeling as a leader practice involved setting a personal example for others, clarifying values, following through on commitments, and holding people accountable (Kouzes & Posner, 2012).

In a related study of nonprofit employees, from various exempt designations, the researchers found Normative Commitment statistically correlated with each of the five transformational leadership subscales: Idealized Influence – Behaviors ($r = .435, p < .01$), Idealized Influence – Attributes ($r = .391, p < .01$), Inspirational Motivation ($r = .388, p < .01$), Intellectual Stimulation ($r = .345, p < .01$), and Individualized Consideration ($r = .332, p < .01$) (Freeborough, 2012).

Within the infrastructures of nonprofit organizations, the board of directors provide governance and fiduciary oversight. The executive director is the day-to-day leader responsible for carrying out the organization's mission. The executive director is the conduit that connects the board, staff, volunteers, and other stakeholders (Olinske & Hellman, 2017). Organizations are complex work environments and who leads them can impact their ability to accomplish the mission. Peterson et al. (2012) found Authentic Leadership Behaviors were positively related with followers' positive emotions ($\beta = .26$,

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$p < .01$). In a study of working adults ($N = 191$), Avey et al., (2011) also found ethical leadership was significantly related to follower self-esteem ($r = .16, p < .05$). Leaders who have a deep sense of purpose and are true to their core values, and who have the courage to build organizations that meet the needs of all stakeholders, and who recognize the importance of serving society exhibit the actions and behaviors that make for an effective pattern in leadership behaviors (George, 2003). Understanding how leadership contributes to the commitment of followers is vital to ensuring long-term sustainability and viability of organizations for the future.

Theoretical Framework for Authentic Leadership

Leadership is regarded as the ability to work with and influence others toward common goals; therefore, the awareness of leadership has been around since Adam and Eve were created. However, the study of leadership evolved in the last 20th century. Early studies in the field yielded an array of theories of what constituted an effective leader. Early adopters conceptualized leadership as a trait, while later researchers theorized leadership as a behavior: others believed it was an information-processing, or relational transaction (Northouse, 2010). It is not a gene nor is it an inheritance: leadership is an identifiable set of skills and abilities that are available to all (Kouzes & Posner, 2007).

Early philosophical conceptions of authenticity within the leadership literature arose in the 1960s. The literature focused on how organizations should be authentic (Novicevic et al, 2006). Rome and Rome (1967) described authenticity in organizations in terms of organizations having human-like behaviors. Organizations were ‘authentic’ to the extent that, throughout the layers of leadership, the organization accepts finitude,

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uncertainty, and contingency and comprehends its capacity for responsibility and choice (Rome & Rome, 1967).

In later literature, Henderson and Hoy (1982) integrated the notion of accountability on the behalf of individuals within the evolving organism called an organization. Accountability was the aspect of authenticity that assigned individuals to positions and roles, and the individual then accepted responsibility and admitted to mistakes on the behalf of the organization.

Authentic Leadership literature advanced between 1987 and 2001. Bhindi and Dulgnan (1987) and Begley (2001) defined authenticity in terms of the individual leader's behavior. In the behavioral theory, leader behaviors were measured in terms of their relationships with people and the organization. George (2003) described authenticity as leaders who recognize their shortcomings and work hard to overcome them. They lead with purpose, meaning, and values. When their principles are tested, they refused to compromise. Authentic leaders are dedicated to developing themselves because they know that becoming a leader takes a lifetime of personal growth. Authentic leadership is not the absence of human frailty. Authentic leadership is the desire to do the right thing given the situation and based on all past and relevant information (George, 2003).

Walumbwa et al., (2008) set the stage for how modern literature conceptualized Authentic Leadership. Walumbwa et al, (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, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development.

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Positive forms of leadership focused on leader behaviors and the interpersonal dynamics that increased followers' confidence and resulted in positive outcomes beyond task compliance, such as motivating followers to go beyond expectations, positive self-development, and prosocial behaviors (Hannah et al., 2014). The current literature on Authentic Leadership supports the impact positive leader behaviors have on followers' Organizational Commitment.

In a recent meta-analysis of leadership behaviors and Organizational Commitment, researchers found a moderate relationship between Authentic Leadership Behaviors and follower Organizational Commitment ($k = 5, N = 797, p (rho) = .48$) (Hoch et al., 2016). In a related meta-analysis, researchers found a strong relationship between Authentic Leadership and follower Organizational Commitment ($k = 17, N = 4,077, p (rho) = .51$) (Banks et al., 2016).

The research on Authentic Leadership and followers' Organizational Commitment in nonprofit organizations is growing in the United States; however, the research on other positive forms of leadership and Organizational Commitment were more predominate in the literature. In a meta-analysis, Jackson et al., (2013) found a moderate relationship with Transformational Leadership, Affective Commitment, and Normative Commitment ($k = 116, N = 39,211, r_c = .45; k = 30, N = 9,944, r_c = .33$, respectively). The same study found a weak, negative relationship between Transformational Leadership and Continuous Commitment ($k = 28, N = 10,774, r_c = -.01$).

DeGrott et al., (2009) found a moderate relationship between Transformational Leadership and Affective Commitment ($k = 4, N = 2,361, r_c = .46$) and a weak

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relationship between Transformational Leadership and Normative Commitment ($k = 4, N = 2,246, r_c = .27$). The same study found a weak, negative relationship between Transformational Leadership and Continuous Commitment ($k = 4, N = 2,361, r_c = -.14$).

Authentic Leaders become role models, and the effect is tremendous for organizational retention (George, 2003). In caution to Authentic Leadership, Chang and Diddams (2009) argue that current theoretical development of the authentic leadership construct may include expectations for self-reported authentic leaders to have a level of self-knowledge which may not be attainable. Instead of increasing transparent relationships with followers and other organizational stakeholders, the aspiring leader could be led to less ethical behavior on the behalf of the leader (Change & Diddams, 2009).

Authentic Leadership Questionnaire (ALQ)

The *Authentic Leadership Questionnaire (ALQ)* (2007) was grounded in prior concepts by Kernis (2003) and Ilies et al., (2005) and is the most frequently used measure on Authentic Leadership Behaviors (Gardner et al., 2011). Kernis (2003) and Ilies et al., (2005) propose a more focused four-component model of Authentic Leadership that included self-awareness, unbiased processing, authentic behavior/acting, and authentic relational orientation.

In more contemporary literature, the most frequently used measure of Authentic Leadership is the *Authentic Leadership Questionnaire*. The *Authentic Leadership Questionnaire (ALQ version 1.0 rater)* (2007) has 16 items with four subscales that include: self-awareness (4 items), relational transparency (5 items), internalized moral perspective (4 items), and balanced processing (3 items). Walumbwa et al., (2005)

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believed these four dimensions formed a higher order of Authentic Leadership. Scales consist of these item numbers:

Transparency: 1, 2, 3, 4, & 5,

Internalized Moral Perspective: 6, 7, 8, & 9,

Balanced Processing: 10, 11, & 12, and

Self-Awareness: 13, 14, 15, & 16.

Self-Awareness

Self-awareness denotes to one's ability to demonstrate an understanding of how one derives and makes meaning of the world and how that meaning making process impact the way one views himself or herself over time. It is also referred to as the showing of an understanding of one's strengths and weaknesses and the multifaceted nature of the self, which includes gaining insight into the self through exposure to others and being cognizant of one's impact on other people (Kernis, 2003).

Relational Transparency

Relational transparency denotes to presenting one's authentic self (as opposed to a fake or distorted self) to others. Such behaviors promote trust through disclosures that involve openly sharing information and expressions of one's true thoughts and feelings while trying to minimize displays of inappropriate emotions (Kernis, 2003).

Internalized Moral Perspective

Internalized moral perspective denotes to an internalized and integrated form of self-regulation (Ryan & Deci, 2003). This self-regulation is guided by internal moral standards and values versus group, organizational, and societal pressures, and it results in

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expressed decision making and behaviors that are consistent with these internalized values (Avolio & Gardner, 2005; Gardner et al., 2005).

Balanced Processing

Balanced processing denotes leaders who show they objectively analyze all relevant data before coming to a decision. Such leaders solicit views that challenge their deeply held positions (Gardner et al., 2005).

Research on the individual components of the ALQ and the dimensions of the TCM are limited. Seabron (2020) found a significant relationship between Self-Awareness ($R = .049, p < .05$) and Continuance Commitment among skilled professional ($N = 214$). Seabron (2020) also a relationship between Internalized Moral Perspective ($R = .145, p < .05$) and Affective Commitment as well as between Internalized Moral Perspective ($\Delta R^2 = .117, \beta = .344, rp = .350, p < .05$) and Normative Commitment. Seabron (2020) found no significant relationships between Relational Transparency, Balanced Processing, and Organizational Commitment.

In another study of a small Department of Defense contractor ($N = 201$), the researcher found a significant relationship between Self-Awareness ($\Delta R^2 = .184, \beta = .434, rp = .447, p < .05$) and Affective Commitment (Ferrer, 2017). Ferrer (2017) found a relationship between Relational Transparency ($\Delta R^2 = .068, \beta = .322, rp = .326, p < .05$) and Normative Commitment and Internalized Moral Perspective ($\Delta R^2 = .041, \beta = .235, rp = .217, p < .05$) and Continuance Commitment. The researcher found no significance between Balanced Processing and Organizational Commitment (Ferrer, 2017). Both studies, yield no significant relationship between Balanced Processing and Organizational Commitment.

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Theoretical Framework for Organizational Commitment

The subject of Organizational Commitment is important in many industries because of its relationship with other antecedent behaviors of employees like turnover and performance. There is strong belief that commitment is an important concept with considerable relevance for both the individual employee and the organization. From the employee perspective, commitment to work and the organization represents a positive relationship that could potentially add meaning to life. From the employer's perspective, having committed employees is beneficial to the potential for increased performance and reduced turnover and absenteeism (Mowday, 1998).

Meyer and Allen (1991) defined Organizational Commitment as a psychological link between the employee and his or her organization that makes it less likely the employee will voluntarily leave the organization. Its psychological link classifies employees' (a) relationship with the organization, and (b) their implications for the decision to continue or discontinue membership in the organization (Meyer & Allen, 1991).

The Millennial generation is the youngest generation in the workforce today and what Millennials ascribe to in their work environment is different from generations of the past (Payton, 2015). This becomes relevant as nonprofit organizations struggle to understand the needs of this generation and the future of their organizations.

Three-Component Model of Commitment (TCM)

Organizational Commitment is widely recognized as a multidimensional work attitude (Becker, 1992; Mathiew & Zajac, 1990; Mayer & Schorman, 1992; Meyer & Allen, 1984). Redefining Organizational Commitment as a multidimensional construct

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resolves the confusion about its definition and, more importantly, provides an integrated framework to drive future studies because more attention is directed towards understanding the relationships between Affective Commitment (ACS), Normative Commitment (NCS), and Continuance Commitment (CCS) work outcomes (Meyer & Allen, 1997).

The *Three-Component Model of Commitment* (TCM) (2004) the most widely used measurement in studies on Organizational Commitment. It was developed by Meyer and Allen in 1991 and later validated in 1997. Their work was developed based in prior research in commitment. The revised version developed in 1993 measures six items on Affective Commitment, six items on Normative Commitment, and six items on Continuance Commitment. Within the scales, there are questions denotes with an “R” that indicates a reverse-keyed item. Scores on these items should be reflected before computing scale scores (Meyer et al., 1993).

This section discusses the three dimensions of commitment described by Meyer and Allen (1991):

Affective Commitment

The most used measure of employee affective attachment to the organization is based on the Organizational Commitment Questionnaire (OCQ) (Mowday et al., 1974). The OCQ is a 15-item scale designed to assess acceptance of organizational values, willingness to exert effort, and desire to maintain membership in the organization (Meyer & Allen, 1991).

Kanter’s (1968) work uses the term cohesion commitment. Cohesion is defined as the attachment of an individual’s fund of affectivity and emotion to the group. Buchanan

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(1974) describes commitment as partisan, which meant affective attachment to the goals and values, and to the organization for its own sake, apart from its purely instrumental worth. Porter (2015) and his associates define commitment as “the relative strength an individual’s identification with and an involvement in a particular organization (Meyer & Allen, 1991, pg. 64).

Allen and Meyer (1997) went on to later define Affective Commitment as a person’s ability to identify with and the emotional attachment to an organization. An employee with strong Affective Commitment stays because they want to.

Normative Commitment

Wiener (1982) define Normative Commitment as the totality of internalized normative pressure to act in a way which meets organizational goals and interest and suggest that individuals exhibit these behaviors solely because they believe it is the ‘right’ and moral thing to do. Later, Normative Commitment would be defined as a person who stays because of a sense of obligation. Employees with strong Normative Commitment feel they ought to (Myer & Allen, 1991).

Meyer and Allen (1997) denote it is more appropriate to consider Affective Continuance and Normative Commitment as components, than types, of commitment. The latter implies the psychological state characterizing the three forms of commitment are mutually exclusive but to the contrary, it seems more reasonable to expect that an employee can experience all three forms of commitment to varying degrees. One component will dominate and then a decision process is made based on that dominated feeling while weighting all other alternatives.

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Continuance Commitment

Stebbins (1970) defines Continuance Commitment as the awareness of the impossibility of choosing a different social identity because of the immense penalties involved in making the switch. Later, Continuance Commitment would be defined as a person who recognizes the cost associated with leaving. Employees with strong Continuance Commitment stay because they have to (Meyers & Allen, 1991).

Control Variables and Organizational Commitment

Gender and Organizational Commitment

In a review of the literature, the researcher found mixed results on the significance gender has on Organizational Commitment. A meta-analysis conducted by Meyer et al., (2002) found gender was a significant predictor of Organizational Commitment ($k = 32$, $N = 11,764$, $r_c = -.03$ (ACS); $k = 16$, $N = 5,982$, $r_c = -.02$ (NCS); $k = 22$, $N = 9,530$, $r_c = .01$ (CCS). The researchers denote the relationship is weak.

In research conducted at a Defense contractor unit ($N = 201$), gender accounted for an additional 1.9% of the variance explained in Continuance Commitment ($\Delta R^2 = .019$, $p < .05$) and 3.4 % of the variance in Normative Commitment ($\Delta R^2 = .034$, $p < .05$). Male respondents rated Normative Commitment significantly higher than female respondents (Ferrer, 2017).

In a study of police officers ($N = 209$), the researcher found gender accounted for 1.7% of the variance explained in Normative Commitment ($\Delta R^2 = .017$, $p < .05$). A t test revealed that male officers have a higher sense of obligation to the organization – Normative Commitment ($M = 4.7$, $SD = 1.3$), compared to female officers ($M = 4.1$, SD

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= 1.3). In that same study, gender accounted for an additional 6.3% of the variance explained in Affective Commitment ($\Delta R^2 = .063, p < .05$) A *t* test revealed that male officers have a higher desire based emotional commitment – Affective Commitment than their female counterparts (Escamilla, 2015).

A more recent study conducted by Seabron (2020), found gender was not a significant predictor of Organizational Commitment among skilled professionals ($N = 214$) in the study.

Age and Organizational Commitment

The literature was mixed on the impact age makes on Organizational Commitment. Ng and Feldman (2010) conducted a meta-analysis on age and Organizational Commitment using studies published before 2009. In their study, the researchers predicted that older workers would have more favorable job attitudes than younger workers. Using Cohen's (1998) recommendation for determining the strength of the relationship, weak is (.10 to .23), moderate is (.24 to .37), and strong is (.37 and above). The researchers found age a significant predictor of Organizational Commitment. There was moderate relationship between age and Affective Commitment ($k = 171, N = 70,449, r_c = .17$ (ACS)), a weak relationship between age and Normative Commitment ($k = 22, N = 7,935, r_c = .11$ (NCS)); and weak relationship between age and Continuance Commitment ($k = 37, N = 12,258, r_c = .05$ (CCS)) (Ng & Feldman, 2010).

In other meta-analysis, age correlates positively with the three dimensions of Organizational Commitment ($k = 53, N = 21,446, r_c = .15$ (ACS); $k = 24, N = 9,480, r_c = .12$ (NCS); $k = 36, N = 14,057, r_c = .14$ (CCS)). This study found age correlates more

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strongly with Continuance Commitment in studies conducted outside of the United States (p 's = .20 vs. .12) (Meyer et al., 2002).

In the small Defense contractor unit ($N = 201$), age was a significant predictor of Affective Commitment ($R^2 = .021$, $\beta = .144$, $p < .05$) and Normative Commitment ($R^2 = .038$, $\beta = -.194$, $p < .05$.) Post hoc results found the older the respondent, the lower the Normative Commitment. (Ferrer, 2017).

Seabron (2020) found among skilled professionals ($N = 214$), age was not a significant predictor of Organizational Commitment. In a study of public housing workers ($N = 160$), age was not a significant predictor of Organizational Commitment (Smith, 2013). In a study of social workers ($N = 207$), age was not a predictor of Affective Commitment (Giffords, 2003). And, in a related study on job satisfaction, the researcher also found age was not a significant predictor among nonprofit employees ($N = 215$) (Taylor, 2015).

