Authentic Leadership and Job Satisfaction: Measuring the Mediating Role of Affective Organizationl Commitment in Healthcare Sector of Pakistan

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ABSTRACT

Lack of ethics, values, morality and integrity of leadership has always been an issue for corporate world. Keeping in view the disastrous effects of lack of leadership character; this study aims to determine the impact of authentic leadership on job satisfaction of healthcare staff with the mediating effect of affective organizational commitment. This is a cross-sectional hypothesis testing research based on primary data collected from 332 respondents from five healhcare institutions based in Karachi. Confirmatory factor analysis (CFA), reliability analysis and regression analysis were performed to measure the initial validity of constrsuct and to test proposed hypotheses. The results supported the proposed hypotheses suggesting that there is a significant impact of authentic leadership on job satisfaction with complete mediation of affective organizational commitment. Implying that a committed, satisfied and engaged employee is an asset for any organizations; it will be a loss for any organization to loose such an employee. Senior management of healthcare organizations should aim to focus on training of leaders and managers so they can equip themselves with the skills and traits of authentic leadership; this will not only help organizations to retain quality human resource but will also help to enhance the positive work environment.

Keywords: *Authentic Leadership, Affective Organizational Commitment, Job Satisfaction, Healthcare.*

INTRODUCTION

Leadership is one of the significant core components for organizational sustainability in the competitive world. As the business world is changing radically with fast pace with different types of challenges, hence demanding different type of leadership (George, Sims, McLean, & Mayer, 2007). Unethical practices in the corporate world and inappropriate behavior from business executives is of great concern for the corporate world resulting lower trust in business leaders (Francis et al., 2012; 2014). According to National Leadership Index 2009 survey results, it was also believed by 83% of Americans that benefit to overall society is not the matter of concern of business leaders but they protect their self-interest or the interest of a small group while on the other 62% do not trust their leaders.

Organizations need leaders with integrity and strong values who are able to lead with purpose and make organizations enduring by motivating followers to exert their full potential (George, 2003). Two of the most societal values in Eastern and Western society are integrity and authenticity (George et al., 2007). Inadequacies of classic leadership models have resulted in emergence of new type of leadership-"authentic leadership" (Avolio, Gardner, Walumbwa, Luthans, & May, 2004; Gardner, Avolio, & Walumbwa, 2005; George, 2003). Authentic

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leadership is adaptive with the capability to adjust in accordance with the demands of challenging working environment (Chan, Hannah, & Gardner, 2005).

Authentic Leadership pays off in the form of a high performance team which results in high end outcome to an organization. As authentic leadership not only covers the human behavioural psychology but also highly developed organizational context which results in both greater self-awareness and self-regulated positive behaviours on the part of leaders which has a positive impact on their followers in shape of hope, trust, self-confidence, honest and a vision that supports the ethical and moral values for a successful journey to accomplish the goals of organization. Therefore, there is a greater need of authentic leadership in highly innovative organizational culture providing support for innovation, collaboration, equality and interpersonal relationship development which foster self-development (Gardner, 2017).

Work Engagement is an optimistic approach towards work, and is recognized as the constructive step towards an employee's health, productivity and job satisfaction. So, it requires dedication and effort for seamless work performance and high result accomplishment. This exhibits positive outcomes in an organization which are important for developing work environments to become more productive. It encompasses the positivity in the behaviour of the workers that ends in high end performance (Reilly et al., 2012; Secapramana, 2017). Moment by moment constructive enhancement in key job concerns such as work commitment and job satisfaction is achieved. Most of the employees always need a work relief in form of incentives or job recognition which is solely related to a single person himself. Authentic leadership if utilized correctly can create more positive outcomes in health industry, as the employees are also engaged well and the precious lives are also not at stake due to weak organizational setups. In stressful work environment lives of the patients can be taken for granted and there is a high risk for negative end result which as compared to the other industries cannot be taken lightly as the high risk factor is a life and not a product (Stanley et al., 2017).

