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Effects of trust and psychological contract violation on authentic leadership and organizational deviance

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Abstract

Purpose – The aim of this article is to examine the relationships between authentic leadership and organizational deviance and to test the moderating effects of trust and psychological contract violation on that relationship.

Design/methodology/approach – Data were collected from ten state universities in Turkey. The sample included 848 lecturers and their department chairs chosen randomly. Moderated hierarchical regression was used to examine the moderating roles of trust and psychological contract violation on the authentic leadership and organizational deviance relationship.

Findings – The results show that authentic leadership is negatively and significantly correlated with organizational deviance. In addition, the results of the hierarchical multiple regression analyses support the moderating effects of employee trust and psychological contract violation with regard to the relationship between authentic leadership and organizational deviance.

Practical implications – Given that authentic leadership is associated with valued organizational outcomes such as lower workplace deviance, higher followers' commitment, job satisfaction and citizenship behaviors, organizational efforts to foster authentic leadership should prove fruitful. Moreover, focusing on efforts to improve leader-follower relationship and to create a trust-based work environment could increase the likelihood that authentic leadership will lower level of workplace deviance.

Originality/value – This study contributes to the research on authentic leadership and workplace deviance by showing that trust and psychological contract are relevant affect-related variables in determining the importance of authentic leadership perception to subordinate workplace deviance. Furthermore, by incorporating trust and psychological contract (for the first time), it is a response to recent calls for integration of authentic leadership, organizational deviance, trust and psychological contract literatures (Gardner *et al.*; Ilies *et al.*). These calls have contended that trust and high quality leader-follower relations are fundamental to linking authentic leader behavior to follower behaviors, yet to date empirical evidence does not exist.

Keywords Authentic leadership, Organizational deviance, Trust, Psychological contract violation, Universities, Turkey

Paper type Research paper

Introduction

Workplace deviance has attracted much research attention during the last decade (Fox and Spector, 2005; Langan-Fox *et al.*, 2007). Workplace deviance includes such

behaviors as stealing, damaging the company's property, arriving late at work, taking unauthorized breaks, neglecting to follow one's superior's instructions, or publicly embarrassing one's supervisor (Ferris *et al.*, 2009). The interest in workplace deviance has been legitimized by the fact it is extremely harmful to organizations and employees (Dunlop and Lee, 2004; Robinson and Greenberg, 1998). For instance, recent reports suggest workplace deviance costs the developed and developing economies billions of dollars annually, with the phenomenon increasing in recent years (Bowling and Gruys, 2010). In addition, workplace deviance is associated with a large variety of negative effects, costs for which cannot always be estimated. For example, reduced productivity, worsened work climates, damage to the organization's reputation, elevation of turnover rates, decline in employee motivation and commitment are common types of damage caused by workplace deviance (Penney and Spector, 2005).

Robinson and Bennett (1995, p. 556) defined workplace deviance as "voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of the organization, its members, or both". Workplace deviance is believed to be voluntary behavior in that employees either lack the motivation to conform to and/or become motivated to violate, normative expectations of the social context (Bennett and Robinson, 2000). Robinson and Bennett (1995) classified workplace deviance along two dimensions of behaviors: interpersonal versus organizational deviances. Interpersonal deviance consists of acts that inflict harm on individuals, such as verbal harassment, assault and spreading rumors. Organizational deviance consists of acts directed against the company, such as sabotaging equipment, stealing and wasting resources.

Organizational deviance is the more relevant form of deviance when employees experience leader abuse or lack of leadership support (Thau *et al.*, 2009). This is because interpersonal deviance denotes deviant behaviors generally harmful to all individuals within the organization – the target in interpersonal deviance is unspecified and can include all members of the organization, including coworkers and other parties that were not involved in the supervisor abuse. Organizational deviance, in contrast, refers to deviant behaviors directly harmful to the organization (Bennett and Robinson, 2000). Organizational authorities are often described as agents of organizations' interests (Eisenberger *et al.*, 2002); hence, the interests of authorities and those of the organization should strongly overlap. This suggests that employees abused by their leaders or employees with low quality leader-follower relationship may retaliate by engaging in behaviors that harm the organization.

Previous research has established that employees' perceptions of their relationships with their leaders have a considerable impact on their attitudes and behaviors, including job satisfaction, turnover intentions and job performance (Gerstner and Day, 1997). Leaders may develop different kinds of relationships with their subordinates. A high-quality relationship is one in which employees perceive that leaders support them emotionally, trust them and give them feedback (Dienesch and Liden, 1986). Conversely, low-quality relationships are characterized by low levels of trust, limited support and infrequent feedback (Dienesch and Liden, 1986; Gerstner and Day, 1997). According to social exchange theory, employee behavior is strongly influenced by the supportiveness of leaders (Blau, 1964; Gouldner, 1960). When employees observe that they receive support, trust and other tangible and intangible benefits from their leaders, they develop an obligation to reciprocate with appropriate work attitudes and performance (Gouldner, 1960). In contrast, when employees experience poor leader-employee relations

and receive inferior resources, responsibilities and outcomes, they are likely to reciprocate with negative behaviors such as organizational deviance (Greenberg and Scott, 1996; Skarlicki and Folger, 1997).