Ethnicity and Organizational Commitment

Among skilled professional ($N = 214$), ethnicity accounted for 4.7% of the variance explained in Normative Commitment ($R^2 = .047$, $p < .05$). In the study, the ANOVA was significant. The Fisher LSD Post hoc revealed Whites, Hispanics, and the ethnic group other rated higher than Blacks (Seabron, 2020)

In a study of a small Defense contractor unit ($N = 201$), ethnicity accounted for an additional 3.8% ($\Delta R^2 = .038$, $p < .05$) of the variance explained in Normative Commitment. When the ANOVA ($F(6,194)$) was conducted, the researcher found no significance between the ethnic groups (Ferrer, 2017).

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In a study of public housing workers ($N = 160$), ethnicity was a predictor of Continuance Commitment ($p < .01$). Scheffé Post hoc revealed Whites and Hispanics significantly higher than Blacks on Continuance Commitment (Smith, 2013). In a related study of nonprofit employees ($N = 215$), ethnicity was not a predictor of job satisfaction.

Level of Education and Organizational Commitment

The research of the literature was mixed on the predictability of level of education in determining Organizational Commitment. Meyer et al., (2002) found level of education was a predictor of Organizational Commitment. However, the relationships were weak with each dimension of Organizational Commitment (Affective Commitment ($k = 32, N = 11,491, r_c = -.02$), Continuance Commitment ($k = 20, N = 6,043, r_c = -.11$), and Normative Commitment ($k = 12, N = 2,606, r_c = .01$).

The small Defense contractor unit ($N = 201$), level of education was a predictor of Continuance Commitment ($\Delta R^2 = .111, p < .05$). In further analysis no statistical differences were found between the groups (Ferrer, 2017). In a study of public housing workers ($N = 160$), the ANOVA results found significant difference between Education and Affective Commitment ($p < .01$). Scheffé Post hoc found participants with Master's Degrees rated higher on Affective Commitment than participants with Associates Degree (Smith, 2013).

In a study of police officers ($N = 209$), the researcher found level of education accounted for additional 3.9 % of variance explained in Normative Commitment ($\Delta R^2 = .039, p < .05$). In the study, a series of ANOVA analysis were conducted to determine impact. The Scheffé Post hoc ($F(6, 199) = 7.910, p < .05$) revealed officers with a high school education, some college, and/or vocational training have a higher sense of

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obligation to the organization, compared to officers with a Bachelor's Degree or a Master's Degree (Escamilla, 2015).

In the study of skilled professionals ($N = 214$), level of education was not a predictor of Organizational Commitment (Seabron, 2020). In a related study on job satisfaction, Taylor (2015) also found level of education was not a predictor among nonprofit employees ($N = 215$).

Position Type and Organizational Commitment

The results were mixed on the relationship with position type and Organizational Commitment. In a meta-analysis, Thorsteinson (2003) found position type was a significant predictor of Organizational Commitment; however, in further analysis, there was no statistical differences between the full-time and part-time employees ($k = 19$, $N = 10,663$, $4,763$, $d_c = .02$).

In a study of social workers ($N = 207$), position type was not a predictor of Affective Commitment (Giffords, 2003), In a related study, position type was not a predictor of job satisfaction among nonprofit employees ($N = 215$) (Taylor, 2015).

Position Level and Organizational Commitment

The results were mixed on position level. In a study of police officers ($N = 209$), Escamilla (2015) results indicate that an officer's role is a contributing factor of Affective Commitment; however, the differences in Affective Commitment scores between the roles were not significant. In the same study, position level was a predictor of Continuance Commitment. Post hoc revealed officers in junior management, trained professionals, or middle management rated higher on Continuance Commitment than

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upper management. In a study of social workers ($N = 207$), position level was not a predictor of Organizational Commitment (Giffords, 2003).

Organizational Tenure and Organizational Commitment

A review of the literature found mixed results on the significance organizational tenure has on Organizational Commitment. In a meta-analysis, researchers found organizational tenure had a weak relationship with Affective Commitment ($k = 51$, $N = 18,630$, $r_c = .16$), a weak relationship with Normative Commitment ($k = 22$, $N = 7,905$, $r_c = .17$), and weak relationship with Continuance Commitment ($k = 39$, $N = 13,347$, $r_c = .21$) (Meyer et al., 2002).

A small Defense contractor unit ($N = 201$), organizational tenure was a predictor of Affective Commitment (Ferrer, 2017). In a study of public housing workers ($N = 160$), organizational tenure was not a predictor of Organizational Commitment (Smith, 2013). In a study of social workers ($N = 207$), organizational tenure was not a predictor of Affective Commitment (Giffords, 2003).

Geographic Region and Organizational Commitment

Geographic Region was not a predictor of Organizational Commitment (Ferrer, 2017).

Summary of Literature

This chapter presented the existing literature for this study on nonprofits. The chapter then looked at the theoretical framework on Authentic Leadership and the instrument to measure Authentic Leadership Behaviors, the *Authentic Leadership Questionnaire* (ALQ) (207). This section further examined the theoretical framework for Organizational Commitment and the instrument to measure follower commitment, the

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Three-Component Model of Commitment (TCM) (2004). The chapter concludes with a review of the existing literature on the influence gender, age, ethnicity, level of education, position type, position level, organizational tenure, and geographic region have on Organizational Commitment. The researcher found the results mixed on the control variables used in the study (gender, age, ethnicity, level of education, position type, position level, organizational tenure), and their impact on Organizational Commitment. Geographic region was not a significant predictor of Organizational Commitment.

CHAPTER THREE

METHODOLOGY

Chapter Overview

This chapter contains the methodology used to test the hypotheses to determine if there is a relationship between the followers' perceptions of the Authentic Leadership Behaviors of their Habitat for Humanity Executive Director and the followers' self-rated Affective Commitment (ACS), Normative Commitment (NCS), and Continuance Commitment (CCS).

Sampling Plan

The researcher received permission to conduct this research from the Alabama State Board of Directors of Habitat for Humanity (appendix A). The researcher expected to obtain ($N = 300$) followers from a sample of convenience. The researcher received ($N = 161$) responses. Of the responses received, ($N = 137$) were usable.

The researcher received Institutional Review Board (IRB) approval from Our Lady of the Lake University in June 2020 (appendix F). The surveys were administered to Habitat for Humanity employees and volunteers in July and August 2020. Because of the pandemic, the State of Alabama was under mandatory "Stay at Home" orders. Individuals were laid off from work, and if they were able to work, work hours were reduced, or they worked remotely. The volunteers were not able to participate in construction projects or assist in retail operations. The board of directors were meeting via Zoom. The researcher believes this limited the access to employees and volunteers. Many of the affiliates made the decision not to start new construction projects while the

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pandemic persisted. Any construction projects that were started prior to March 2020 were completed without the assistance of volunteers to prevent the spread of the virus. The retail stores were temporarily closed, and the administrative staff were allowed to work remotely.

The Board of Directors convened via Zoom and gave the researcher an opportunity to explain the research study. Data collection was conducted in two phases. The first collection was conducted via the *Qualtrics Online Survey (2020)*. The researcher emailed the survey link to the Executive Director of the Association. The executive director then forwarded the email to affiliate members with a message from the researcher explaining the research and asking for their participation. Once some of the “Stay at Home” orders were lifted, the second phase of data collection was conducted. Survey packets were taken to several construction sites, Habitat Organizations, and Habitat retail outlets around the State.

In the *Qualtrics Online Survey (2020)* and the survey packet, followers received an Our Lady of the Lake University (OLLU) Institutional Review Board (IRB) approved Consent Form (appendix B), a researcher prepared demographic survey, the- 16 item - *Authentic Leadership Questionnaire (ALQ)* (2007) version 1.0 rater form, and the 18 item - *Three-Component Model of Organizational Commitment (TCM)* (2004). The followers in this study were the employees and volunteers from the 25 Alabama Habitat for Humanity Affiliates and the association. Contract labor workers are excluded from this research study. Contract labor workers are supervised by leaders from other organizations or companies not affiliated with Habitat for Humanity and were not directly supervised by the executive director.

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For this study, the followers were asked their age at the time the survey was administered. To give informed consent to participate, followers must be over the age of 18. Individuals under age 18 or over the age 80 were excluded from this study. If a follower took the online survey and gave an answer in one of the excluded participant groups, the *Qualtrics Online Survey* (2020) would send the follower to the end of the survey, thank him/her for his/her interest to participate, and then exited the follower from the system without collecting data. This study was being conducted on the perception of the Authentic Leadership Behaviors of the executive director. Any individual that answered executive director as his/her position level, he/she would be sent to the end of the survey, thanked for his/her interest to participate and then exited from the system without collecting data. When the researcher collected in-person surveys, individuals in an excluded category were omitted from the research.

For the online survey, the follower clicked on the emailed link to begin the survey, and he/she was given an opportunity to read the OLLU approved Institutional Review Board Volunteer Consent Form. If he/she clicked “yes” to the consent form, he/she would then be taken to the first demographic question in the survey. If a participant clicked “no”, he/she would be taken to the end of the survey, thanked for his/her interest to participate, and then exited from the system without collecting data. By clicking “yes” to the consent form, an individual would be moved to the eight demographic questions to collect his/her gender, age, ethnicity, level of education, position type, position level, organizational tenure, and geographic region. Once the demographic information was completed, the individual would be sent to the 16 items from the *Authentic Leadership Questionnaire* (ALQ) version 1.0 rater (Avolio et al.,

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2007). Once the items were completed from the *Authentic Leadership Questionnaire*, the survey would then move the individual to the 18 items from the *Three-Component Model of Commitment* (TCM) (Meyer et al., 1993).

Data Analysis

The *Qualtrics Online Survey* (2020) allowed responses to be exported to Excel. The surveys that were completed in paper form were then added to the Excel file before being uploaded to the Statistical Package for the Social Sciences (SPSS) (26). SPSS (26) was used to calculate statistics and test the hypotheses. Descriptive statistics, such as means, medians, modes, standard deviations, skewness, and percentages, were calculated to aid in the determination if all assumptions and requirements were met for the parametric tests. Data was coded within SPSS (26) in a data file that contained responses to questions. Each row corresponded to a follower's response to the question, and the columns corresponded to each item from the three surveys. SPSS (26) was used to calculate the subscales. The hypotheses necessitated measurements of association and correlations between variables. The null hypothesis was rejected if found to be significant at the $p < .05$ level.

Correlational analysis was used to measure the relationship between the continuous variables used in this study. The Pearson r is recommended when the assumptions for normality are met and the data is interval.

Instruments

Demographic Survey

The followers completed a researcher-developed demographic survey composed of eight questions requesting the followers' gender, age, ethnicity, level of education, position type, position level, organizational tenure, and geographic region.

Gender was measured based on the physical trait associated with male or female. Age was measured based on the age since birth at the time the survey was administered. Ethnicity was measured based on self-identification from the categories from the 2010 U.S. Census. The Census included nine categories: White, Black - African American, Hispanic, American Indian or Alaska Native, Asian or Other Pacific Islander, or Some Other Race.

Level of education was measured based on the highest level of formal education completed. This included: high-school and/or GED, some college, Bachelor's Degree, or Master's Degree or higher. Position type was measured based on follower's employment status at the time the survey was administered. Habitat for Humanity (2020) defined full-time as 30 hours or more and part-time as 29 hours or less. Individuals compensated for their time are considered employees, and individuals not compensated for their time are considered volunteers.

The Habitat for Humanity Affiliates have four categories of volunteers: the first are fully-retired – no longer employed for compensation of services. The second volunteer category is working volunteers – volunteers work for another organization or company and devote time to Habitat for no compensation. The third group is student volunteers. Student volunteers are high school and college students at a two-year college,

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trade school, or four-year University. If a student was younger than 18, he/she was excluded from the study. The fourth category of volunteers is community service mandated. Habitat for Humanity is one of a few organizations in the community to allow individuals who commit misdemeanor crimes to work as a part of the sentencing.

Position level measured the area where followers work. This included:

- Management roles like chief financial officer, director of operations, and other directors and managers.
- Administration included roles like receptionist, administrative assistants, human resource staff, and bookkeepers.
- Construction Operations included followers whose primary function was to build a Habitat home.
- Retail Operations included followers whose primary function was to work in the Habitat retail outlets.
- Board members included affiliates and State of Alabama Association.

Organizational Tenure measured the actual number of years a follower was with the specific Habitat Affiliate where he/she was rating their executive director. Geographic region measured the six regions of affiliates. Region one represented seven counties, region two represented thirteen counties, region three represented eight counties, region four represented eleven counties, region five represented eleven counties, and region six represented the association.

Authentic Leadership Questionnaire (ALQ)

The ALQ is a 16-item survey that was used to measure followers' perceptions of the four components of the Authentic Leadership Behaviors of their Habitat for Humanity Executive Director:

- **self-awareness (4 items)**. Measures the mean scores of followers' perception of their executive director's Self-Awareness,

METHODOLOGY

- **relational transparency (5 items)**. Measures the mean scores of followers' perception of their executive director's Relational Transparency,
- **internalized moral perspective (4 items)**. Measures the mean scores of followers' perception of their executive director's Internalized Moral Perspective, and
- **balanced processing (3 items)**. Measures the mean scores of followers' perception of their executive director's Balanced Processing.

The follower would score his/her leader on a 5-point Likert scale ranging from 0 (not at all) to 4 (frequently, if not always). Then averaged the means of the followers' perception (Avolio et al., 2007). The Authentic Leadership theory was conceptualized within the emerging field of positive psychology (Seligman, 2002). Walumbwa et al., (2008) developed and tested a:

theory-based measure of authentic leadership using five separate samples obtained from China, Kenya, and the United States. Confirmatory factor analyses supported a higher order, multidimensional model of the authentic leadership constructs (the *Authentic Leadership Questionnaire* (ALQ) comprising of leader self-awareness, relational transparency, internalized moral perspective, and balanced processing. Structural equation modeling (SEM) demonstrated the predictive validity for the ALQ measure for important work-related attitudes and behaviors, beyond what ethical and transformational leadership offered.

The instrument proved to be in order with internal consistency levels: Self-Awareness .92, Relational Transparency .87, Internalized Moral Perspective .76, and Balanced Processing .81.

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In this study, the internal consistency levels were acceptable a: .50: Self-Awareness .90, Relational Transparency .87, Internalized Moral Perspective .86, and Balanced Processing .85. Table 1 displays the Cronbach's coefficient alpha development and the results from this study.

Authentic Leadership Questionnaire (ALQ)

ALQ Facets	Cronbach's Coefficient Alpha Development (ALQ)	This Study's Cronbach's Coefficient Alpha (ALQ)
Self-Awareness	.92	.90
Relational Transparency	.87	.87
Internalized Moral Perspective	.76	.86
Balanced Processing	.81	.85

Table 1. Cronbach's Coefficient Alpha ALQ

Three-Component Model of Commitment (TCM)

The TCM (revised) is an 18-item questionnaire that measured the three components of the followers' commitment to Habitat for Humanity based on Affective Commitment, Normative Commitment, and Continuance Commitment:

- **affective commitment (6 items)**. Measures the mean scores of followers' emotional attachment to the organization,
- **normative commitment (6 items)**. Measures the mean scores of followers' obligation and responsibility to the organization,
- **continuance commitment (6 items)**. Measures the mean scores of followers' perceived cost associated with leaving the organization.

The follower would score him/herself on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree), and then the followers' self-rated responses would be averaged to determine the mean (Meyer et al., 1993). Internal consistency of

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the measures has been estimated using coefficient alpha. Median reliabilities across both versions are ACS .87, NCS .79, and CCS .75 (Allen & Meyer, 1996).

In this study, internal consistency levels were acceptable at: .50. Affective Commitment .83, Normative Commitment .76, and Continuance Commitment .53. The research noted some concern around the consistency in follower responses to Continuance Commitment. Table 2 displays the Cronbach's coefficient alpha development, and the coefficient alpha in this study.

Three-Component Model of Organizational Commitment (TCM)

TCM Dimensions	Cronbach's Coefficient Alpha Development (TCM)	This Study's Cronbach's Coefficient Alpha (TCM)
Affective Commitment	.87	.83
Normative Commitment	.79	.76
Continuance Commitment	.75	.53

Table 2. Cronbach's Coefficient Alpha TCM

Operational Definitions

Demographic Variables (IV)

- Gender was measured as categorical variable, and it was the physical trait associated with male or female.
- Age was measured as a continuous variable, and it was the actual age of the follower at the time the survey was administered.
- Ethnicity was measured as a categorical variable, and it was based on the follower's self-identification with the 2010 U.S. Census (2010):
 - White, Black - African American, Hispanic, American Indian or Alaska Native, Asian or Other Pacific Islander, or Some Other Race.

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- Level of Education was measured as a categorical variable and based on self-identification of the highest level of formal education completed:
 - High School Diploma/GED, Some College, Bachelor's Degree, or Master's Degree or Higher.
- Position Type was measured as a categorical variable, and based on the self-identification of employment status with current organization:
 - Paid, full-time: 30 hours or more per week,
 - Paid, part-time: 29 hours or less per week, and
 - Volunteer: no monetary compensation received from the organization for hours worked (Volunteers – fully retired volunteer, working volunteer, student volunteer, or community service).
- Position Level was measured as a categorical variable, and it was based on self-identification with an area of work within the organization:
 - Executive Director, Management, Administration, Construction Operations, Retail Operations, or Board Member.
- Organizational Tenure was measured as a continuous variable and based on the actual number of years with the specific organization at the time of the survey.