Furthermore, micro and macro determinants of organizational deterioration and long term success of an organization have been linked to be influenced by prevailing leadership styles. Authentic leadership and its impact on different organizational aspects have proved to be significant in different recent studies. Scarcity of authentic leadership traits and their impact on employee attitude in subcontinent has created an urge for scholars to measure its impact on different attitudinal outcomes of followers (de Aquino et al., 2017). Job satisfaction and work engagement have been the issue of key importance in healthcare sector because of intense working conditions such as occupational stress which is further influenced by Affective Organizational Commitment. This study, in particular, is mainly directed to find out the impact of authentic leadership on job satisfaction through mediating effect of affective organizational commitment in Pakistan's healthcare industry.

Given the above discussion, it is evident that growth of every organization is very much dependent on the pivotal role played by authentic leadership (Scandura, 2017). There are many studies which have been carried out to find out the impact of authentic leadership on employee engagement, their level of stress, job satisfaction and affective organizational commitment; however, no significant work has been carried out to the best of our knowledge in context of healthcare sector of Pakistan. The model we created is based on the multidisciplinary approach

to study the authentic leadership, impact on job satisfaction of employees through their affective commitment in healthcare sector of Pakistan. To conduct this study, different stakeholders were selected as subjects like Physicians, Nurses, Allied Health workers and Administrative staff. Determination of the impact of proposed variables used in the study on the job performances of physicians, nurses and allied health workers will help the organizations and will help opting appropriate measures to devise desired strategy.

REVIEW OF LITERATURE

Authentic Leadership

Over the last few years, authentic leadership has been the point of interest for researchers. Authentic leadership means a leader with the abilities to transform his/her leadership in accordance with his/her characteristics, who can demonstrate ability to prioritize things in accordance with the demand of situation or society, who has the ability to process information about feelings, goals, beliefs and values (Chan, Hannah, & Gardner, 2005; George, 2007; Walumbwa, Wang, Wang, Schaubroeck, & Avolio, 2010). According to a study conducted by Begley (2006); May, Hodges, Chan, & Avolio (2003) and Novicevic et al. (2006) people with higher levels of self-regulation manage their own responses in order to match the required ethical standards. It shows that leaders with negative sense cannot become authentic leaders (Fields, 2007). Integrity is the virtue for any leader to be assumed as the authentic leader (Cooper, Scandura, & Schriesheim, 2005). Similarly, open and transparent relations with peers and subordinates are called relational transparency which includes true representation / acting of him/her-self. According to Gardner et al. (2005) leaders that demonstrate self-disclosure, openness are those who gains trust and are in close relations with subordinates. It helps to develop trust through the leader–subordinate relationship by sharing true feelings, thoughts and information (Kernis, 2003).

Apart from these attributes, Luthans & Avolio (2003) have also discussed that there are two more elements of authentic leaderships; positive psychological capacity and personal positive development. To achieve viable competitive advantages, positive psychological capacity plays an anchor part for the development of teams, communities, organizations and individuals (Avolio & Gardner, 2005; Luthans & Avolio, 2003). For the development of authentic leadership, positive modeling process and the positive emotions are key components of the process (Gardner et al., 2005). Conversely, cynicism towards devoted linkage of authentic leadership and positive psychological resources was discussed by (Shamir and Eilam, 2005; Endrissat et al., 2007; Luthans et al., 2017).

Self-awareness, relational transparency, internalized moral perspective and balanced processing are the four most important dimensions of authentic leadership (Penger and Cerne, 2014; Walumbwa et al., 2008). Self-awareness means to know about him/her-self and to be one by self-examination; it provides them with the ability to analyze and observe their feelings, thoughts, aspirations and mental state which ultimately help them to learn and accept their fundamental motives, feelings, value and identity (Avolio & Gardner, 2005). Recalling what has happened throughout the life (important events) and their associated emotions and reactions can trigger internal connection with one's true self (Ladkin & Taylor, 2010). Fact full and unbiased analysis of information prior to making any decision is called balanced processing; which prevents the leader to make bias decision. It also promotes balanced and

accurate perception free from egoistic and self-judgmental (Gardner, Fischer, & Hunt, 2009). Leaders that possess ethical standards and values without being pressurized by any external elements come under the category of internalized moral perspective.