The construct of authentic leadership has recently emerged in both the research and practice literature as an area of interest that complements work on ethical and transformational leadership (Avolio *et al.*, 2004; Gardner *et al.*, 2005; George, 2003; Harter, 2002; Ilies *et al.*, 2005). Authentic leadership, as proposed by Luthans and Avolio (2003), and further developed by Gardner *et al.* (2005) and Avolio and Luthans (2006), refers to:

> [. . .] 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 (Walumbwa *et al.*, 2008, p. 94).

Recent literature has also suggested that authentic leadership may positively affect employee attitudes and behaviors, such as work engagement, organizational citizenship behavior (OCB) and performance (Avolio *et al.*, 2004; Gardner *et al.*, 2005; George, 2003; Ilies *et al.*, 2005). Although authentic leadership has had considerable intuitive (George, 2003) and theoretical support (Yammarino *et al.*, 2008), to date, little empirical research has been conducted in order to better understand the mechanisms by which authentic leaders exert their influence on effective behaviors (Walumbwa *et al.*, 2011). As Yammarino *et al.* (2008, p. 13) observes, "there is a need in authentic leadership to articulate theoretically and test empirically processes and process variables and measures".

The aim of this study is to determine whether or not authentic leadership is related to organizational deviance and examine the possible moderating effects of employee trust and psychological contract violation on the authentic leadership – organizational deviance relationship in educational workforce. This study makes several contributions to the workplace deviance literature. First, it is a response to the call for more research on organizational and interpersonal factors that may serve as moderators to deviant behaviors (Liu and Ding, 2011; Thau *et al.*, 2007). Second, given that situational and interpersonal factors are central to organizational deviance (Holtz and Harold, 2010), it is important to examine the direct and moderating effects of social exchange variables in a single study. To our knowledge, this study is the first to examine the moderating effects of interpersonal variables on workplace deviance in a single study.

Authentic leadership and organizational deviance

Authentic leadership is a process by which leaders are deeply aware of how they think and behave, of the context in which they operate, and are perceived by others as being aware of their own and others' values/moral perspectives, knowledge, and strengths (Avolio *et al.*, 2004). They are not only concerned with their personal authenticity but also how that authenticity can be conveyed to others in order to influence followers to work toward common goals and objectives. Authentic leaders influence people at various levels and have a profound impact on followers as well as on the organizations (Caldwell and Dixon, 2010). Among the positive outcomes proposed to result from authentic leadership are followers' intrinsic motivation self-esteem and creativity

(Avolio *et al.*, 2004; Ilies *et al.*, 2005) as well as trust, engagement and well-being (Avolio and Gardner, 2005; Gardner *et al.*, 2005), OCBs and performance (Walumbwa *et al.*, 2008), voice behavior (Wong and Cummings, 2009) and even elevated levels of health (Macik-Frey *et al.*, 2009).

Research on the relation between authentic leadership and follower work attitudes and behaviors is still scarce due to the novelty of the construct. However, preliminary evidence supports the relations proposed by Avolio *et al.* (2004). For example, authentic leadership is a significant predictor of job satisfaction and organizational commitment (Walumbwa *et al.*, 2008) and satisfaction with one's supervisor (Peus *et al.*, 2012). It has been linked to greater trust in management, empowerment, work engagement, and higher ratings of service quality (Wong *et al.*, 2010). Finally authentic leadership behavior promotes positive relationships between leaders and employees which results in higher employee engagement and work satisfaction (Giallonardo *et al.*, 2010).

Belongingness theory (Baumeister and Leary, 1995) suggests that one of the primary human drives is the need to belong, or to form strong positive interpersonal relationships. The need to belong is a powerful, fundamental human need that individuals constantly strive to satisfy (Baumeister and Leary, 1995); when one's sense of belonging is thwarted (i.e. lower than desired), this can result in adverse reactions such as high organizational deviance (Thau *et al.*, 2007). Organizational deviance is a response to emotional arousing situation in organizations (Spector and Fox, 2005). As such, it can be said that organizational deviance is an emotional response to job dissatisfaction in organization. Logically, organizational deviance is a negative response and it is more likely that it is not a response for a positive attitude. As a result, less satisfied employees may be more motivated to commit acts of deviance than employees who are more satisfied. From a conceptual perspective and based on inductive reasoning, it follows that individuals who are dissatisfied with their leaders are likely to put less effort into their work or to act in destructive ways toward their organization (Hershcovis *et al.*, 2007). Similarly, individuals who have a negative appraisal of their leader would be more likely to engage in organizational deviant behavior (Mount *et al.*, 2006; Reisel *et al.*, 2010). Consistent with belongingness theory, research about authentic leadership suggests that it encourages employees engage in more extra-role behaviors and commitment to their organizations which are the end-results of employees' need to belong, or to form strong positive interpersonal relationships, which in turn, lead to low levels of organizational deviance. Therefore, it is expected that authentic leadership will cause a decrease in follower deviance behaviors:

H1. Authentic leadership is negatively related to organizational deviance.