Geographic Region was measured as a categorical variable, and it was based on the self-identification of a geographic region in Alabama where employed or volunteering (Habitat for Humanity, 2020):

- Region 1: 7 northern counties,
- Region 2: 13 central counties,
- Region 3: 8 western counties,
- Region 4: 11 eastern counties,
- Region 5: 11 southern counties, and
- Region 6: 1 support association.

Ethical Consideration

Participation in this research was anonymous and voluntary. The researcher did not perceive any risk or harm to individuals who chose to participate in this study. There was no monetary incentive given to followers to participate in this study. Individuals could withdraw from participation at any time without penalty. Individuals were given

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the OLLU approved Institutional Review Board Volunteer Consent Form through the *Qualtrics Online Survey (2020)* or in paper form. The researcher received written consent from Alabama Association Board of Directors. The researcher was granted permission to use ALQ and TCM surveys (see appendices C and D) (Walumbwa et al., 2007; Meyer et al., 1993). The researcher received OLLU Institutional Review Board (IRB) approval on June 29, 2020 to conduct this research.

The results of this study will be published; however, names or identities will not be disclosed. To maintain confidentiality of the data, the researcher is not able to associate completed surveys with followers. To maintain confidentiality of the data, the researcher will keep the data for the mandatory seven-year time period in online platform with the University. At the end of the seven years, the data will be destroyed.

Research Design

This study was based on a sample of convenience. The research study used descriptive statistics to examine the data provided by followers. Descriptive statistics for all continuous independent variables and continuous dependent variables included mean, median, mode, standard deviation, and skewness. Histograms represented the continuous variables, and bar charts represented categorical variables.

The correlations matrix looked at the relationship of all the continuous variables used in this study. Multiple Regression of Analysis was chosen to focus on the relationship between independent variable to explain the variance in the variable (R^2 and ΔR^2). Beta Weights (β) measured strength, slope, and direction of the line in the regression equation, and Partial Correlations (r_p) looked for significance between the independent variable and dependent variable while holding all other variables in the model constant. If the

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relationship was significant at $p < .05$, categorical means were tested using t -Test (Dichotomous) and ANOVAS for three or more variables. If the ANOVAS were significant, then Fischer LSD Post hoc test was used to measure means between groups and within groups.

CHAPTER FOUR

RESULTS

Chapter Overview

This chapter details the results of the statistical analysis of the collected data and begins with an explanation, and analysis of the characteristics of the sample used and the descriptive statistics for the independent and dependent variables used in this study.

Data Collected

Response Rates

Research surveys were distributed to Habitat for Humanity Affiliates employees and volunteers in Alabama through the *Qualtrics Online Survey* (2020) and 26 paper surveys were collected. A total of 161 surveys were received by the researcher. Twenty-four surveys were eliminated due to excessively missing data, resulting in a sample size of $N = 137$ with a response rate of 85 percent.

Sample Collected

Data was collected from a sample of convenience ($N = 137$) from Habitat for Humanity Affiliates and the Association. The survey collected the followers' gender, age, ethnicity, level of education, position type, position level, organizational tenure, and geographic region.

Descriptive Statistics

The descriptive statistics included bar charts and frequency distributions from the demographic data collected from the followers in this study.

RESULTS

Overview of Findings

Gender



Figure 3: Distribution of followers by gender ($N = 137$).

Figure 3 illustrates the distribution by gender. The sample revealed that of the 137 followers, 64 were males (47%) and 73 were females (53%). Nonprofits industries are commonly associated with a female workforce. Due to the construction side of Habitat for Humanity, males and females were equally represented.

RESULTS

Age

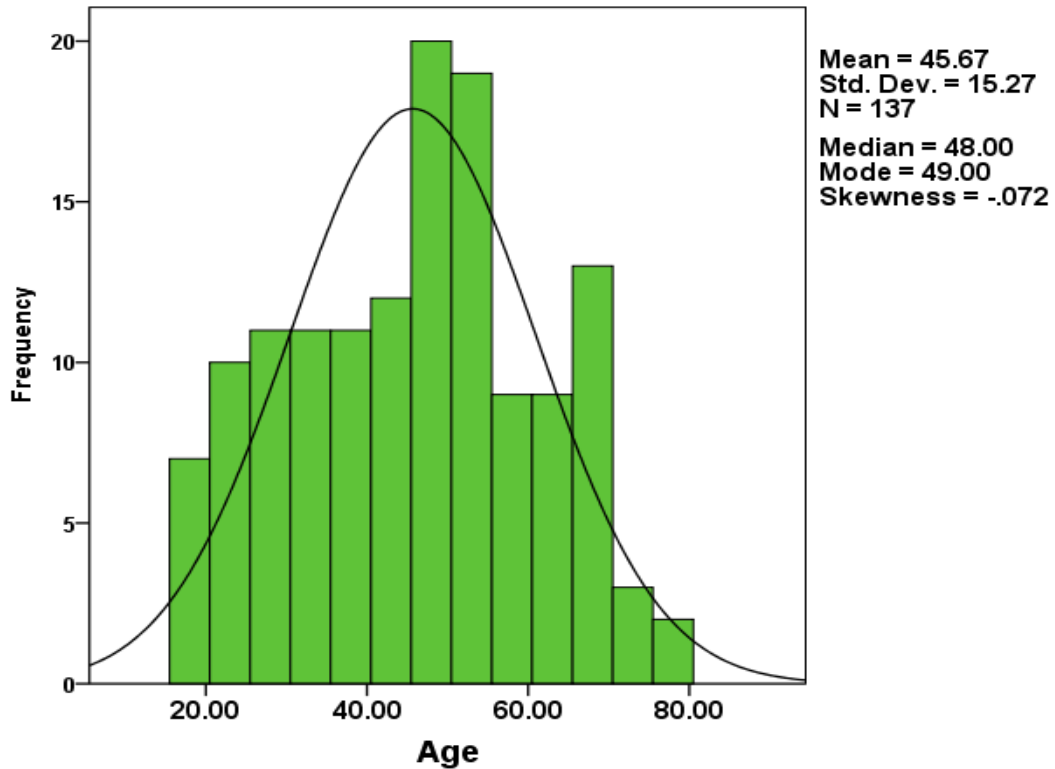


Figure 4: Distribution of followers by age ($N = 137$).

Figure 4 illustrates the distribution of followers by age. In this study, followers reported age at the time the survey was administered. Age was a continuous variable, and the results of the data revealed a mean age of 45.67 and a standard deviation of 15.27. The range of followers' ages was 18 to 80.

RESULTS

Ethnicity

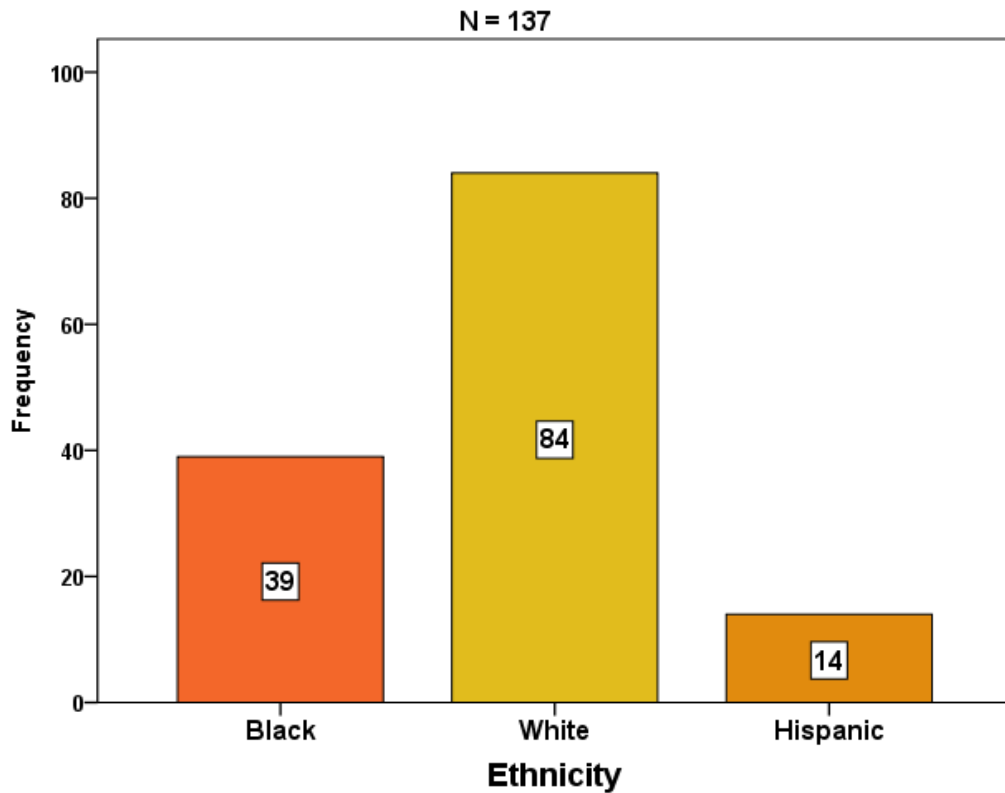


Figure 5: Distribution of followers by ethnicity ($N = 137$).

Figure 5 is the self-reported analysis of the followers' ethnicity. This categorical variable was based on the U.S. Census (2010) groups that included Black - African American, White, Hispanic Origin, American Indian or Alaska Native, Asian or Pacific Islander, and other. Figure 5 illustrates the principal categories represented in this study: Black - African American (29%), White (61%), and Hispanic Origin (10%).

RESULTS

Level of Education

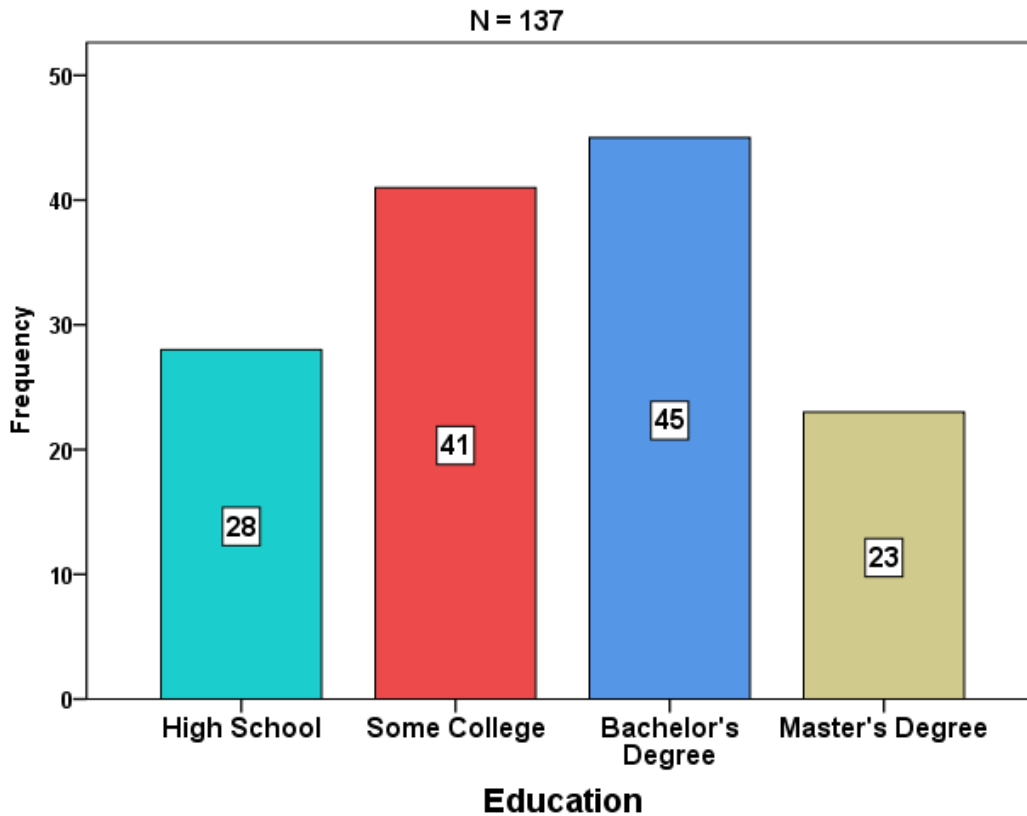


Figure 6: Distribution of followers by level of education ($N = 137$).

Figure 6 represents the highest level of formal education completed by the followers. The distribution by category revealed 28 followers had a High School Diploma or GED (20%), 41 followers had Some College (30%), 45 followers had a Bachelor's Degree (33%), and 23 followers had a Master's Degree or Higher (17%).

RESULTS

Position Type

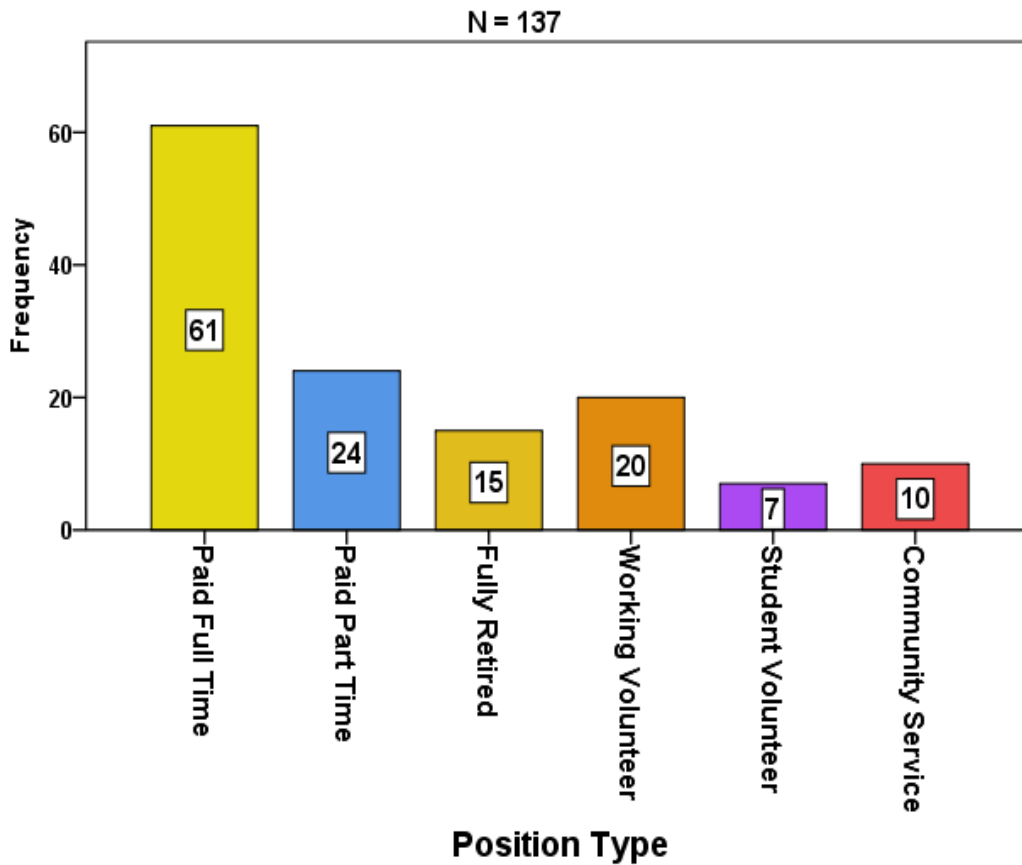


Figure 7: Distribution of followers by position type ($N = 137$).

Figure 7 represents the range of follower position types within the Habitat for Humanity Organizations. Of the 137 followers who participated in this study, 85 followers represented the paid positions, and 52 followers represented the volunteer positions. Sixty-one followers reported being paid full-time (45%), and 24 followers reported being part-time (18%). The 52 volunteers were represented by the four subgroups of volunteers: fully retired volunteers (11%), working volunteers (15%), student volunteers (5%), and community service mandated (7%).

RESULTS

Position Level

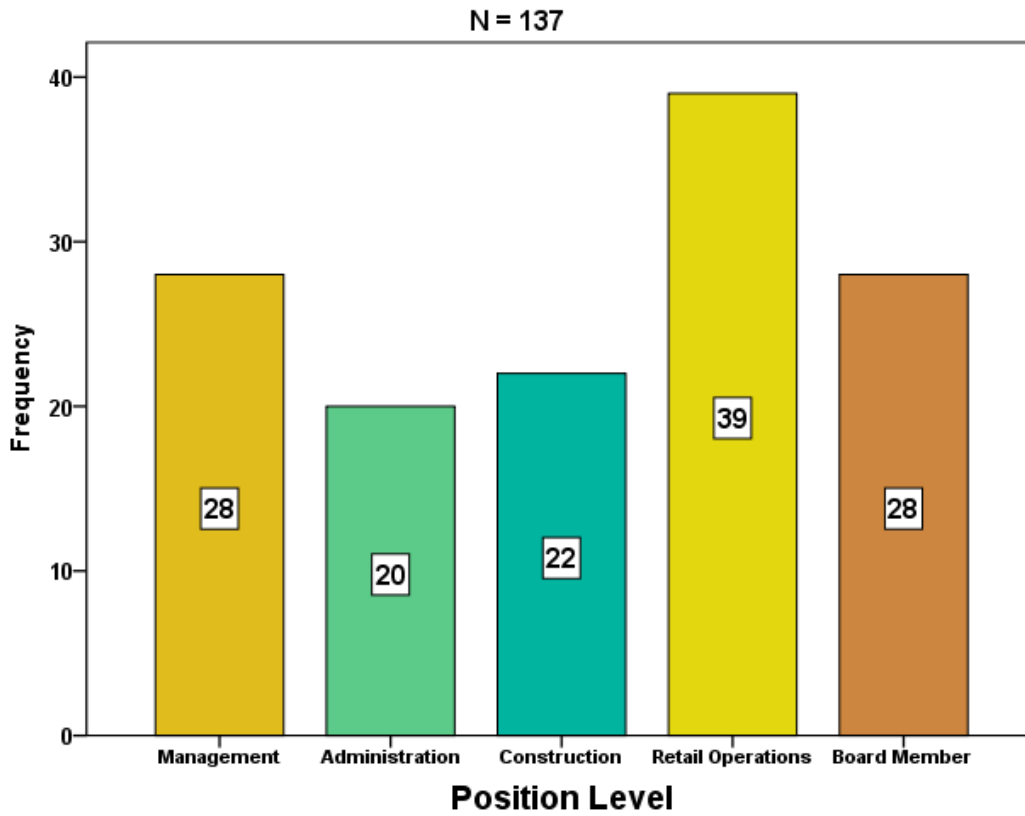


Figure 8: Distribution of followers by position level ($N = 137$).