Snyder and Lopez (2002), Sheldon and King (2001) and Seligman and Csikszentmihalyi (2000) discussed the positive psychology and how it is being emerged as a tool to counter the prevailing negativity at work places. Avolio & Gardner (2005); Avolio et al. (2004); Avolio & Luthans, (2006); Luthans & Avolio (2003) provided their definition authentic leadership. Authentic leadership was defined as: "a process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulated positive behavior on the part of leaders and employees, fostering positive self-development. The authentic leader is confident, hopeful, optimistic, resilient, transparent, moral/ethical, future-oriented, and gives priority to developing employees to be leaders (Luthans & Avolio, 2003, p. 243)."

Avolio & Luthans (2006 & 2003) have presented the new theory of authentic leadership by converging the concept of positive organizational behavior proposed by Luthans (2002a, 2003b), ethical development by May et al. (2003), and transformational leadership by Avolio (1999 & 2002), despite the fact that Henderson and Hoy (1983) had originally discussed a decade ago the conceptualizations of authentic leadership in the management and academic literature by George (2003). The foundation is built upon the earlier positive (Luthans et al., 2002), ethical (Bass & Steidlmeier, 1999) and transformational (Avolio, 1999, 2002; Avolio & Gibbons, 1988) methods to lead in the current era's challenging and uncertain environment.

Authentic leadership is responsible for instilling the positive attitudes and behaviors in subordinates (Rego, Sousa, Marques, & e Cunha, 2012). For instance, Penger & Cerne (2014) by using the model suggested by Walumbwa, Gardner, Avolio, Wernsing and Peterson (2008) examined the authentic leadership's from the employees' perspective. They focused on to explain that how authentic leadership influences work engagement and job satisfaction at all levels and to do so they acquired data from supervisors and their subordinates. They also examined that how perceived superiors' support (through an employee's perspective) can mediate the relationship between authentic leadership and the work engagement & job satisfaction. The perceived supervisor support was examined by Penger & Cerne (2014) and Eisenberger et al., (2002) with mediating role between authentic leadership and employee outcomes based on the theories proposed by Eisenberger, Huntington, Hutchison, & Sowa (1986). Organizational Support Theory by Settoon, Bennett, & Liden, 1996; Wayne, Shore &Liden (1997) – Social Exchange Theories, and the Gouldner (1960) – The Norm of Reciprocity. They discussed the importance of the approach as it leads to further experiential indication on how authentic leadership can result positive outcomes in job satisfaction and work engagement from the employees' perspective. More recently, (Sinclair, 2018) explores the role of supervisors' influence on counselor's satisfaction leading to counselors' turnover.

ORGANIZATIONAL COMMITMENT

The focal point of discussion among the researchers over few decades has been on organizational commitment. Many studies have been carried out to understand the significance and types of organizational commitment (Chughtai & Zafar, 2006). An employee's commitment always plays a pivotal role in the success and growth of any organization.

Researches have shown that commitment is negatively related to turnover, absenteeism, counterproductive behavior, and is positively related to job satisfaction, motivation and organizational citizenship behaviors (Cooper-Hakim & Viswesvaran, 2005; Farrel & Stamm, 1988; Dalal, 2005; Riketta, 2002; Mathieu & Zajac, 1990; Chughtai & Zafar, 2006; Fazio et al., 2017). Positive relations amid organizational commitment and job performance have also been shown in the study conducted by (Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989).

Lower determination of employee and fewer measures of philanthropy and amenability towards the employee are also the major elements of low level of commitment by an employee (DeCottis & Summers, 1987; Schappe, 1998; Li et al., 2017). Organization's ability to recruit good human resource can get hampered because of the non-committed employees, as they portray negative pictures to the outsiders which resulting in reluctance by them to join the organization (Mowday, Porter, & Steers, 1982). All these findings have imperative repercussions on organization theories and the management practices (Hayes, 2018).