The moderating roles of trust and psychological contract violation
Conceptually, it has been proposed that leader behaviors that encourage employees' involvement and participation in the decision making process and promote sharing of information are also likely to enhance employees' trust (Dirks and Ferrin, 2001). In particular, highly authentic leaders value realistic and truthful relationships with followers (Gardner *et al.*, 2005; Ilies *et al.*, 2005). They solicit views about important work-related matters and openly share information fairly and transparently. Empirically it has been found that the leader's level of transparency and psychological capital which can be defined as a positive state of development characterized by self-efficacy, hope, resiliency and optimism (Luthans *et al.*, 2007), affects the followers' perceived

trust in the leader (Norman *et al.*, 2010). Authentic leaders also act in accordance with fundamental and deeply rooted values and beliefs, rather than responding to external pressures or narrow and transitory interests (Gardner *et al.*, 2005).

When leaders interact with employees with openness and truthfulness, this should promote unconditional trust from employees (Ilies *et al.*, 2005). Moreover, by setting a personal high moral standard with integrity and involving employees in the decision making process, authentic leaders should be able to build a deep sense of trust in employees. This trust sustains a more transparent process of dealing with difficult problems in part because of the shared values. Prior research suggests that when followers identify with their immediate supervisors' values, they become more trusting to the leader (Podsakoff *et al.*, 1990).

Similarly, the higher levels of transparency and disclosures that characterize authentic leaders should also promote the development of value-congruence, which is the degree to which the employees' values match the values of the organization's culture and is a form of supplementary person-organization fit (Chatman, 1989; Kristof, 1996). Having such similar values between the leader and employees encourages mutual attraction (Byrne, 1971). This attraction often evolves into psychological trust because people seek to link their self-concepts to entities they find attractive. Mayer *et al.* (1995) suggested that when followers trust their leaders to have requisite ability, benevolence and integrity, they would be more comfortable engaging in more trusting relationships, including sharing sensitive information. Thus, when employees are willing to share information, which is central to authentic leadership (Gardner *et al.*, 2005), it is expected that employee trust is likely to be enhanced because of the shared values and repeated behavioral interactions (Ilies *et al.*, 2005).

Within social exchange theory, trust has been characterized as a relational schema that motivates social behavior consistent with concern for the needs and interests of others (Holmes, 2000). In the employment relationship, trust depends on experiences with the exchange partners, beliefs about what the exchange partners are like (e.g. benevolent, honest) and an interpersonal script regarding the nature of anticipated future interactions (Thau *et al.*, 2007). If trust is high between an employee and his or her superior, the employee considers his or her superior as predictable and positive; whereas if trust is low, the employee considers his or her superior as unpredictable and negative (Thau *et al.*, 2007).

The assessment of the exchange relationship as predictable and beneficial often results in cooperative behaviors that maintain and build relations (Rodgers and Deng, 2004). Therefore, employees who trust their leaders will likely comply with the normative requests of their leaders, as this contributes to the maintenance of the relationship. Because trusting employees believe that their exchange partners will not exploit them, they are likely to engage in voluntary, pro-organization behaviors (Schermuly *et al.*, 2011; Dirks and Ferrin, 2002). However, when an organization or its leaders are perceived as unpredictable and negative, employees are likely to have little trust in their exchange partner and are more likely to act in self-protective and self-interested ways. In line with social exchange theory, complying with relational norms when there is little or no trust in a superior can be irrational as the default motivational orientation in a situation defined by risk and uncertainty about being exploited is to pursue immediate self-interest (McGuire, 2003). Therefore, if someone believes that this risk is high (low trust), then it is inconsistent with one's self-interest to engage in pro-relationship behaviors while

consistent with one's self-interest to display behaviors that have an immediate benefit for the self (e.g. stealing company material, coming in late, etc.). This suggests that trust transforms self-concern into other-concern, leading to pro-relationship behaviors and resulting in restraint from behaviors that jeopardize the maintenance of the relationship. Behaviors that violate the concern for others, such as counterproductive work behaviors, are thus more likely to occur in exchange relationships in which the employee is primarily self-concerned (Axelrod, 1984). Thus, under conditions of low trust, self-concerned employees may disregard the organization's norms and actively engage in (Greenberg, 1997), or at a minimum be less inhibited from (Fox and Spector, 1999) organizational deviance. Therefore, it is expected that employee trust will moderate the relationship between authentic leadership and organizational deviance:

H2. An employee's trust in his or her leader (department chair in the study) will moderate the negative relationship between authentic leadership and organizational deviance in such a way the relationship is weaker when an employee's trust is high than when it is low.