Habitat for Humanity has three trade classifications within the organization: construction, retail, and nonprofit. Not all affiliates have the three trade classifications. Of the 25 Affiliates and one Association: Management represented 20% of the followers, administration represented 15% of the followers, construction operations represented 16% of the followers, retail operations represented 29% of the followers, and board members represented 20% of the followers in this study.

RESULTS

Organizational Tenure

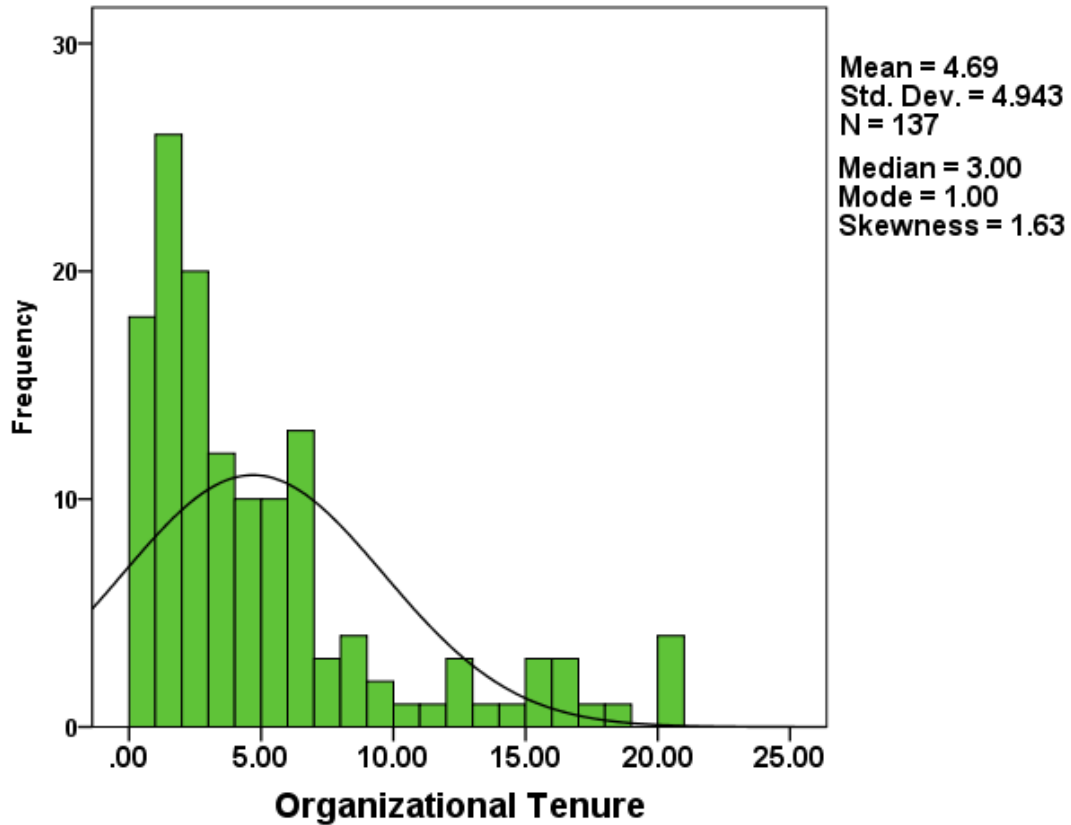


Figure 9: Distribution of followers by organizational tenure ($N = 137$).

Figure 9 illustrates the continuous variable of organizational tenure. The range of followers' organizational tenure was less than a year to greater than 20 years. The results revealed a mean organizational tenure of 4.69 years and standard deviation of 4.94.

RESULTS

Geographic Region

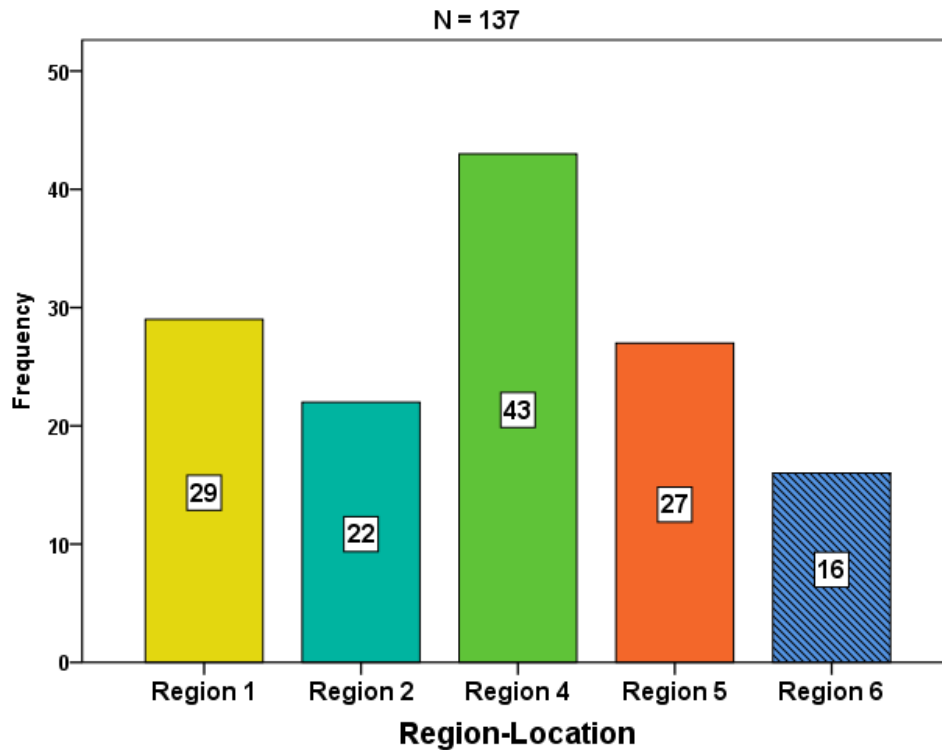


Figure 10: Distribution of followers by geographic region ($N = 137$).

Figure 10 represents five of the six regions represented in this study. Region 3 represents eight counties in Alabama. Interestingly, Region 3 did not return paper surveys, nor did they participate in the online survey. All other regions were represented in this study: Region 1 (21%), Region 2 (16%), Region 4 (31%), Region 5 (20%), and Region 6 (12%).

RESULTS

Descriptive Statistics Authentic Leadership

The non-demographic variables in this study were all continuous variables. The non-demographic variables were the four components of the *Authentic Leadership Questionnaire* (ALQ) (2007) and three dimensions of the *Three-Component Model of Commitment* (TCM) (2004).

Self-Awareness

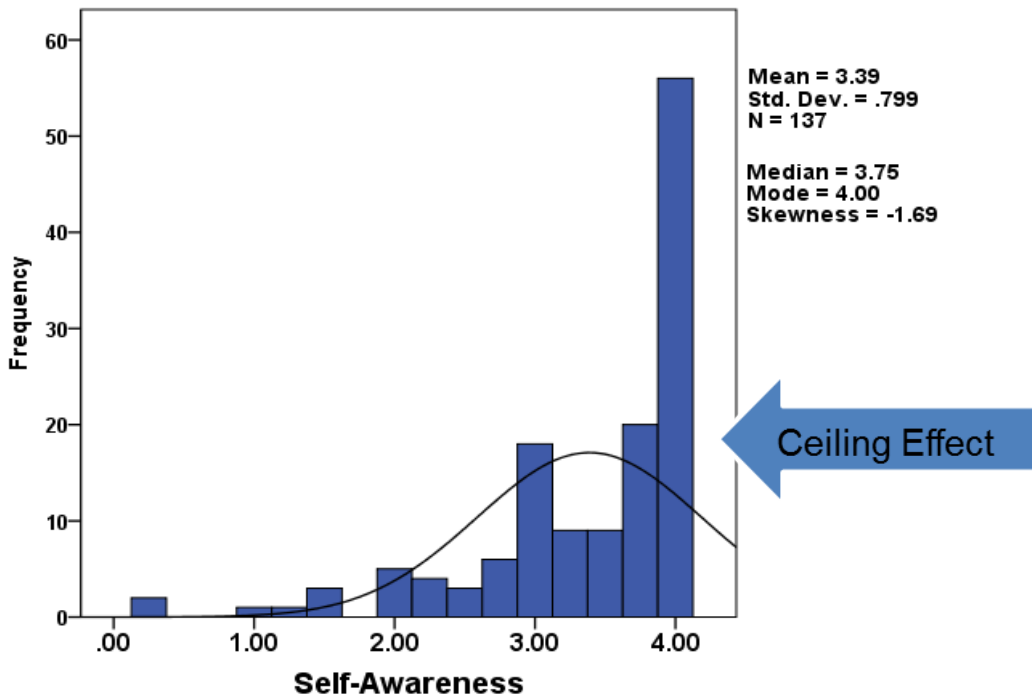


Figure 11: Distribution of followers Self-Awareness scores ($N = 137$).

The scores for the Self-Awareness scale range from 0 (not at all) to 4 (frequently, if not always). The followers' scores for the executive director were negatively skewed (skewness = -1.69) with scores clustering toward the highest rating of 4.0 which created a ceiling effect. A ceiling effect may make it difficult to find significance. The mean rating for leader Self-Awareness was 3.39 with a standard deviation of .80. Figure 11 represented followers' perception of their leader's Self-Awareness.

RESULTS

Relational Transparency

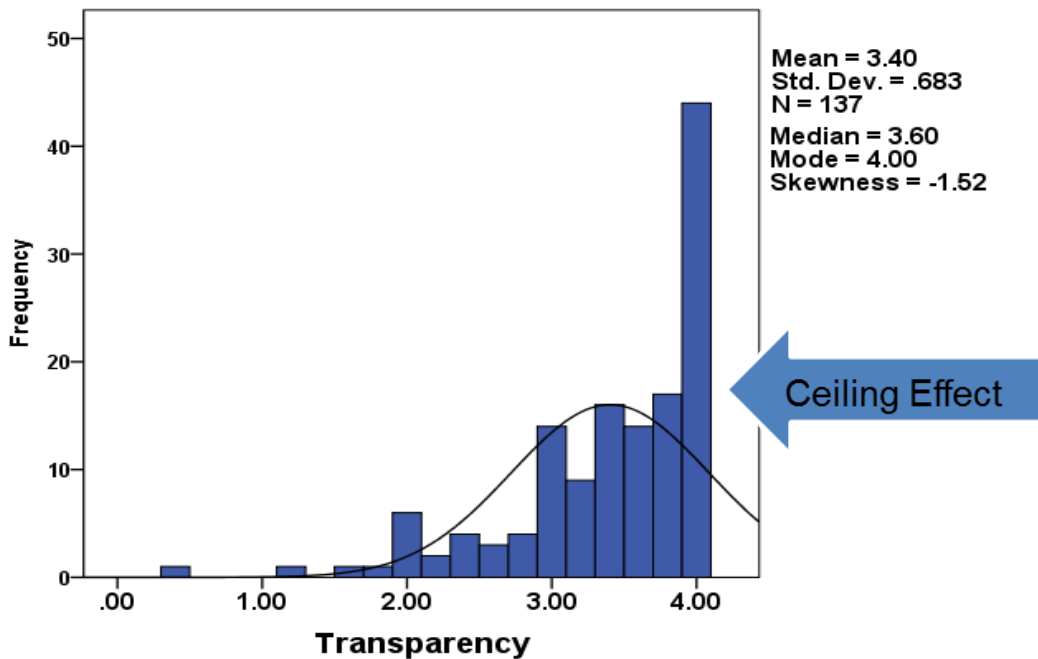


Figure 12: Distribution of followers Relational Transparency scores ($N = 137$).

Figure 12 represented followers' perception of their leader's Relational Transparency. The scores for the Relational Transparency scale range from 0 (not at all) to 4 (frequently, if not always). The followers' scores were negatively skewed (skewness = -1.52) with scores clustering toward the highest rating of 4.0. The clustered responses created a ceiling effect. The Relational Transparency mean rating was 3.40 with a standard deviation of .68.

RESULTS

Internalized Moral Perspective

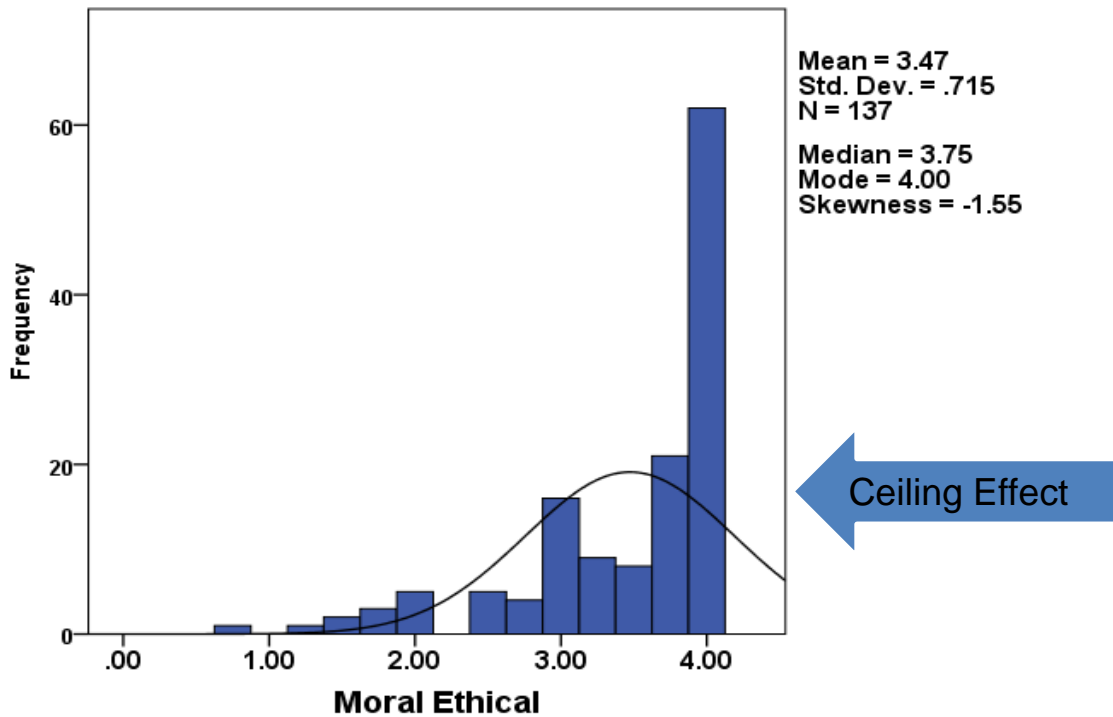


Figure 13: Distribution of followers Moral Ethical scores ($N = 137$).

Figure 13 represented followers' perception of their leader's Internalized Moral Perspective. The scores for the Internalized Moral Perspective scale range from 0 (not at all) to 4 (frequently, if not always). The followers' scores were negatively skewed (skewness = -1.55) with scores clustering toward the highest rating of 4.0. Ratings clustered at the extremes of the scale created a ceiling effect. The mean rating for Internalized Moral Perspective was 3.47 with a standard deviation of .72.