According to many researches, age, service lengths, marital status are the factors which contribute to the organizational commitment's positive development in the organization (Mathieu & Zajac, 1990; Luthans, McCaul, & Dodd, 1985; John & Taylor, 1999), and negatively related to the employee's level of education (Glisson & Durick, 1988). Commitment of an employee is also related to few more characteristics like empowerment, feedback from the leadership, challenges, work experiences, promotion, mentoring opportunities and support from leadership (Dunham, Grube, & Castaneda, 1994; Hutchison & Garstka, 1996; Gaertner & Nollen, 1989; DeCottis& Summers, 1987; Meyer, Irving, & Allen, 1998; Scandura, 1997; Yousef, 1998; Chughtai & Zafar, 2006).

According to Meyer and Allen (1997), there are three sets of theories or beliefs have shown a strong and consistent connection with organizational commitment: 1) Supportiveness of organization (Eisenberger, Fasolo, & Davis-LaMastro, 1990), 2) Fair treatment of employees (McFarlin & Sweeny, 1992), 3) Organization's part in letting employees realized about their competence and worth (Mathieu & Zajac, 1990; Steers, 1977; Argyris, 2017). Meyer and Allen (1997) also discussed that the perceptions of employees are related to organization commitment. For instance, policies like promotion, performance rewards and satisfaction of job security can contribute to gauge the organization justice and empowerment of employee can lead to perception of personal competence. In a recent bid, this idea has also been echoed by (Syed & Kramar, 2017).

Researcher have discussed that age factor is positively related to organizational commitment (Steers, 1977; Mathieu & Zajac, 1990; Angle & Perry, 1981). This is because of the fewer employment opportunities are there for the older people (Mowday et al., 1982). Following factors were also identified in the study conducted by Chughtai & Zafar (2006): T e n u r e , Marital Status, Education, Job Involvement, Trust, Promotion Opportunities, and Compensation, Relationships with peers' relationship with Supervisors, Job Security, Job Satisfaction, Work Environment and Training Opportunities.

Those individuals who are committed with the organization are categorized as the assets. It is important for supervisors to provide positive feedback of employee's on regular basis to motivate them (Murphy & Louis, 2018). Somers & Birnbaum (1998) worked to find the

association between organizational commitment and feedback about performance of employees, although they indicated that job performance is positively associated with commitment to work but link between job performance and organizational commitment could not be established. Emotional and normative commitments were also found unrelated to the job performance.

It was discussed in a study conducted by Lee and Olshfski (2002) that whenever individuals take jobs, they act according to the requirement of their job based on their understanding of their roles attached to the job and their commitment to perform that task. Nature of organizational commitment was also discussed by Suliman & Lles (2000), three-dimensional concept of organizational commitment was found. Positive relationship between organizational commitment and job performance was also discovered by them. It was further indicated by them that the positive and negative relationships with age, gender, education, job status, and length of job are linked with organizational commitment. Similar suggestions can also be found in (Yahaya & Ebrahim, 2016).

Relationship of the organizational commitment, communication and job performance was studied in a research conducted by Chen, Silverthrone & Hung (2006), they pointed out the positive relationships between communication, commitment and job performance. It was found that organizations that tend to increase the organizational commitment focus on enhancing the channels of communication and process. Another research Clarke (2006) found that commitment can play a significant role precisely with performance outcomes. Performance is substantially impacted by affective and normative; Normative commitment was negatively associated with group performance while affective commitment' association was positively related to network performance (Clark, 2006). According to a study conducted by Rashid, Sambasvani & Joari (2003) shows that the far reaching impact of corporate culture and organizational commitment has been observed on the performance.

JOB SATISFACTION

Although the job satisfaction has been a point of interest amongst the scientific researchers for many years but no agreement can be found amongst many researchers due to the versatility and different natures of jobs of different people. Therefore determination of the nature of job is of utmost importance to gauge the level of satisfaction (Aziri, 2011). Combination of environmental, physiological and psychological circumstances can let a person decide the satisfaction level of his or her job (Fleury-Bahi, 2016). Many external factors can influence job satisfaction, however, the major contributing factor remains the internal for example the way employee feels about his or her job (Aziri, 2011; Hoppock, 1935). The job role of any employee can also play a significant role in his or feeling about the satisfaction (Aziri, 2011; Vroom, 1964). Feeling of any employee about his or job is the most discussed and common definition of job satisfaction presented by Spector (Aziri, 2011). The liking or disliking of people about their jobs and their feelings both positive and negative towards their jobs are the elements of job satisfaction. Whenever someone gets employed he or she has expectations which he or she brings to that organization; the job satisfaction is the degree to which his / her expectations are met, hence, individual's behavior at workplace reflects the level of job satisfaction (Borkowski, 2015). Success and sense of achievement at the job by the employee can be called job satisfaction. The way one feels about the job, his achievements, his rewards for the efforts he put to get a job done falls under the category of job satisfaction. It is a mixture