A psychological contract is the mutual expectations hold by employees and their employers regarding the terms and conditions of the exchange relationship (Morrison and Robinson, 1997). The core issue in the psychological contract is "the belief that a promise has been made and a consideration offered in exchange for it, binding the parties to some set of reciprocal obligations" (Rousseau, 1995, p. 9). Research on psychological contract violation/breach has generally taken social exchange theory or equity theory to understand employees' reactions (Chen *et al.*, 2004). From the theories, employees are willing to provide contributions that are fair and balanced exchanges with their organizations (Chen *et al.*, 2004). When employees perceive that the organization fails to fulfill the obligations and/or the organization does not care their well-being, they will experience psychological contract violation/breach (Robinson and Morrison, 1995) and then they will take actions to restore balance exchange relationship. Empirical studies (Robinson and Morrison, 1995; Restubog *et al.*, 2006) have demonstrated those employees would have lower organizational commitment, job satisfaction, OCB, productivity and job performance. Furthermore, employees might reciprocate with retaliatory actions (i.e. workplace deviance), to regain an equitable balance or to punish the organization (Chiu and Peng, 2008; Wang, 2011).

Authentic leaders can foster follower well-being through the development of high quality relationships, where such relationships are based on the principles of social exchange (Ilies *et al.*, 2005). A social exchange (as compared to an economic exchange) involves the perceived obligations of followers to reciprocate high quality relationships with their leaders (Blau, 1964; Gouldner, 1960). Authentic leaders are particularly likely to develop positive social exchanges and positive social exchanges will have a positive effect on follower well-being.

Research has suggested that high quality leader-follower relationships foster more open communication, strong value congruence and minimal power distance (Whitmore, 2007; Ilies *et al.*, 2005). These findings propose that followers of authentic leaders are more likely to have similar values and thereby begin to behave more authentically because of working with their leader. In addition, recent research has put forward that followers reciprocate high quality relationships in a manner consistent with the type of behavior valued in their work environment (Hofmann *et al.*, 2003).

This also proposes that followers of authentic leaders will reciprocate by engaging in behaviors that are consistent with the behaviors and values of their leader. Such reciprocation will result in followers becoming more authentic, with its attendant implications for well-being.

Since authentic leaders are more willing to share information, express their internal feelings and thoughts and endeavor to build transparent decision mechanisms, they can obtain more trust, loyalty and identification from their employees (Avolio *et al.*, 2004). Furthermore, their high moral standard, integrity and honesty, help them develop reciprocal and long-term exchange relationships with employees. That is, leaders and subordinates transcend their formal role requirements, treating each other as close partners, which in turn lead to lower level of psychological contract violation and higher organizational deviance. Therefore, it is expected that psychological contract violation will moderate the relationship between authentic leadership and organizational deviance:

H3. Psychological contract violation will moderate the negative relationship between authentic leadership and organizational deviance in such a way the relationship is stronger when psychological contract violation is high than when it is low.

Methodology
Samples
The sample of this study included 848 lecturers along with their superiors (department chairs) from ten state universities in Turkey. These universities were randomly selected from a list of 168 universities in the country (The Higher Education Council of Turkey, 2012). Only state universities were included in the sample because of the high percentage of lecturers employed in the state universities (65 percent of all lecturers).

This study was completed in September-November 2011. A research team consisting of ten doctoral students visited ten state universities in different regions of Turkey. In their first visit, after receiving the approvals from the deans of economics and administrative sciences, engineering, education and medicine, they gave information about the aim of this study to the lecturers in their offices. Lecturers were told that the study was designed to collect information on the organizational deviance and their relationship perceptions with superiors (department chairs) in the higher education workforce. They were given confidentially assurances and told that participation was voluntary. Lecturers wishing to participate in this study were requested to send their names and departments by e-mail to the research team members.

In the second visit (four weeks later), all respondents were invited to a meeting room in their departments. A randomly selected group of lecturers completed the psychological contract violation, trust and authentic leadership scales (48-88 lecturers per university, totaling 848). Those lecturers' immediate superiors (department chairs) completed the organizational deviance scale (six to 12 department chairs per university, totaling 82) in their offices. Department chairs reports of organizational deviance instead of lecture reports were used in order to avoid same-source bias. 32 percent of the lecturers were female with an average age of 34.08 years. Moreover, 78 percent of the department chairs were male with an average age of 36.12 years. The response rate of the study was 83 percent.