RESULTS

Balanced Processing

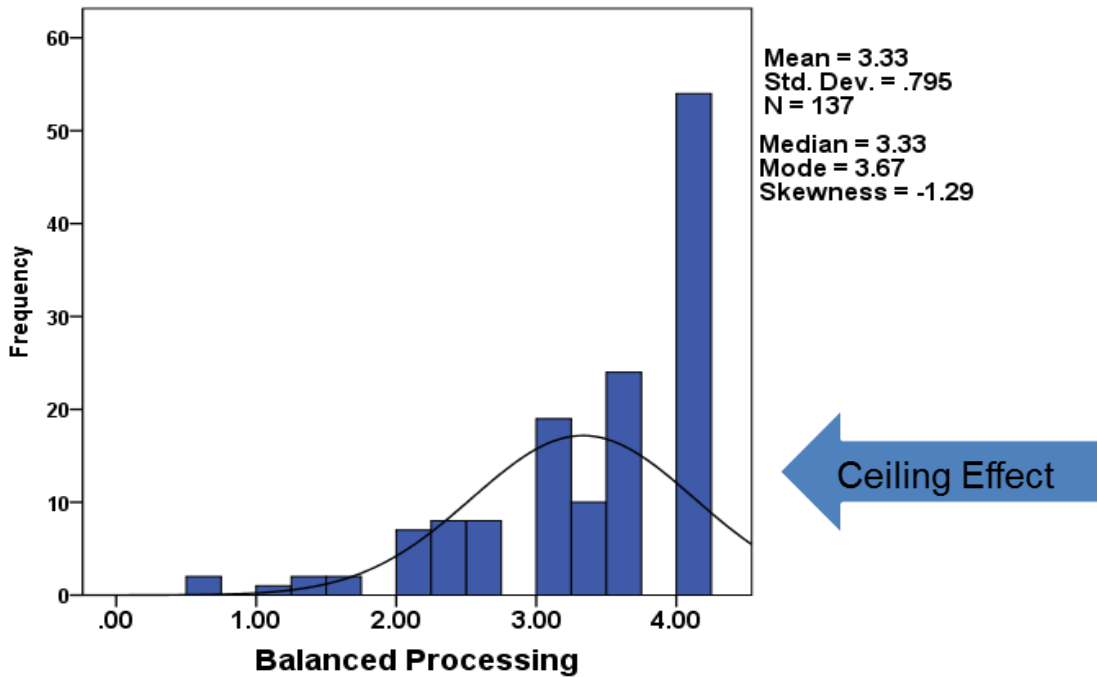


Figure 14: Distribution of followers Balanced Processing scores ($N = 137$).

Figure 14 represented followers' perception of their leader's Balanced Processing. The scores for Balanced Processing scale range from 0 (not at all) to 4 (frequently, if not always). The followers' scores were negatively skewed (skewness = -1.29) with scores clustering toward the highest rating of 4.0 which created a ceiling effect. The mean rating was 3.33 with a standard deviation of .80.

RESULTS

Descriptive Statistics Organizational Commitment

Affective Commitment

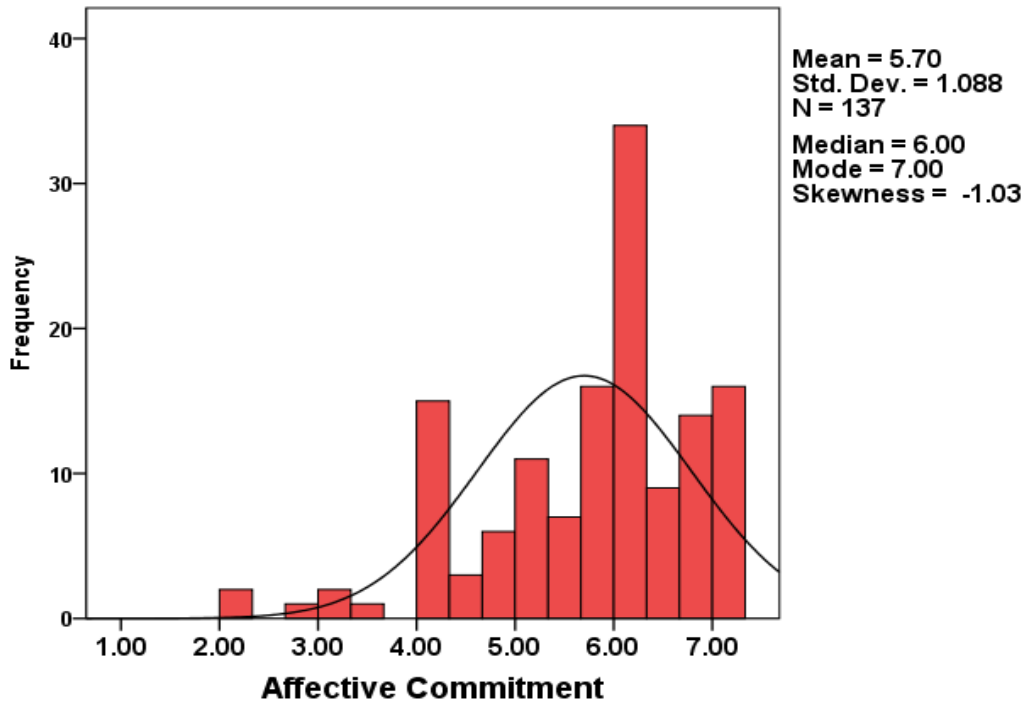


Figure 15: Distribution of followers Affective Commitment scores ($N = 137$).

The scores for the followers' self-rated Affective Commitment scale range from 1 (strongly disagree) to 7 (strongly agree). The followers' scores for Affective Commitment were negatively skewed (skewness = -1.03) with scores clustering toward the high range. The mean rating for followers' Affective Commitment was 5.70 with a standard deviation of 1.09. Figure 15 represented followers' self-rated Affective Commitment.

RESULTS

Normative Commitment

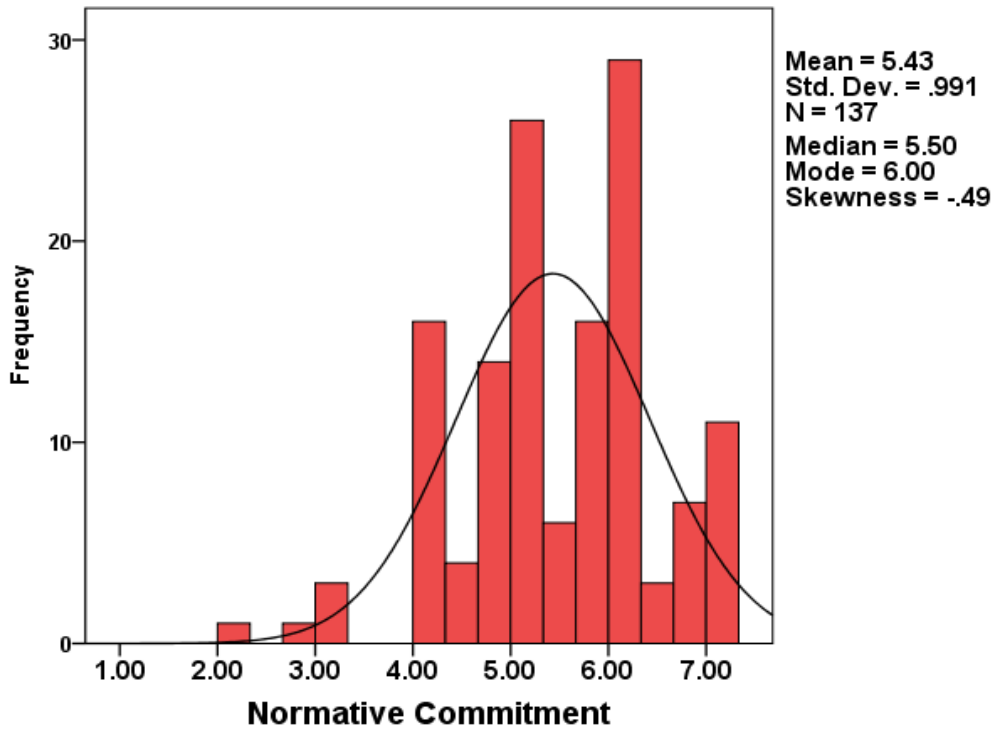


Figure 16: Distribution of followers Normative Commitment scores ($N = 137$).

The scores for the followers' self-rated Normative Commitment scale range from 1 (strongly disagree) to 7 (strongly agree). The followers' scores for Normative Commitment were negatively skewed (skewness = $-.49$) with scores clustering toward the four and six range. The mean rating for followers' Normative Commitment was 5.43 with a standard deviation of $.99$. Figure 16 represented followers' self-rated Normative Commitment.

RESULTS

Continuance Commitment

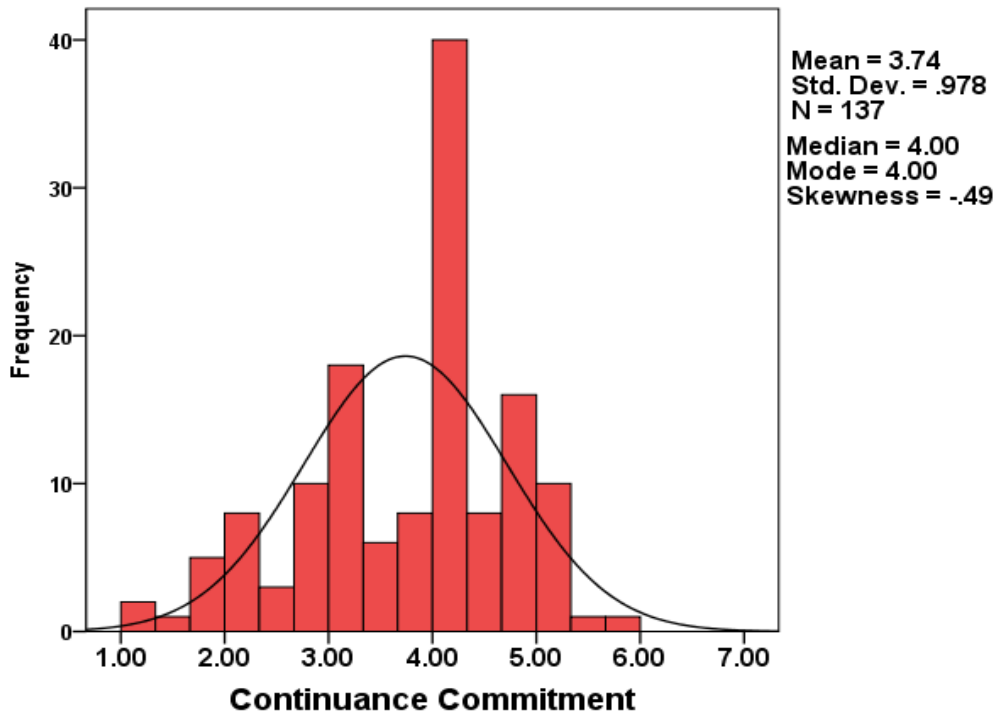


Figure 17: Distribution of followers Continuance Commitment scores ($N = 137$).

Figure 17 represents followers' self-rated Continuance Commitment. The scores for the followers' self-rated Continuance Commitment scale range from 1 (strongly disagree) to 7 (strongly agree). The followers' scores for Continuance Commitment were negatively skewed (skewness = $-.49$) The mean rating for followers' Continuance Commitment was 3.74 with a standard deviation of .98.

Before multiple regression analyses were performed, a Pearson product – moment coefficient (r) (1948) was conducted on the continuous variables used in this study. Pearson is a widely used statistical analysis to determine whether there appears to be a relationship between the continuous variables. Pearson product – moment coefficient (1948) is a measure of the strength of a linear association. Pearson's range in value from $+1$ to -1 . Values of $.001$ to $.299$ indicate a weak relationship in the variables being

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observed. Values of .300 to .499 indicate a moderate relationship in the variables being observed. Values of .500 and above indicate a strong relationship. Values above .700 may indicate the relationship is highly correlated, and it is possible the variables may be measuring the same thing, and consideration should be made to combine variables. The box in Table 3 shows those variables that were highly correlated in this study. Examples of high correlation were Self-Awareness and Relational Transparency. These variables were highly correlated at .837; Self-Awareness and Internalized Moral Perspective were highly correlated at .855, and Self-Awareness and Balanced Processing were highly correlated at .837. The correlations were significant at $p < .05$.

RESULTS

	Age	Organizational Tenure	Self Awareness	Relational Transparency	Internalized Moral Perspective	Balanced Processing	Affective Commitment	Normative Commitment	Continuance Commitment
Age	1								
Organizational Tenure	.376**	1							
Self-Awareness	.154	-.025	1						
Relational Transparency	.254**	.076	.837**	1					
Internalized Moral Perspective	.228**	.047	.855**	.823**	1				
Balance Processing	.206*	.026	.837**	.822**	.792**	1			
Affective Commitment	.278**	.160	.531**	.608**	.552**	.514**	1		
Normative Commitment	.202*	.098	.437**	.495**	.447*	.479**	.730**	1	
Continuance Commitment	-.188**	-.094	-.008	-.038	-.045	.035	-.030	.156	1

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

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

.001 to .299 and below Weak	.300 to .499 Moderate	.500 and above Strong
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Table 3: Correlations Matrix

Detail of Analysis and Results

Multiple Regression Analysis

The following section describes the methodology and findings of this study. Multiple regression analyses were used in this study to determine if any relationships exist between three or more independent variables and one dependent variable. The Enter Method allows all independent variables to be entered in the regression equation at the same time. Each predictor variable is assessed as though it were entered after all the other independent variables and assessed by what it offers to the prediction of the dependent variable that is different from the predictors offered by the other variables entered in the model. Stepwise selection involves analysis at each step to determine the contribution of the predictor variable entered previously in the equation. It is possible to understand the contribution of the previous variable when another variable is added. Variables can be retained or removed based on their statistical contribution.

RESULTS

The Block Method allowed the regression analysis to explain as much of the variability in each of the variables until all variability is explained in the equation.

In Block 1, the independent variables of gender, age, and organizational tenure were entered in the regression modeling using the Stepwise Method. This method of analysis allows each variable in the regression model to be considered independently by first choosing the largest correlation with the dependent variable, then the next highest predictor, and so forth until all the variability is explained. The variables enter in this block were those the researcher controlled for.

In Block 2, the independent variable of ethnicity was entered utilizing the Enter Method. This method is used for categorical variables and allows the ethnicity to be entered and considered in a single step even though ethnicities had two dummy codes for those categories represented. This variable was entered as a separate block. The current literature findings were mixed on how ethnicity impacts Organizational Commitment.

Block 3 represents the independent variable level of education. The Enter Method was utilized for this block to allow the three dummy codes that represent each level of education entered and considered in a single step. This variable was dummy coded for three variables. Current literature findings on level of education on the impact of Organizational Commitment were mixed.

Block 4 represents the independent variable position type. The Enter Method was utilized for this block to allow the variable's five dummy codes to be entered and considered in a single step. Current literature findings on position type and Organizational Commitment were mixed.

RESULTS

Block 5 represents the independent variable position level. The Enter Method was also utilized for this block to allow the variable's four dummy codes to be entered and considered in a single step. Current literature findings on position level and Organizational Commitment were mixed.

Block 6 is the independent variable geographic region. The Enter Method was also utilized for this block to allow the variable's four dummy codes to be entered and considered in a single step. Current literature findings found geographic region was not a significant predictor of Organizational Commitment. The researcher retained this variable because it was of interest to Habitat for Humanity.

Block 7 is the predictor variable of interest for this research. Block seven represents the independent variable Authentic Leadership. This variable was entered into the regression model utilizing the Stepwise Method. The Stepwise Method allowed the researcher to determine which components of the *Authentic Leadership Questionnaire* (2007) contributed the highest level of correlation with the dependent variable, then the next highest until variability is exhausted.

Null Hypothesis (H₀1):

There is no significant relationship between the Followers' perceived Authentic Leadership Behaviors (Self-Awareness, Relational Transparency, Internalized Moral Perspective, and Balanced Processing) of their Habitat for Humanity 501(c)3 Human Service Nonprofit Organization's Executive Director and Followers' self-rated Affective Commitment when controlling for: gender, age, ethnicity, level of education, position type, position level, organizational tenure, and geographic region.

RESULTS

To test the null hypothesis one: a multiple regression analysis for the dependent variable Affective Commitment was conducted. The regression coefficients were analyzed for significance along with their contribution with regards to explaining the dependent variable. Table 4 provides the multiple regression results of the independent variables on the dependent variable Affective Commitment. The findings indicate that age, ethnicity, position type, and Relational Transparency were significant predictors of a followers' Affective Commitment. Therefore, the null hypothesis (H_0) was rejected.