of rewards, recognition, compensation and the career advancements (Kaliski, 2007; Aziri, 2011). Combination of beliefs and feelings about the job is also called job satisfaction. The level of job satisfaction varies from a person to person, people can either be satisfied or dissatisfied based on their level of feelings, their compensation, work environment, chances of career advancements, coworkers and subordinates (Aziri, 2011; George et al., 2008). According to Armstrong (2006), the feelings and attitude of people towards their job can best describe their level of satisfaction; the positive attitude describes their higher level of satisfaction and the negative attitude of people towards their jobs describes their lower level of attitude.

METHODOLOGY

RESEARCH METHOD

Five different private healthcare institutions of Karachi were identified to conduct this study. A sample of 332 employees consisting of paramedical, technicians, physicians and administrative staff were selected from those healthcare institutes. Convenience sampling technique was used to gather all the data. The study model was designed to examine the impact of authentic leadership on employees' engagement, affective organizational commitment and job satisfaction. The model was developed on the basis of above mentioned variables depicting the Authentic Leadership as independent variable and Job Satisfaction as dependent variable while affective organizational commitment has been taken as a mediating variable. A questionnaire was self-administered among these institutions. Data analysis was performed using Statistical Package for Social Sciences (SPSS) version 23. Regression, reliability and correlation analysis were performed to measure the level of association among variables and the level of change occurred in independent variables with the change in dependent variables. To uncover the mediating effect, we employ the method proposed by Judd & Kenny (1982) to measure the indirect effect. The indirect effect is the amount of mediation equals to the reduction of the effect of the causal variable on the outcome or $ab = c - c'$. In contemporary mediation analyses, the indirect effect is the measure of the amount of mediation.

MEASURES

Authentic Leadership was assessed with the instrument developed by Neider & Schriesheim (2011). Whereas Job Satisfaction was assessed with the Minnesota Satisfaction Questionnaire (Weiss et al., 1967) also known as MCQ 20. Similarly, for Organizational Commitment (Meyer et al, 1999) instrument was adopted to measure the affective organizational commitment which is comprised of six items. However, one item was dropped during model-fit in AMOS as it was having insignificant factor loading. All the items were measured on five points Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). Higher scores were considered as signs of high level of authentic leadership, high level of job satisfaction and high level of affective organizational commitment respectively. The reliability (Cronbach's alpha) was found to be 0.96, 0.97 and 0.94 for 'Authentic Leadership', 'Job Satisfaction' and 'Affective organizational commitment' respectively which shows that the data is significantly reliable.