Context of the study
In 1981, with the passage of the basic Law on Higher Education, higher education in Turkey was comprehensively reorganized. The system thereby has gained a centralized structure, with all higher education institutions tied to the Council of Higher Education (CHE). By this restructuring movement, all institutions of higher education were designated as universities. Expansion of higher education throughout the country was consolidated, access to higher education was centralized, and a central university entrance exam was introduced. Since then, both state and private universities have been controlled and supervised, with the CHE regularly checking their programs.

Currently there are 168 universities, of which 103 are state and 65 are private universities (The Council of Higher Education, 2012). The dominance of the traditional state university is prominent, holding a much larger share of the student enrolment. Because the CHE enforced compliance with its regulations and maintained fiscal control of universities, it was expected limited variation in university resources and regulations.

The lecturers in the state universities where this research is conducted were civil servants, were not unionized, and held secure positions. They set their own study time/office hours with their department heads mutually. Department heads were the immediate supervisors of lecturers in the department of the faculties. They managed departments and made decisions such as scheduling, excusing lecturer absences, initiating disciplinary action, and arranging committees.

Measures
Lecturers' perception of authentic leadership. Authentic leadership was measured using a 16-item scale from Avolio *et al.* (2007), called the authentic leadership questionnaire (ALQ). Sample items are: "Listens carefully to different points of view before coming to conclusions", "Demonstrates beliefs that are consistent with actions", "Says exactly what he or she means" and "Accurately describes how others view his or her capabilities". Items were scored on a five-point Likert-type scale, ranging from 1 (not at all) to 5 (frequently, if not always). Principal component analysis revealed only one factor with an eigenvalue greater than 1.0. Thus, by averaging the values of 16 items, a composite score was created to represent each respondent's perceived authentic leadership. Reliability (coefficient α) was 0.89.

Lecturers' organizational deviance. Bennett and Robinson's (2000) 12-item organizational deviance scale was used to measure deviant behaviors. Department chairs indicated the frequency with which lecturers engaged in a variety of behaviors over the past year (e.g. "Come in late to work without permission") on a seven-point Likert scale (1 – never and 7 – daily). The Cronbach's α of this measure was 0.89.

Lecturers trust. Robinson and Rousseau's (1994) seven-item five-point scale was used to measure the extent to which the lecturers trust their department chairs (1 – strongly disagree; 5 – strongly agree). A sample item is "I am not sure I fully trust my department chair (reverse score)". The Cronbach's α of this measure was 0.86.

Psychological contract violation. It was measured by four-item psychological contract violation scale developed by Robinson and Morrison (2000). The measure used a six-point scale (1 – strongly disagree, 6 – strongly agree). Examples of the psychological contract violation items included: "I feel a great deal of anger toward my organization", "I feel betrayed by my organization". The Cronbach's α of this measure was 0.92.

Control variables. This study included control variables that could influence an individual's perception of the psychological contract, trust and the level of organizational deviance (Berry *et al.*, 2007; Rousseau, 1995). Tenure in organization as well as gender and age were included as control variables. Gender was coded as "1" for male and "0" for female.

Results

Table I shows the means, standard deviations, and correlations for the study variables. *H1* was tested with hierarchical regression analysis (Table II). In step 1, the control variables were entered, and in step 2, authentic leadership. As can be seen in the section of the table showing the values yielded by step 2, authentic leadership was significantly, negatively related to organizational deviance ($\beta = -0.27$, $p < 0.01$), a finding that supports *H1*.

H2 and *H3* in the study were tested by using moderated hierarchical regression, according to the procedure delineated in Cohen and Cohen (1983). The significance of interaction effects was assessed after controlling for all main effects. In the models, gender, age and organizational tenure were entered first as control variables; authentic leadership predictor variable was entered in the second step; the moderator variables, i.e. perceptions of trust and psychological contract violation, were entered in the third step; and the interaction terms, in the fourth step. In order to avoid multicollinearity problems, the predictor and moderator variables were centered and the standardized scores were used in the regression analysis (Aiken and West, 1991). Table III depicts the results.

The interaction effects for authentic leadership and employee trust ($\beta = -0.36$, $p < 0.001$) and perception of psychological contract violation ($\beta = 0.33$, $p < 0.01$) were significant for organizational deviance, supporting *H2* and *H3*.

Figures 1 and 2 graphically show the interactional authentic leadership – organizational deviance relationship as moderated by perceived trust and psychological contract violation, for which high and low levels are depicted as one standard deviation above and below the mean, respectively.

As predicted, when employees' trust in a superior was high in an organization, the relationship between authentic leadership and organizational deviance was weaker (Figure 1).

On the other hand, psychological contract violation strengthened the negative relationship between authentic leadership and organizational deviance. The negative relationship between authentic leadership and organizational deviance was more pronounced when psychological contract violation was high (Figure 2).