Followers' Self-Rated Affective Commitment

Table 4: Followers' Self-Rated Affective Commitment

Model	<i>R</i>	<i>R</i> Square	<i>R</i> Square Change	Beta	<i>r_p</i>	df1	df2	Sig.
1	.278 ^a	.077		.278		1	135	.00
2	.362 ^b	.131	.054			2	133	.01
3	.480 ^c	.231	.099			5	128	.00
4	.693 ^d	.480	.250	.545	.500	1	127	.00

Note: (a) Age, (b) Age, Ethnicity, (c) Age, Ethnicity, Position Type, (d) Age, Ethnicity, Position Type, Relational Transparency

RESULTS

Age and Affective Commitment

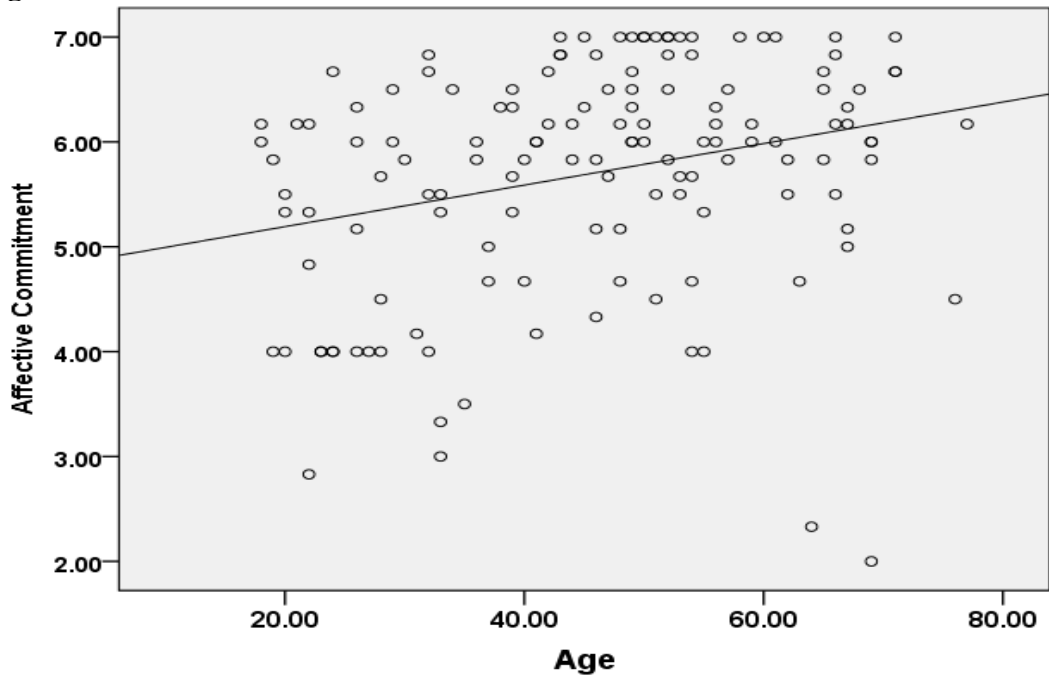
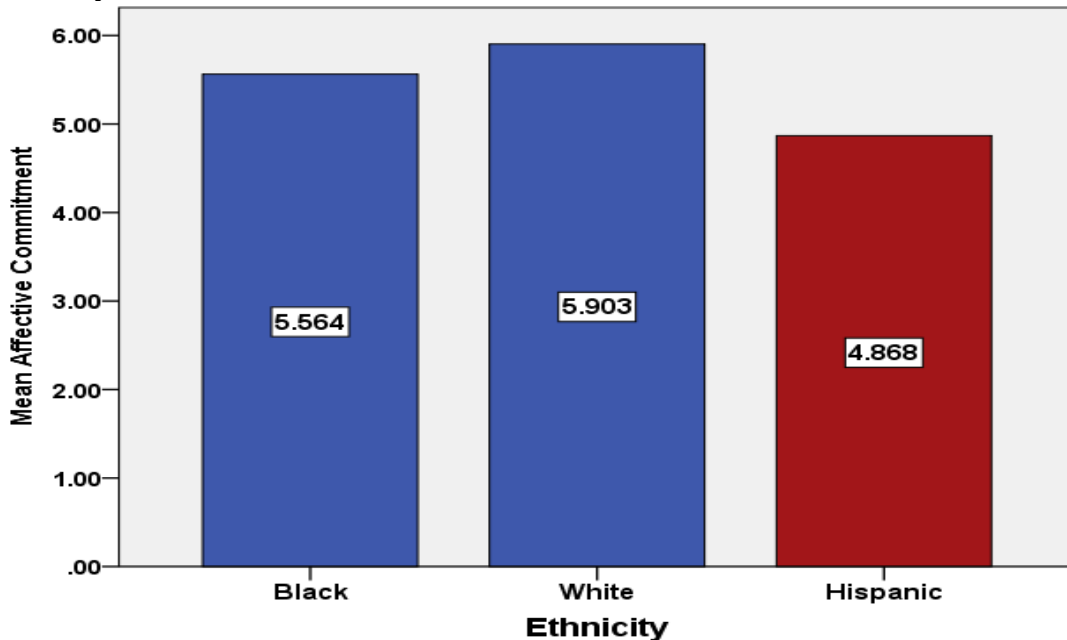


Figure 18: Age and Affective Commitment

Age explained 7.7% of the model's variance ($R^2 = .077$ $\beta = .545$, $p < .05$). The older the follower's age, the more the follower's emotional attachment - Affective Commitment with Habitat for Humanity.

Ethnicity and Affective Commitment



RESULTS

Figure 19: Ethnicity and Affective Commitment

Ethnicity accounted for an additional 5.4% of the variance explained ($\Delta R^2 = .054$, $p < .05$). An ANOVA was conducted and significant. The Fisher LSD ($F(2, 134) = 6.318$, $p < .05$) found Blacks ($M = 5.56$) and Whites ($M = 5.90$) rated higher than Hispanics ($M = 4.86$) on the emotional attachment with the organization. Figure 19 displays these results of followers' Affective Commitment.

Position Type and Affective Commitment

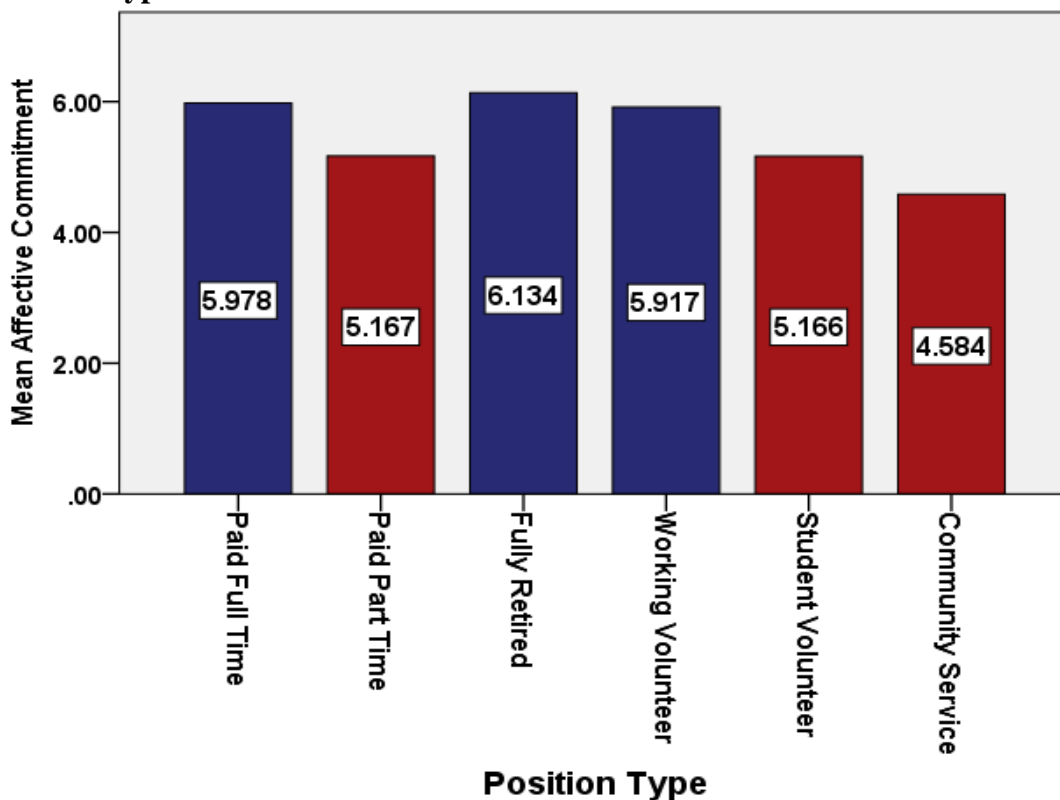


Figure 20: Position Type and Affective Commitment

Position type accounted for an additional 9.9% of the variance explained ($\Delta R^2 = .099$, $p < .05$). The ANOVA was significant. Fisher LSD $F(5, 131) = 5.936$, $p < .05$) found full-time employees ($M = 5.97$), fully-retired volunteers ($M = 6.13$), and working volunteers ($M = 5.92$) rated higher than part-time employees ($M = 5.17$), student

RESULTS

volunteers ($M = 5.17$), and those doing community service ($M = 4.58$) on followers' Affective Commitment to the organization.

Relational Transparency and Affective Commitment

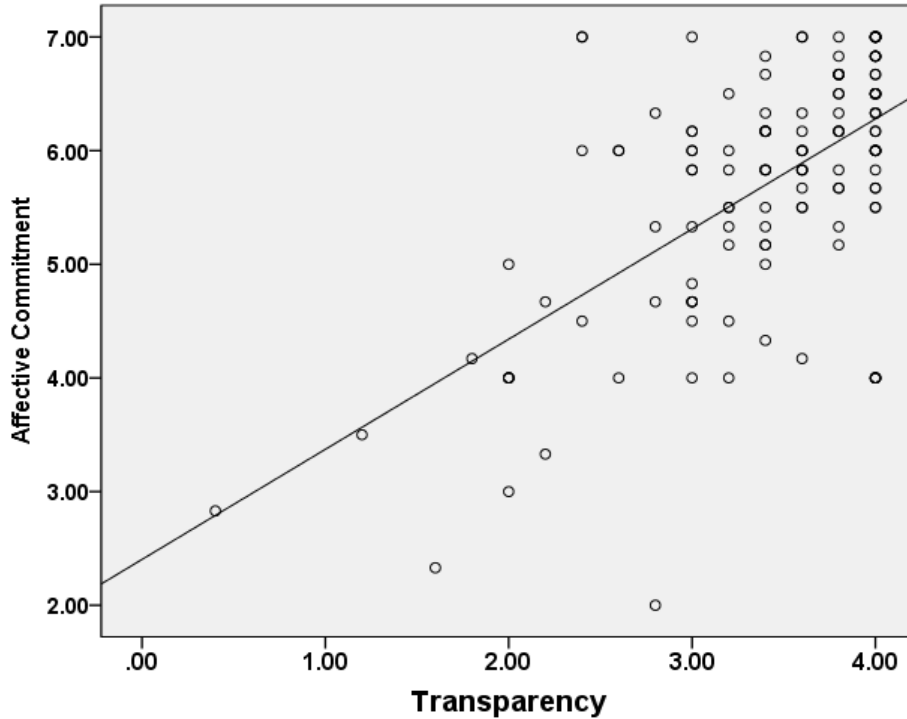


Figure 21: Relational Transparency and Affective Commitment

Relational Transparency accounted for an additional 25% of the variance explained ($\Delta R^2 = .250$, $\beta = .545$, $r_p = .500$, $p < .05$). The higher the follower rated his/her executive director's Relational Transparency the more the follower's Affective Commitment with Habitat for Humanity. As observed in the scatterplot in Figure 21, these results resulted in the null hypothesis (H_01) being rejected, reaffirming Research Questions 1.

Null Hypothesis (H_02)

There is no significant relationship between the followers' perceived Authentic Leadership Behaviors (Self-Awareness, Relational Transparency, Internalized Moral Perspective, and Balanced Processing) of their Habitat for Humanity 501(c)3 Human

RESULTS

Service Nonprofit Organization's Executive Director and followers' self-rated Normative Commitment when controlling for: gender, age, ethnicity, level of education, position type, position level, organizational tenure, and geographic region.

Followers' Self-Rated Normative Commitment

Table 5: Followers' Self-Rated Normative Commitment

Model	R	R Square	R Square Change	Beta	r_p	df1	df2	Sig.
1	.202 ^a	.041		.202		1	135	.01
2	.356 ^b	.127	.086			5	130	.03
3	.426 ^c	.181	.054			3	127	.04
4	.594 ^d	.352	.171	.451	.414	1	126	.00

Note: (a) Age, (b) Age, Position Type, (c) Age, Position Type, Position Level, (d) Age, Position Type, Position Level, Balance Processing

Age and Normative Commitment

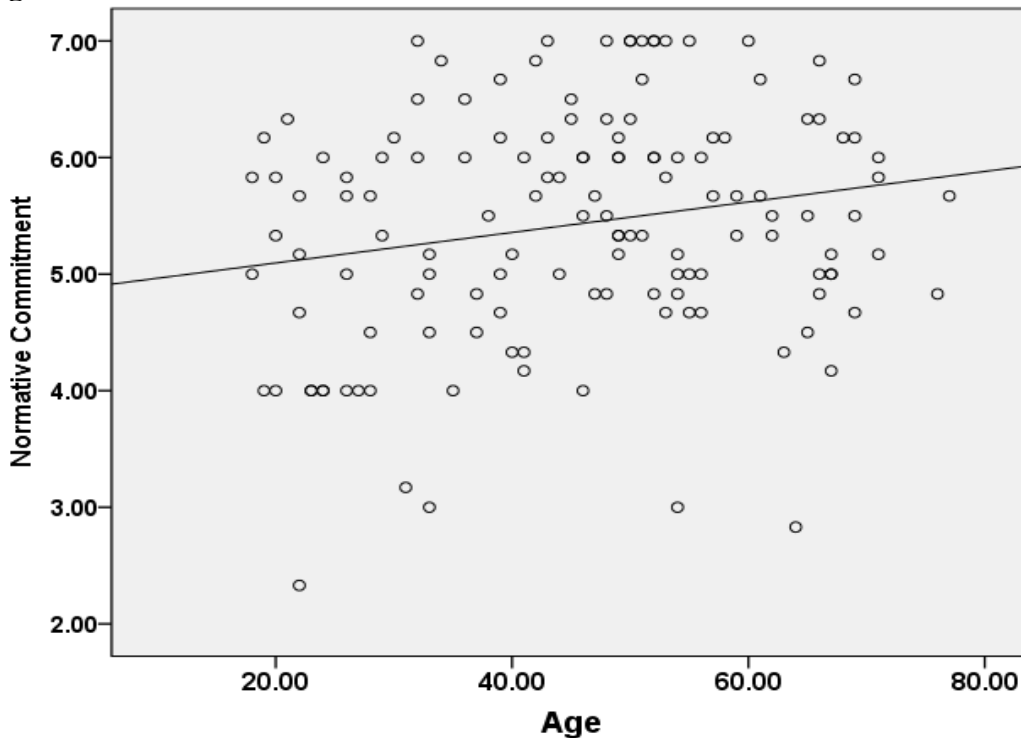


Figure 22: Age and Normative Commitment

RESULTS

Age accounted for 4.1% of the variance explained ($R^2 = .041$, $\beta = .202$, $p < .05$).

Figure 22 shows the older the follower's age, the more follower feels obligated to remain with the organization - Normative Commitment.

Position Type and Normative Commitment

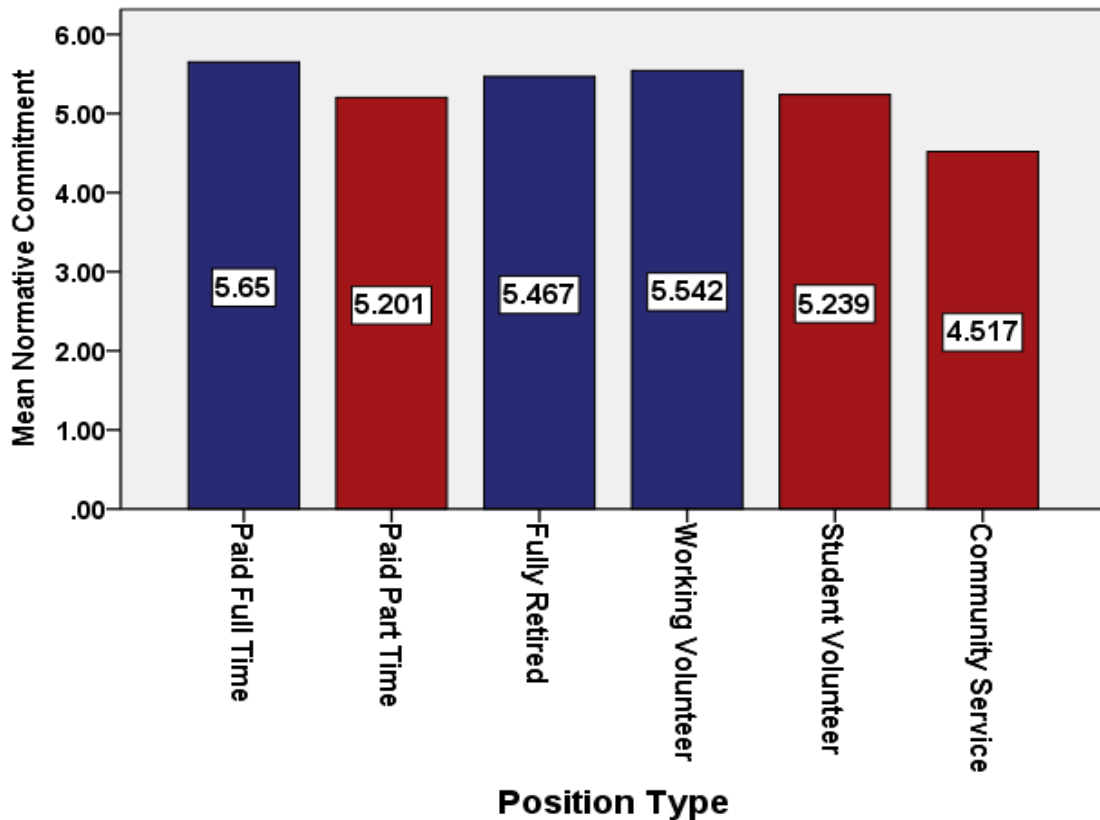


Figure 23: Position Type and Normative Commitment

Position type accounted for an additional 8.6% of the variance explained ($\Delta R^2 = .099$, $p < .05$). A series of ANOVAs were conducted and were found to be significant. Fisher LSD Post hoc revealed $F(5, 131) = 2.846$, $p < .05$) full-time employees ($M = 5.97$) fully-retired volunteers ($M = 6.13$), and working volunteers ($M = 5.92$) rated significantly higher than part-employees ($M = 5.17$) student volunteers ($M = 5.17$), and those doing community service ($M = 4.58$) in their emotional attachment to the organization - Affective Commitment.