DATA ANALYSIS AND RESULTS

MODEL SUMMARY

On the basis of extensive review of relevant literature it can be hypothesized that authentic leadership enhances job satisfaction. This occurs through a mediating mechanism of affective organizational commitment. We argue on the basis of Leader-Member Exchange (LMX) theory that followers tend to maintain equitable social exchange in response to the treatment they receive from their leaders (Blau, 1964; Dienesch & Liden, 1986). In this respect, we argue that when leaders treat their subordinates with authentic behavior, subordinates responds to such treatment in the form of enhanced organizational commitment which leads to increased job satisfaction. These outcomes can easily be abridged in the given model below suggesting mediation of affective commitment between authentic behavior and job satisfaction.
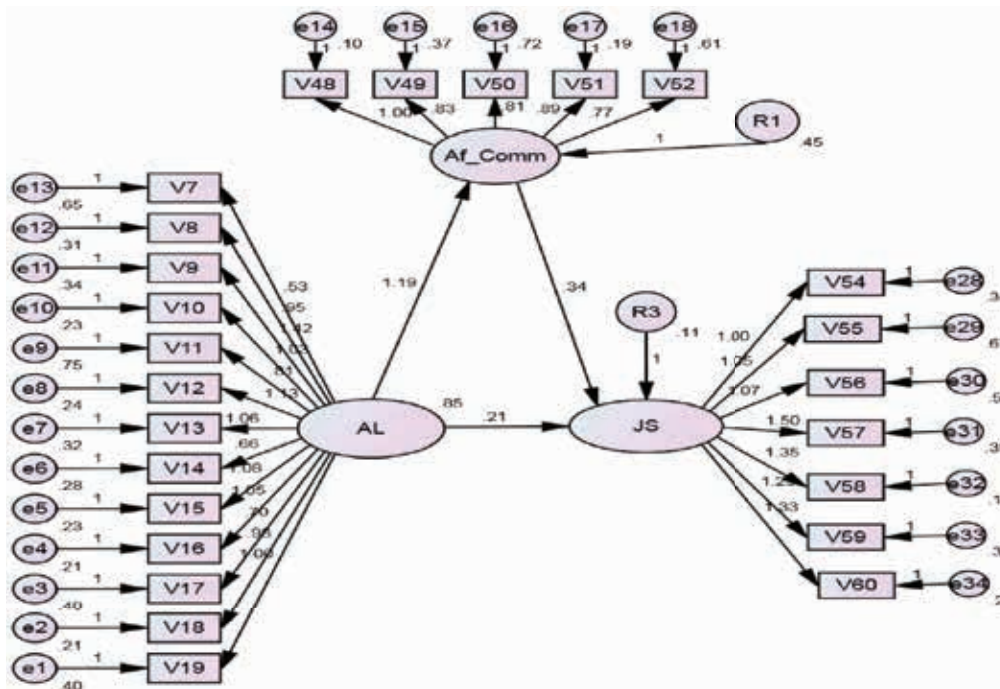
Figure-1: Model Summary. Authors' estimations

Following the research methodology discussed in the preceding chapter, we have performed the data analysis in order to determine the significance of the internal reliability of the data as well as CFA (Confirmatory Factor Analysis) in this section. Furthermore structural Equation Modeling (SEM) was employed using AMOS V.23 to measure model fit. This section also reports respondents' profile in a self-explanatory schedule (Table 1) and indirect and direct effect of mediating variable and independent variable.

		Numbers	**Percentage**
Gender	**Female**	206	62
	Male	126	38
Age	20 to 30 years	90	27
	31 to 40 years	139	42
	41 to 50 years	90	27
	51 years and above	17	5
Marital Status	Married	159	48
	Unmarried	173	52
Education	Undergraduate	222	67
	Graduate	110	33

Table-1: Respondents' Profile

CFA (Confirmatory Factor analysis) was also performed to confirm the validity of the instruments used. All goodness of fit indices have significant values falling in acceptable range (CMIN/DF(x^2/df)=1.7, GFI=0.91, SRMR=0.07, NFI=0.96, TLI=0.97, RMSEA=0.70). Furthermore, in order to uncover the direct effect among our proposed variables, linear regression was performed with the results being displayed in Table 2, indicating a statistically significant positive relationship between authentic leadership and job satisfaction. In addition, Goodness of model fit can be determined through standardized coefficient of correlation (R) = 0.54. Coefficient of determination (R2) explains 29% variance in dependent variable with respect to change in independent variable while overall model is also observed to be significant. One unit change in authentic leadership results 0.67 unit change in job satisfaction and causal relationship is significant.

Similarly, the results for indirect effect are displayed through table 3; indicating that the direct effect of authentic leadership on job satisfaction decreases when mediating variable intervened the initial model which indicates the complete mediation of Affective Organizational Commitment between Authentic Leadership and Job Satisfaction. In addition, standardized coefficient of correlation (R) = 0.71 shows strong goodness of model fit which demonstrate strong correlation among variables. Coefficient of determination (R2) explains 50% variance in dependent variable with respect to change in independent variables which is higher with the induction of mediating variable, thus giving strength to proposed model. Overall model is significant. Coefficient table shows one unit change in authentic leadership resulting 0.03 unit change in job satisfaction while the organizational commitment is changed by 0.67 unit with respect to one unit change in job satisfaction. The causal relationship has become insignificant with the induction of mediating variable.