Discussion

Although recent work has stressed the importance of leadership in follower motivation, the leadership literature, in general, has paid relatively limited attention to the underlying psychological mechanisms through which leaders motivate followers to achieve desired outcomes or minimize undesired behaviors (Kark and Van Dijk, 2007). This is even more the case at the organizational level of analysis. Indeed, as observed in the introductory comments and specific to authentic leadership, although a number of theorists have suggested that authentic leaders may produce important desired outcomes at the organizational level (Avolio and Walumbwa, 2006; Gardner *et al.*, 2005), the processes underlying this approach have not yet been tested (Yammarino *et al.*, 2008).

Variable	M	SD	1	2	3	4	5	6	7	8	9
1. Lecturer's age	34.08	2.19									
2. Department head's age	36.12	1.18	0.08								
3. Lecturer's gender	0.68	0.49	0.02	0.04							
4. Department head's gender	0.78	0.82	0.06	0.08	0.02						
5. Lecturer's tenure (years)	8.12	1.17	0.28*	0.09*	0.06	0.08					
6. Department head's tenure	14.18	0.98	0.06	0.28*	0.02	0.07	0.03				
7. Trust	3.26	0.88	0.06	0.12	0.13	0.03	0.08	0.18*			
8. Psychological c.v.	4.83	0.98	−0.12	−0.11	0.17	0.07	−0.10	−0.17*	−0.28**		
9. Authentic leadership	3.86	0.73	0.09	0.14	0.12	0.03	0.11	0.13	0.33***	−0.29**	
10. Organizational deviance	3.02	0.78	0.07	0.09	0.08	0.06	−0.09	−0.11	−0.31**	0.36***	−0.38***

Notes: Significant at: $^*p < 0.05$, $^{**}p < 0.01$ and $^{***}p < 0.001$; $n = 848$

Table I.
Descriptive statistics
and correlations

Variables	Models	
	1	2
Step 1		
Lecturer's age	0.06	0.04
Department head's age	0.08	0.07
Lecturer's gender	0.07	0.06
Department head's gender	0.06	0.03
Lecturer's tenure (years)	−0.07	−0.06
Department head's tenure	−0.10	−0.09
Step 2		
Authentic leadership		−0.27**
R^2	0.13	0.32**
Adjusted R^2	−0.11	0.31**
F	0.54	2.18**
ΔR^2	0.13	0.01*

Table II.
Results of regression analyses

Notes: Significant at: *$p < 0.05$, **$p < 0.01$ and ***$p < 0.001$; $n = 848$

Steps and variables	Trust Models				PCV Models			
	1	2	3	4	1	2	3	4
Step 1								
Lecturer's age	0.07	0.06	0.03	0.01	0.07	0.06	0.09	0.11
Department head's age	0.08	0.07	0.05	0.04	0.08	0.07	0.11	0.13
Lecturer's gender	0.07	0.05	0.04	0.03	0.07	0.05	0.08	0.09
Department head's gender	0.06	0.03	0.02	0.01	0.06	0.03	0.07	0.08
Lecturer's tenure (years)	−0.06	−0.05	−0.08	−0.10	−0.06	−0.05	0.01	0.04
Department head's tenure	−0.09	−0.08	−0.11	−0.13	−0.09	−0.08	0.02	0.06
Step 2								
Authentic leadership		−0.27**	−0.31**	−0.38***		−0.27**	−0.28**	−0.30**
Step 3								
Trust			−0.21*	−0.26**				
PCV							0.33**	0.38***
Step 4 – interaction effects								
Authentic leadership × Trust				−0.36***				
Authentic leadership × PCV								0.33**
R^2	0.13	0.32**	0.34**	0.38***	0.13	0.32**	0.36***	0.40***
Adjusted R^2	−0.11	0.31**	0.33**	0.36***	−0.11	0.31**	0.35***	0.38***
F	0.54	2.18**	3.52**	3.68***	0.54	2.18**	2.89**	3.15***
ΔR^2	0.13	0.02*	0.02*	0.04**	0.13	0.02*	0.04**	0.04**

Table III.
Results of hierarchical moderated regression analysis for organizational deviance