RESULTS

Position Level and Normative Commitment

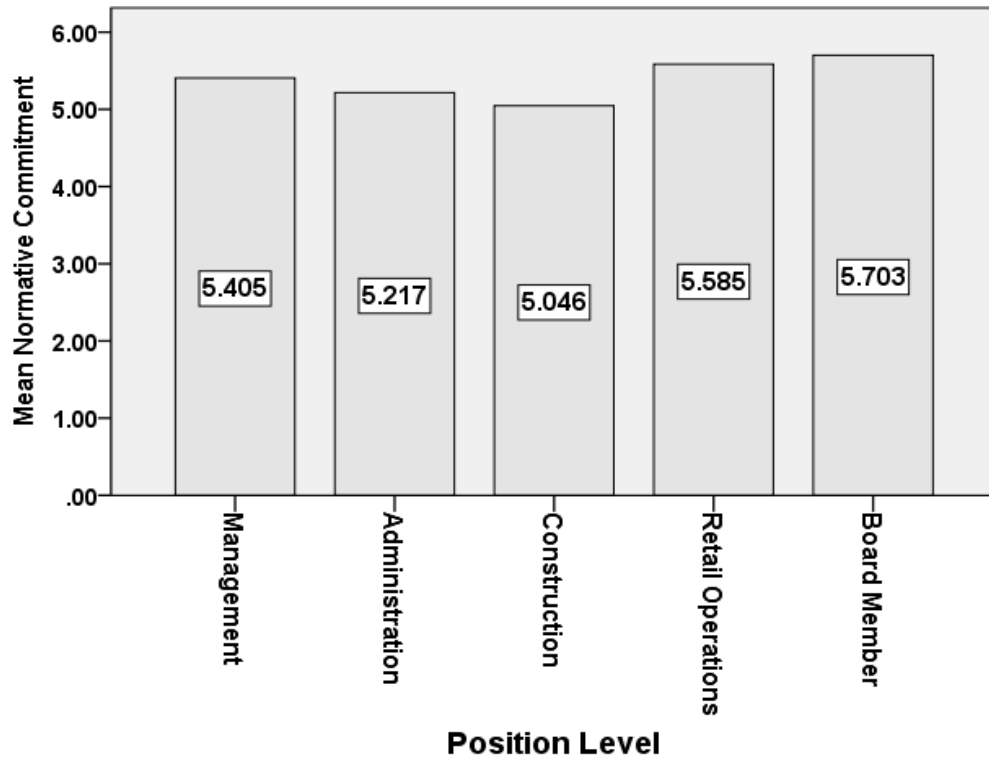


Figure 24: Position Level and Normative Commitment

Position level accounted for an additional 5.4% of the variance explained ($\Delta R^2 = .054, p < .05$). Figure 24 shows the results of the ANOVA and no statistical significance was found among the five position levels. No further analysis was conducted.

RESULTS

Balanced Processing and Normative Commitment

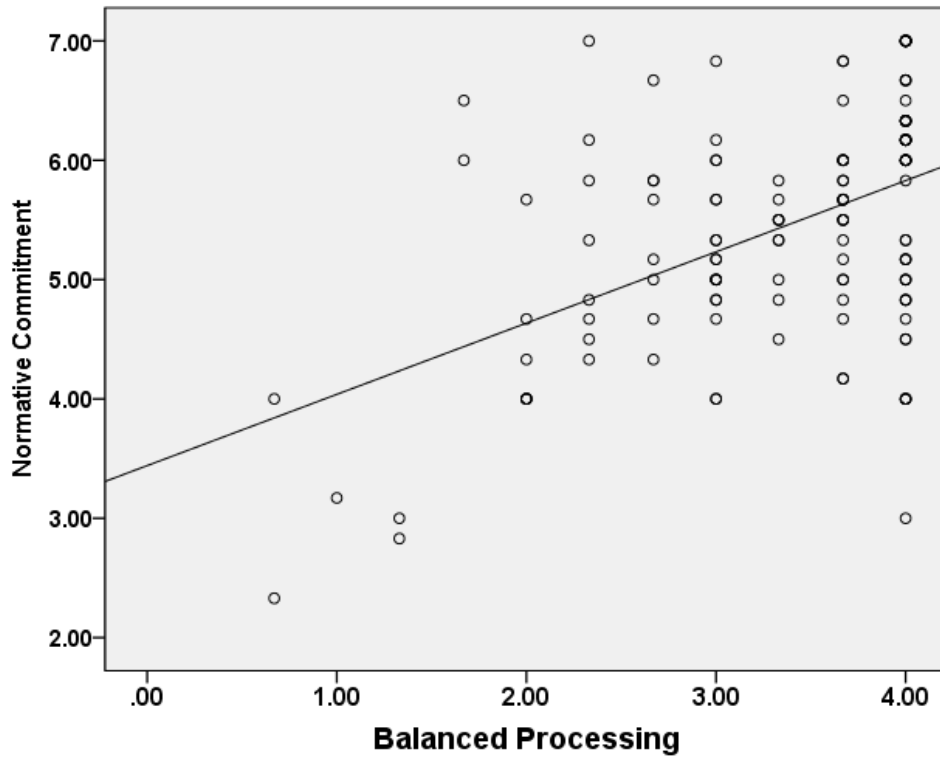


Figure 25: Balanced Processing and Normative Commitment

Balanced Processing accounted for an additional 17.1% of the variance explained ($\Delta R^2 = .171$, $\beta = .451$, $r_p = .414$, $p < .05$). Figure 25 shows the results: the more the executive director solicits follower ideas, the more follower feels obligated to the organization - Normative Commitment with the organization. As such, the null hypothesis (H_{02}) was rejected, reaffirming Research Questions 2.

RESULTS

Null Hypothesis (H₀₃)

There is no significant relationship between the followers' perceived Authentic Leadership Behaviors (Self-Awareness, Relational Transparency, Internalized Moral Perspective, and Balanced Processing) of their Habitat for Humanity 501(c)3 Human Service Nonprofit Organization's Executive Director and Followers' self-rated Continuance Commitment when controlling for: gender, age, ethnicity, level of education, position type, position level, organizational tenure, and geographic region.

Followers' Self-Rated Continuance Commitment

Table 6: Followers' Self-Rated Continuance Commitment

Model	R	R Square	R Square Change	Beta	r _p	df1	df2	Sig.
1	.188* ^a	.035		-.188		1	135	.02

Note: (a) Age

Age and Continuance Commitment

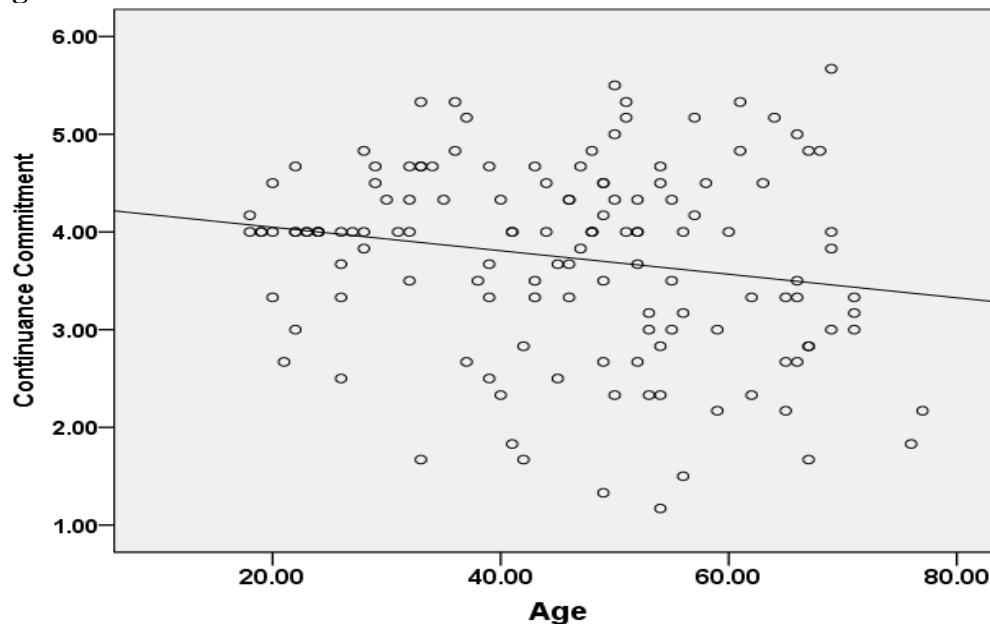


Figure 26: Age and Continuance Commitment

RESULTS

Age accounted for 3.5% of the variance explained ($R^2 = .035$, $\beta = -.188$, $p < .05$).

Figure 26 displays the inverse relationship between follower's age and personal cost associated with leaving the organization - Continuance Commitment. The older the follower's age, the less the personal cost associated with leaving the organization.

As observed in the regression model, no significant relationship was predicted with the Authentic Leadership components, the predictor variables of interest in this study. As a result, the null hypothesis (H_03) failed to be rejected. This is in agreement with Research Questions 3.

CHAPTER FIVE

SUMMARY OF FINDINGS AND CONCLUSIONS

This chapter discusses the study's findings, implications, applications, limitations, and recommendations for future research. This study examined the relationship between the Authentic Leadership Behaviors of a nonprofit organization's executive director and followers' Organizational Commitment when controlling for gender, age, ethnicity, level of education, position type, position level, organizational tenure, and geographic region. In this study, the researcher used three instruments to measure follower responses: a researcher prepared demographic survey, the *Authentic Leadership Questionnaire* (ALQ), and the *Three-Component Model of Commitment* (TCM) (Avolio et al., 2007; Meyer et al., 1993).

Rejection of the Null Hypotheses

Not enough research has been conducted on the aspect of Authentic Leadership and Organizational Commitment within 501(c) 3 Nonprofit Organizations. This study attempts to address the essential impact that Authentic Leadership Behaviors have on followers when there is engagement with the executive director in a nonprofit organization. Ultimately, it is important to consider how those behaviors affect a follower's decision to remain within the nonprofit organization.

Although current literature on Authentic Leadership and Organizational Commitment within Alabama 501(c) 3 Nonprofit Organizations is limited, research does exist on follower demographics and its impact on Organizational Commitment. This study adds to the body of literature on the constructs of Authentic Leadership (Self-Awareness, Relational Transparency, Internalized Moral Perspective, and Balanced

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Processing) in 501(c) 3 nonprofit organizations from the followers' perspective and the followers' perception of the multidimensional aspects of Organizational Commitment (Affective Commitment, Normative Commitment, and Continuance Commitment).

Null Hypotheses one and two were rejected as a result of this research which is consistent with from the literature when looking at the research constructs separately. There were significant relationships revealed between the core components of Authentic Leadership and the dimensions of the *Three-Component Model of Commitment* (TCM) (Meyer et al., 1993). The researcher failed to reject null hypothesis three.

H₀1: There is no significant relationship between the followers' perceived Authentic Leadership Behaviors (Self-Awareness, Relational Transparency, Internalized Moral Perspective, and Balanced Processing) of their Habitat for Humanity 501(c) 3 Human Service Nonprofit Organization's Executive Director and followers' self-rated Affective Commitment when controlling for: gender, age, ethnicity, level of education, position type, position level, organizational tenure, and geographic region.

H₀2: There is no significant relationship between the followers' perceived Authentic Leadership Behaviors (Self-Awareness, Relational Transparency, Internalized Moral Perspective, and Balanced Processing) of their Habitat for Humanity 501(c) 3 Human Service Nonprofit Organization's Executive Director and Followers' self-rated Normative Commitment when controlling for: gender, age, ethnicity, level of education, position type, position level, organizational tenure, and geographic region.

Moral Perspective, and Balanced Processing) of their Habitat for Humanity 501(c)3 Human Service Nonprofit Organization's Executive Director and Followers' self-

FINDINGS AND CONCLUSIONS

rated Continuance Commitment when controlling for: gender, age, ethnicity, level of education, position type, position level, organizational tenure, and geographic region.

Summary of Findings and Conclusions

Dimensions of Organizational Commitment – Dependent Variables

Independent Variables $p < .05$	Affective Commitment	Normative Commitment	Continuance Commitment
Gender			
Age	$R^2 = .077, \beta = .278$	$R^2 = .041, \beta = .202$	$R^2 = .035, \beta = -.188$
Ethnicity	$\Delta R^2 = .054,$ $F(2, 134) = 6.318$ Black & White higher than Hispanics		
Level of Education			
Position Type	$\Delta R^2 = .099,$ $F(5, 131) = 5.94$ FTE, FRV, & WV higher than PTE, SV, & CS	$\Delta R^2 = .086,$ $F(5, 130) = 2.85$ FTE, FRV, & WV higher than PTE, SV, & CS	
Position Level		$\Delta R^2 = .054,$ $F(4, 132) = NS$	
Organizational Tenure			
Geographic Region			
Self-Awareness			
Relational Transparency	$\Delta R^2 = .250,$ $\beta = .545, rp = .500$		
Internalized Moral Perspective			
Balance Processing		$\Delta R^2 = .171,$ $\beta = .451, rp = .414$	

Table 7: Dimensions of Organizational Commitment Dependent Variable

Table 7 shows the demographic variables that were not predictors of the dependent variable Organizational Commitment in this study. Gender, level of education, organizational tenure, and geographic region were found not to be predictors of Organizational Commitment in this study.

Table 7 shows the demographic variables that were predictors in this study. Ethnicity, position type, and position level were predictors of Organizational Commitment. Ethnicity was a predictor and accounted for 5.4% of variance explained in

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Affective Commitment. Position type was a predictor and accounted for 9.9% of the variance explained in Affective Commitment and 8.6% of the variance explained in Normative Commitment. Position level was a predictor and accounted for 5.5% of the variance explained in Normative Commitment. Note the analysis could not find differences between groups.

The predictor variable of interest in this research was the Authentic Leadership Behaviors of the executive directors. In this study, Self-Awareness and Internalized Moral Perspective were not predictors of Organizational Commitment. This study found Relational Transparency was a predictor and accounted for 25% of the variance explained in Affective Commitment. Balanced Processing was a predictor and accounted for 17.1% of the variance explained in Normative Commitment.

Summary of Literature Compared to this Study

Independent Variable	Dependent Variable	Literature	May Study
Self-Awareness	Organizational Commitment	Significant for CCS and ACS	Not Significant
Relational Transparency	Organizational Commitment	Significant NCS	Significant ACS
Internalized Moral Perspective	Organizational Commitment	Significant ACS, NCS, and CCS	Not Significant
Balanced Processing	Organizational Commitment	Not Significant	Significant NCS

Table 8: Summary of Literature Compared to My Study Authentic Leadership Components

Table 8 provides a summary of how the four components of Authentic Leadership (Self-Awareness, Relational Transparency, Internalized Moral Perspective, and Balanced Processing) relate to the three dimensions of Organizational Commitment (Affective Commitment, Normative Commitment, and Continuance Commitment).

FINDINGS AND CONCLUSIONS

Seabron (2020) and Ferrer (2017) both found Self-Awareness a significant predictor with at least one dimension of Organizational Commitment; however, as Table 8 shows, Self-Awareness was not a significant predictor in this study.

Table 8 shows Relational Transparency was a significant predictor of Normative Commitment (Ferrer, 2017). This study found Relational Transparency was a significant predictor of Affective Commitment.

Table 8 shows Internalized Moral Perspective was a significant predictor of all three dimensions of Organizational Commitment (Seabron, 2020; Ferrer, 2017). In this study, Internalized Moral Perspective was not a predictor of Organizational Commitment.

Table 8 shows that both Seabron (2020) and Ferrer (2017) found Balanced Processing was not a significant predictor of Organizational Commitment. Interestingly, in this study, Balanced Processing was found to be a significant predictor of Normative Commitment.

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Summary of Literature Compared to My Study

Control Variable (IV)	Dependent Variable (DV)	Literature Review	My Study
Gender	Organizational Commitment	Mixed Results	Not Significant
Age	Organizational Commitment	Mixed Results	Significant ACS, NCS, and CCS
Ethnicity	Organizational Commitment	Significant NCS and CCS	Significant ACS B & W > H
Level of Education	Organizational Commitment	Mixed Results	Not Significant
Position Type	Organizational Commitment	Mixed Results	Significant ACS and NCS FTE, FTV, & WV > PTE, SV, & CS
Position Level	Organizational Commitment		
Organizational Tenure	Organizational Commitment	Mixed Results	Not Significant
Geographic Region	Organizational Commitment	Not Significant	Not Significant

Table 9: Summary of Literature Compared to My Study Control Variables

Reflecting back on the literature review in chapter two, Table 9 shows the results gender had on Organizational Commitment. The results were mixed. In this study, gender was not a significant predictor of Organizational Commitment.

When age was found to be a predictor in the literature, the relationship tended to be weak. In this study, age was a significant predictor of all three dimensions of Organizational Commitment. The results were consistent with the literature and the relationship was weak.

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Finds, Implications, and Applications

Self-Awareness and Internalized Moral Perspective were not predictors of the three dimensions of Organizational Commitment (Affective Commitment, Normative Commitment, or Continuance Commitment) in this study (Avolio et al, 2007; Meyers & Allen, 1991, 1997).

Relational Transparency was a predictor of Affective Commitment (ACS) in this study. Relational Transparency accounted for an additional 25% of the variance explained in Organizational Commitment (Avolio et al., 2007; Meyers & Allen, 1991, 1997; Leroy et al., 2012; Peyton, 2015).