Finally, mediation summary has been presented in Table 4, indicating; coefficient of determination with direct effect (R2 = 0.29) becomes stronger with the induction of mediating variable (R2 = 0.49) that enhance the significance of model while the value of β coefficient decreases when mediating variable is introduced in model from its initial value. Authentic leadership was explaining job satisfaction significantly until the affective organizational commitment (mediator) was introduced in the model that made the cause-effect relationship insignificant which is a clear indication of complete mediation.

REGRESSION ANALYSIS: DIRECT EFFECT

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.538a	.290	.284	.983

a. Predictors: (Constant), Authentic Leadership

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.271	1	51.271	53.042	.000a
	Residual	125.661	130	.967		
	Total	176.932	131			

a. Predictors: (Constant), Authentic Leadership

b. Dependent Variable: Job Satisfaction

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.084	.346		3.137	.002
	Authentic Leadership	.673	.092	.538	7.283	.000

a. Dependent Variable: Job Satisfaction

Table-2: *Direct Effect*

REGRESSION ANALYSIS: INDIRECT EFFECT

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706a	.499	.491	.829

a. Predictors: (Constant), Affective Org. Commitment, Authentic Leadership

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	88.307	2	44.153	64.268	.000a
	Residual	88.625	129	.687		
	Total	176.932	131			

a. Predictors: (Constant), Affective Org. Commitment, Authentic Leadership

b. Dependent Variable: Job Satisfaction

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.833	.293		2.840	.005
	Authentic Leadership	.033	.117	.026	.280	.780
	Affective Org. Commitment	.668	.091	.687	7.342	.000

a. Dependent Variable: Job Satisfaction

Table-2: *Direct Effect*

	Constructs	R2	Adj. R2	β	F Statistics	Sig.
Direct Effect	Al-JS	0.290	0.284	0.673	53.042	0.000
Indirect Effect	AL-JS	0.499	0.491	0.033	64.268	0.780

Table-4: *Summary of Mediation*

CONCLUSION

Lack of ethics, values, morality and integrity of leadership has always been an issue for corporate world. Keeping in view the disastrous effects of lack of leadership character; this study aims to determine the impact of authentic leadership on job satisfaction of healthcare staff with the mediating effect of affective organizational commitment. In a cross-sectional hypothesis testing setting, we survyed 332 respondents from five healhcare institutions based in Karachi. Confirmatory factor analysis (CFA), reliability analysis and regression analysis were performed to measure the initial validity of constrsuct and to test proposed hypotheses. We performed CFA (Confirmatory Factor analysis) to validate our proposed structural model specified on the basis of profuse literature. We also explored direct and direct relationships between the aforementioned variables through linear regression and adopted (Judd & Kenny, 1982) procedure to uncover mediation. All goodness of fit indices were found to be statistically significant. We uncovered both the direct and indirect effects and observed that the direct effect of authentic leadership on job satisfaction decreases when mediating variable intervened the initial model which indicates the complete mediation of Affective Organizational Commitment between Authentic Leadership and Job Satisfaction. These findings are consistent with most of the contemporary literature. Based on our findings, it can be argued that Affective Organizational Commitment completely mediates the relationship between Authentic Leadership and Job Satisfaction of the healthcare staff working in private sector hospitals in Karachi. A committed, satisfied and engaged employee is always an asset for any organizations; it will be a loss for any organization to loose such an employee. Senior management of healthcare organizations should aim to focus on training of leaders / managers so they can equip themselves with the skills and traits of authentic leadership; this will not only help organizations to retain quality human resource but will also help to enhance the positive work environment.

This study was conducted in private healthcare sector of Karachi; hence the impact of authentic leadership could have only been measured for one sector and one city. This study can be replicated in different industries and different cities of Pakistan. Besides, in this study we aim to find out the overall impact of authentic leadership on job satisfaction with mediation of affective organizational commitment, future studies can also be done to find out if this impact varies with change in demographic or psychographic characteristics of the respondents.

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