Notes: Significant at: *$p < 0.05$, **$p < 0.01$ and ***$p < 0.001$; $n = 848$

Figure 1.
Interactive effects of
authentic leadership and
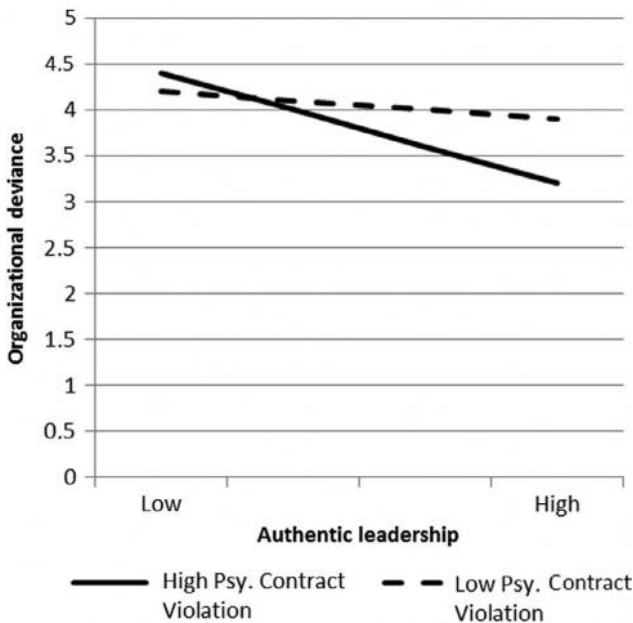trust on organizational
deviance

Figure 2.
Interactive effects of
authentic leadership and
psychological contract
violation on organizational
deviance

In this study, we analyzed a theory-driven model of the effect of authentic leadership on undesired group outcome (organizational deviance) that is moderated by the faculty members' perceptions of trust to their department chairs and psychological contract violation.

This study found that authentic leadership was negatively related to organizational deviance and both trust and psychological contract violation moderated the negative relationship between authentic leadership proactivity and organizational deviance. These findings are consistent with previous research suggesting that authentic leadership is more likely to cause lower organizational deviance (Avolio *et al.*, 2004; Walumbwa *et al.*, 2008; Giallonardo *et al.*, 2010; Thau *et al.*, 2007) and trust (Ilies *et al.*, 2005; Gardner *et al.*, 2005; Thau *et al.*, 2007; Dirks and Ferrin, 2002) and psychological contract violation (Chen *et al.*, 2004; Robinson and Morrison, 1995; Chiu and Peng, 2008; Wang, 2011) have moderating effects.

As the authentic leader's behavior is infused into organizational norms, trust between the leader and followers rises. Such trust has proven to be an important component in predicting various attitudinal, behavioral and performance outcomes such as job satisfaction, organizational commitment, involvement and justice (Dirks and Ferrin, 2002). As followers come to attribute consistency to the authentic leader's behavioral actions, they become more willing to openly communicate with the leader. Mayer and Gavin (2005) suggest that followers who do not trust their leaders will divert energy toward "covering their backs", thus adding support to the argument that many organizational level behavioral failures can be directly tied to a lack of trust and psychological contract violation between leaders and followers. If the trust between leaders and followers solidifies, most behavioral failures including organizational deviance can be avoided because a deviant employee behavior would run counter to the organizational culture.

The results in this study suggest that researchers should continue to investigate other situational and personal factors such as leader-member exchange relationship (Laschinger *et al.*, 2007) organizational politics (Basik, 2010), *locus* of control (Illies and Reiter-Palmon, 2008), and self-monitoring (Tepper, 2007), in explaining authentic leadership and deviant behavior. It is plausible that trust was a relevant situational variable in this setting because it was the main source of macro variation across universities. In other words, the findings in this study may be sample-specific and in need of replication. In different settings, other situational factors, such as the type of industry in which an organization operates, or an organizational climate, might become relevant. In developing theoretical explanations for the role of situational and personal factors, researchers are encouraged to consider aspects of the situation that are most important to the population under investigation.

Managerial implications

This study has important practical implications for leaders and their organizations. The findings showed that it is beneficial for managers to develop authentic leadership skills to lower workplace deviance. This is especially important in light of increasing globalization, which is putting pressure on companies to gain a competitive advantage in global markets (Walumbwa *et al.*, 2010). Measures and interventions aimed at increasing authentic leadership in organizations seem advantageous in that they increase OCB, and consequently organizational effectiveness and minimize employee deviance.

It is important to consider the key organizational factors that will facilitate the success of authentic leadership development: first, top management needs to provide strong support for such development efforts. Indeed, top management can act as role models

and take the first step in "walking the talk" of authentic leadership. Second, they can dedicate resources to the development of other leaders in the organization. Finally, performance metric systems for leaders need to reflect the attributes of authentic leadership. For example, leaders can be rewarded for developing a longer-term orientation and for taking authentic moral actions in the face of pressures to do otherwise.

Similarly, a second practical implication is the investment in fostering trust and managing psychological contract effectively in the workplace for a decrease in employee deviance. During low level of trust between administrators and employees and/or high psychological contract violation, employees may engage in more deviance to gain an advantage over internal competitors for organizational resources (jobs, promotions, assignments, etc.). Since those higher in trust and lower psychological contract violation reported lower levels of employee deviance, this study suggests that the enhancement of trust and managing psychological contract effectively may have a suppressing effect on deviance.