- The implication for Habitat for Humanity could be Habitat for Humanity Leaders modeled consistent behavior among their followers.
- An application for Habitat for Humanity could be when interacting with followers, Habitat Leaders should continue to look for opportunities to interject relatable personal experiences into the conversations when appropriate to build relationships.
- Habitat Leaders may have been willing and open to sharing information that was important to their followers. Habitat Leaders should look for opportunities to understand what is important to their followers.

Balanced Processing was a predictor of Normative Commitment in this study. Balanced Processing accounted for an additional 17.1% of the variance explained in Organizational Commitment (Avolio et al., 2007; Allen & Meyer, 1991, 1997, Smith et al., 2012).

- An implication for Habitat for Humanity could be Habitat Leaders showed followers they valued their followers' contributions and ideas when they asked followers what they may think about a situation.
- An application would be for Habitat Leaders to be conscientious and intentional about including followers in decisions when appropriate.

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- Habitat Leaders should practice affirming followers to promote followers' willingness to share. Habitat Leader should be open with followers when they do not have the answers and be proactive in soliciting different viewpoints.

Age was a predictor of Affective Commitment (ACS), Normative Commitment (NCS), and Continuance Commitment (CCS) in this study (Ng & Feldman, 2010; Ferrer, 2017).

- The implication for Habitat for Humanity is that older followers were seeking opportunities to share the years of previous work experiences they acquired. It could also mean older followers were seeking opportunities for meaning in their work. It could mean older followers were not actively seeking work that compensated them for their time and were in less need of monetary compensation and other benefits. It could mean younger followers had fewer opportunities for other employment.
- An application for Habitat for Humanity could be to assess the organizational need and be strategic toward the audience that meets that need. Habitat Leaders should understand that all age groups provide opportunity for organizational growth.

Ethnicity was a predictor of Affective Commitment (ACS) in this study (Meyer et al., 2011). Hispanic followers accounted for 10% of the sample.

- Application for Habitat for Humanity would be to establish dual language communication materials to assist dual language employees and volunteers. Habitat Leaders should look for opportunities to learn more about the Hispanic culture.

Position Type was a predictor of Affective Commitment (ACS) and Normative Commitment (NCS) in this study (Thorsteinson, 2003).

- An implication for Habitat for Humanity could be Leaders showed they valued some follower groups (full-time employees, fully retired volunteers, and working volunteers) by including them in day-to-day operations of the organization. This would be understandable for the full-time employees; however, effort was made by leaders to include volunteers.
- An application for Habitat for Humanity could be to consider paring full-time followers with short-term followers to increase immediate relationships with the short-term followers.

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Position Level was a predictor of Normative Commitment (NCS) in this study (O'Neill et al., 2009).

- It can mean Leaders' attitudes about Habitat for Humanity were evident among their followers.
- It can mean Leaders were supportive and amenable to followers during circumstances that were not work related like a major illness or family emergency.

Limitations

The findings in this study were the results from a sample of convenience. The limitation with a sample of convenience is that all information may not be generalizable to the population. The in-person survey collection was limited because Alabama was under mandatory "Stay at Home" orders from April 2020 until the finalizing of the dissertation. The researcher believes these restrictions hindered participation in this study.

Not all regions were represented in the study. Region 3 did not participate in the study. The researcher received no responses from Region 3 either by paper or online. Region 3 represented eight counties in Alabama, and if responses had been received, it could have significantly impacted the results of this study.

The Authentic Leadership Behaviors of the executive director were based on perception. Rogers (2017) defines perception as how individuals use the information reaching their senses to guide and control their behavior as well as to create their, subjective experiences of the surrounding world. Followers' perception of their leader may not be transferable to other organizations beyond Habitat for Humanity.

The followers in this study self-rated their Organizational Commitment. Scholars have questioned the reliability and validity of self-rating. The concern is the inability to self-assess accurately due to being overly confident, lack of critical feedback from others,

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and/or possessing tendencies like self-enhancement, favorable self-presentation, or some level of self-deception (Taylor et al, 2012). The information obtained in this study was limited to demographic surveys, the *Authentic Leadership Questionnaire* (ALQ) rater, and the *Three-Component Model of Commitment* (TCM) revised (Avolio et al, 2007; Meyer et al., 1993).

Recommendations for Future Studies

The researcher believes this study was restricted in large part due to the pandemic and a recommendation for future studies would be to repeat the study once restrictions have been lifted and Habitat for Humanity Affiliates have resumed full operations. Recommendation for future studies would include consideration of a larger sample size to increase participation. Effort should be made to translate the survey for the Hispanic followers. Other considerations for future research may involve examining other job-related behaviors like job satisfaction, intentions of quitting, and organizational citizenship behaviors.

Key Take Away

This study found a link between Organizational Commitment and the Authentic Leadership Behaviors Relational Transparency and Balanced Processing. The researcher believes this reflected on the value Habitat for Humanity Leaders placed on follower contributions in the accomplishment of organization mission.

George (2003) believes Authentic Leadership Behaviors increase follower identification with and psychologically empower followers to take on greater ownership for their work. The literature suggests that Authentic Leadership may positively affect employee attitudes and behaviors (Walumbwa et al., 2010). The results from this study

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are reflective of that belief in how followers' ratings of their leaders show their value of inclusiveness.

Participation in the association related activities is voluntary; however, the Board of Directors of the Habitat for Humanity Association should examine why there was no participation from Region 3.

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APPENDICES

APPENDIX A: HABITAT FOR HUMANITY PERMISSION LETTER



Help build it!

January 10, 2019

Sharon D. Hardie
101 Leaf Lake Blvd.
Birmingham, AL 35211

Dear Ms. Hardie and Our Lady of the Lake University:

On the behalf of Alabama Habitat for Humanity, we want to thank you for the opportunity to participate in your academic research on Authentic Leadership and Organizational Commitment. In an effort to support your research, I, Brandon Dixon, the Executive Director at the Alabama Habitat for Humanity will be your primary point of contact.

We will encourage staff and volunteers to participate in the research; however, please understand that participation from our staff and volunteers is strictly voluntary. Once your research is completed, we hope to set up time for you to make a formal presentation with me and other senior leadership.

If you have any questions, please feel free to contact me at (334) 737-6401 or via email at brandon@alabamahabitat.org.

Thank you,

A handwritten signature in black ink that reads "Brandon Dixon".

Brandon Dixon
Executive Director

PO Box 1488 Auburn, AL 36831-1488

Phone: (334) 501-8441 Fax: (334) 501-8442 www.alabamahabitat.org

**APPENDIX B: OUR LADY OF THE LAKE UNIVERSITY APPROVED
CONSENT FORM**

Informed Consent Form:

Title of Research: Is there a relationship between the perceived Authentic Leadership behaviors of the Executive Director and followers' Organizational Commitment in a Nonprofit Organization.

Invitation to Participate: You are being invited to take part in this research study. The information in this form is meant to help you decide whether or not to take part. If you have any questions, email the researcher, Sharon Hardie at sdhardie@ollusa.edu.

Reason for doing this research:

The reason for this research is to determine if there is a relationship between the employees and volunteers perception of the Authentic Leadership behaviors of the executive director and their commitment to Habitat for Humanity.

What will be done during this research:

During the research study, you will be asked to complete a survey using Qualtrics Online Survey. At the beginning of the survey, your consent is required to participate. By continuing, you give your consent to participate. You may stop participation at any time without penalty and without losing any benefits that are a part of this study. By continuing, you will be asked eight (8) non-identifiable demographic questions. Then you will be asked sixteen (16) questions on your perception of the Authentic Leadership behaviors of your executive director. Then you will be asked eighteen (18) questions on your commitment to Habitat for Humanity. The survey should take approximately 10 minutes to complete. Once, the survey is finished, your participation in the research study will be complete.

What are the possible risks of being in this research?

There are no known risk to you from being in this research study.

What are the possible benefits to you?

You are not expected to receive any benefit from being in this research study.

What are the possible benefits to other people?

The information gathered from this research will provide opportunity for continuing education for the leaders of Alabama Habitat for Humanity and its affiliates.

What will participation in this research cost you?

There is no cost to you to be in this research study.

How will information about you be protected?

All data collected in this study is anonymous. This means that no names or identifying information will be recorded during the study. There is no way to connect your identity with any of your responses.

APPENDIX C: DEMOGRAPHIC SURVEY QUESTIONNAIRE

Q1 Demographics

Your Gender: The physical trait typically associated with male or female

Male (1)

Female (2)

Q2 Your Age: The number of years of birth at the time of the survey

Q3 Your Ethnicity: The self-identification based on the 2010 U.S. Census

Black, African American (1)

White (2)

American Indian or Alaska Native (3)

Asian Indian (4)

Chinese (5)

Filipino (6)

Other Asian (7)

Japanese (8)

Korean (9)

Vietnamese (10)

Native Hawaiian (11)

Guamanian or Chamorro (12)

Samoan (13)

Other Pacific Islander (14)

Some other race (15)

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Q4 Your Level of Education: The highest level of formal education completed

- High School/GED (1)
- Some College (2)
- Bachelor Degree (3)
- Master Degree or Higher (4)

Q5 Your Position Type:

Full-Time = 30 hours or more

Part-Time = 29 hours or less

Volunteer = no monetary compensation from Habitat for hours worked

- Paid full-time = 30 hours or per week (1)
- Paid part-time = 29 hours or less per week (2)
- Fully Retired Volunteer = no monetary compensation for hours worked (3)
- Working Volunteer - no monetary compensation from Habitat but work else where (4)
- Student Volunteer - no monetary compensation from Habitat but student (5)
- Community Service Volunteer - no monetary compensation from Habitat (6)

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Q6 Your Position Level: The self-identification with an area of employment within the organization

- Executive Director (5)
- Management (1)
- Administration (2)
- Construction Operations (3)
- Retail Operations (4)

Q7 Your Organizational Tenure: The total number of years with this organization

Q8 Your Geographic Region/Location: The area where you work

- Region 1: Shoals, Lauderdale, Colbert, Athens-Limestone, Madison, Morgan, Cullman, Marshall, and Jackson (1)
- Region 2: Franklin, Marion, Winston, Lamar, Fayette, Tuscaloosa, Walker, Jefferson, Shelby, Pell-City, Gadsden-Etowah, Calhoun, and Sylacauga (2)
- Region 3: Green, Sumter, Perry, Marengo, Dallas, Hale, Demopolis, and Selma (3)
- Region 4: Autauga, Chilton, Alexander City, Coosa, Tallapoosa, Montgomery, Elmore, Tory-Pike, Barbour, Randolph, Auburn, and Opelika (4)
- Region 5: Escambia, Covington, Coffee, Houston, Dale, Henry, Geneva, Mobile, Clarke, Washington, and Baldwin (5)

APPENDIX D: AUTHENTIC LEADERSHIP QUESTIONNAIRE (ALQ)

Sharon Hardie

Authentic Leadership Questionnaire Research Permission

Bruce J. Avolio, William L. Gardner, & Fred O. Walumbwa

Introduction: The Authentic Leadership Questionnaire (ALQ) has undergone preliminary validation efforts to demonstrate that it is both reliable and construct valid. Permission to use the ALQ free of charge and for a limited period is provided for research purposes only. This document contains:

Conditions of Use for the Authentic Leadership Questionnaire - Use of the Authentic Leadership Questionnaire is subject to the conditions outlined in this section.

Conditions of Use for Administering the ALQ Online - Administration of the Authentic Leadership Questionnaire online using a site other than Mind Garden is subject to the conditions outlined in this section.

Abstract of Research Project - A brief description of your research project.

Authentic Leadership Questionnaire - The form itself (rater and self) and instructions for calculating scale scores.

Permission to Reproduce Sample Items - You cannot include an entire instrument in your thesis or dissertation, however you can use up to three sample items. Academic committees understand the requirements of copyright and are satisfied with sample items for appendices and tables. For customers needing permission to reproduce three sample items in a proposal, thesis, or dissertation this section includes the permission form and reference information needed to satisfy the requirements of an academic committee.

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Authentic Leadership Questionnaire (ALQ Version 1.0 Rater)

Bruce J. Avolio, Ph.D.

Name: _____ Date: _____

Organization ID #: _____ Person ID #: _____

Instructions: The following survey items refer to your leader's style, as you perceive it. Judge how frequently each statement fits his or her leadership style using the following scale:

- 0 = Not at all
- 1 = Once in a while
- 2 = Sometimes
- 3 = Fairly often
- 4 = Frequently, if not always

My Leader:

- | | |
|---|-----------|
| 1. says exactly what he or she means | 0 1 2 3 4 |
| 2. admits mistakes when they are made | 0 1 2 3 4 |
| 3. encourages everyone to speak their mind | 0 1 2 3 4 |
| 4. tells you the hard truth | 0 1 2 3 4 |
| 5. displays emotions exactly in line with feelings | 0 1 2 3 4 |
| 6. demonstrates beliefs that are consistent with actions | 0 1 2 3 4 |
| 7. makes decisions based on his or her core values | 0 1 2 3 4 |
| 8. asks you to take positions that support your core values | 0 1 2 3 4 |
| 9. makes difficult decisions based on high standards of ethical conduct | 0 1 2 3 4 |
| 10. solicits views that challenge his or her deeply held positions | 0 1 2 3 4 |
| 11. analyzes relevant data before coming to a decision | 0 1 2 3 4 |
| 12. listens carefully to different points of view before coming to conclusions | 0 1 2 3 4 |
| 13. seeks feedback to improve interactions with others | 0 1 2 3 4 |
| 14. accurately describes how others view his or her capabilities | 0 1 2 3 4 |
| 15. knows when it is time to reevaluate his or her position on important issues | 0 1 2 3 4 |
| 16. shows he or she understands how specific actions impact others | 0 1 2 3 4 |



To whom it may concern,

This letter is to grant permission for Sharon Hardie 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 "Fred O. Walumbwa".

Mind Garden, Inc.
www.mindgarden.com

APPENDIX E: THREE COMPONENT MODEL OF COMMITMENT (TCM)

Revised Version (Meyer, Allen, & Smith, 1993)

Affective Commitment Scale

1. I would be very happy to spend the rest of my career with this organization.
2. I really feel as if this organization's problems are my own.
3. I do not feel a strong sense of "belonging" to my organization. (R)
4. I do not feel "emotionally attached" to this organization. (R)
5. I do not feel like "part of the family" at my organization. (R)
6. This organization has a great deal of personal meaning for me.

Continuance Commitment Scale

1. Right now, staying with my organization is a matter of necessity as much as desire.
2. It would be very hard for me to leave my organization right now, even if I wanted to.
3. Too much of my life would be disrupted if I decided I wanted to leave my organization now.
4. I feel that I have too few options to consider leaving this organization.
5. If I had not already put so much of myself into this organization, I might consider working elsewhere.
6. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.

Normative Commitment Scale

1. I do not feel any obligation to remain with my current employer. (R)
2. Even if it were to my advantage, I do not feel it would be right to leave my organization now.
3. I would feel guilty if I left my organization now.
4. This organization deserves my loyalty.
5. I would not leave my organization right now because I have a sense of obligation to the people in it.
6. I owe a great deal to my organization.

Note. (R) indicates a reverse-keyed item. Scores on these items should be reflected (i.e., 1 = 7, 2 = 6, 3 = 5, 4 = 4, 5 = 3, 6 = 2, 7 = 1) before computing scale scores.

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Normative Commitment Scale

1. I do not feel any obligation to remain with my current employer. (R)
2. Even if it were to my advantage, I do not feel it would be right to leave my organization now.
3. I would feel guilty if I left my organization now.
4. This organization deserves my loyalty.
5. I would not leave my organization right now because I have a sense of obligation to the people in it.
6. I owe a great deal to my organization.

Note. (R) indicates a reverse-keyed item. Scores on these items should be reflected (i.e., 1 = 7, 2 = 6, 3 = 5, 4 = 4, 5 = 3, 6 = 2, 7 = 1) before computing scale scores.



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**APPENDIX F: OUR LADY OF THE LAKE UNIVERSITY INSTITUTIONAL
REVIEW BOARD APPROVAL LETTER**



NOTICE OF APPROVAL TO BEGIN RESEARCH

EXEMPT STATUS

Approval Date: 06/25/2020

Expiration Date: 06/24/2021

PI Name: Sharon D. Hardie

Faculty Advisor: Dr. Phyllis Duncan

Title of Study: **A Study of the Followers' Perception of the Authentic Leadership Behaviors of Their Executive Director and Followers' Organizational Commitment in a Nonprofit Organization**

The application you submitted for IRB review has been reviewed and determined to be Exempt from further review. Your study qualifies for exemption based on federal guidelines and no follow up with the IRB is required. You may begin data collection. *Student researchers should confirm with their faculty advisors that they are clear to begin the data collection process.*

CHANGES – The PI must receive approval from the IRB before initiating any changes, including those required by the sponsor, which would affect human subjects. Such changes include changes in methods or procedures, numbers or kinds of human subjects, or revisions to the informed consent document or process. In addition, co-investigators must also receive approval from the IRB.

UNANTICIPATED RISK OR HARM– The PI will immediately inform the IRB of any unanticipated problems involving risks to subjects or others, of any serious harm to subjects.

Approved protocols are subject to monitoring by the IRB. The IRB has the authority to inspect any research records and practices associated with this protocol at any time. If you have questions about IRB procedures or monitoring or need assistance from the Board, please contact the Board at IRB@ollusa.edu or (210)434-6711 extension 2402.

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