A final practical implication is related to the effects of identity. Despite mismanagement, and forms of breach in the psychological contract, employees still identify with organizations (Rousseau, 1998). Given that organizational identity was associated with higher levels of OCBs and lower levels of employee deviance, this suggests that managers ought to increase employee identification with the organization. This increase in employees' feeling as if an extension of the organization, along with increases in trust and lower level of psychological contract violation, may be associated with lower deviance and more citizenship behaviors toward the organization.

Potential limitations

The study has several limitations that could be overcome in future research topics. First, some characteristics of the universities in the study may have affected the findings, such as their source of funding and organizational structure. This study has been conducted in the state universities. Whether universities had state or private funding may have affected their leadership styles, which, in turn, could have influenced level of workplace deviance. Second, demographic factors might have affected the results. To illustrate, most of the participants were young with job tenure under nine years. Moreover, most of the samples chosen came from males, which would strongly open a debate of whether such results would be obtained if gender composition were different. Finally, data collection was separated over time for the independent and dependent variables to help reduce common method bias. While Podsakoff *et al.* (2003) argue this time separation procedure can help minimize the potential bias, it still must be acknowledged that the potential for common method bias and bias due to social desirability in the data, which may artificially inflate correlations and regression weights, remains a potential problem when interpreting the results of this study.

This study employed a cross-sectional research design. Thus, its interpretations of causality are based only on the evidence of co-variation and one's confidence in the proposed theoretical connections. Future research could study how leaders across the spectrum of authentic leadership develop relationships with followers over time that could then be examined in terms of its impact on the intervening mechanisms investigated here and the consequences of organizational deviance.

Future research could also add to this study by collecting measures of other related leadership constructs to assess if authentic leadership uniquely contributes to positive

follower outcomes above and beyond other positive forms of leadership such as leader-member exchange, shared, transformational, ethical and empowering leadership. Another important next step for future research is to determine the extent to which these findings extend to other societal cultures besides Turkey. It is possible that the overall level of effects of authentic leadership might be stronger in cultures where individuals follow allocation norms that are based more on equity than on egalitarianism, such as the USA and Western Europe. For example, people who come from low power distance cultures tend to place greater weight on the relational aspects of their treatment by authorities, such as the neutrality, trustworthiness, and respect for their rights. As a result, Turkish samples could be seen to establish a stronger personal connection and bond with authentic leaders more rapidly than samples in lower power distance cultures.

Despite the potential limitations, this study contributes to the research on authentic leadership and organizational deviance by showing that trust and psychological contract are relevant interpersonal variables. The results in the study support the argument that authentic leadership is socially constructed and therefore studies of authentic leadership in relation to outcomes should recognize the situational/contextual variables. It is expected that the results of this study would encourage future related research to consider other variables in models of authentic leadership and organizational deviance.

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Appendix

The ALQ items	Component 1
My leader	
Says exactly what he or she means	0.74
Admits mistakes when they are made	0.83
Encourages everyone to speak their mind	0.81
Tells you the hard truth	0.86
Displays emotions exactly in line with feelings	0.78
Demonstrates beliefs that are consistent with action	0.81
Makes decisions on his or her core values	0.92
Asks you to take positions which support your core values	0.91
Makes difficult decisions based on high standards of ethical conduct	0.86
Solicits views that challenge his or her deeply held positions	0.88
Analyzes relevant data before coming to a decision	0.82
Listens carefully to different points of views before coming to conclusions	0.90
Seeks feedback to improve interaction with others	0.87
Accurately describes how other view his or her capabilities	0.76
Knows when it is time to reevaluate his or her positions on important issues	0.78
Shows he or she understand how specific actions impact others	0.82
Eigenvalue	7.92
Explained variance (%)	79.21

Notes: One component extracted; extraction method: principal component analysis
Source: Copyright © 2007 "Authentic leadership questionnaire (ALQ)" by Bruce J. Avolio, William L. Gardner, and Fred O. Walumbwa; all rights reserved in all medium; distributed by Mind Garden, Inc.

Table AI.
Component matrix for the authentic leadership questionnaire (ALQ)

The organizational deviance items	Component 1
Taken property from work without permission	0.89
Spent too much time fantasizing or daydreaming instead of working	0.75
Falsified a receipt to get reimbursed for more money than you spent on business expenses	0.83
Taken an additional or a longer break than is acceptable at your workplace	0.71
Come in late to work without permission	0.88
Littered your work environment	0.86
Neglected to follow your boss's instructions	0.84
Intentionally worked slower than you could have worked	0.76
Discussed confidential company information with an unauthorized person	0.90
Used an illegal drug or consumed alcohol on the job	0.81
Put little effort into your work	0.92
Dragged out work in order to get overtime	0.70
Eigenvalue	9.01
Explained variance (%)	75.11

Notes: One component extracted; extraction method: principal component analysis
Source: Bennett and Robinson (2000)

Table AII.
Component matrix for the organizational deviance scale

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