Title:	All that Glitters may not be Perceived Gold. When and How Authentic leadership can be ineffective in power distance cultures
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All that Glitters may not be Perceived Gold:
When and How Authentic Leadership can be Ineffective in
Power Distance Cultures

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Abstract
Considering the critical role of effective leaders towards ensuring organizational success, current study attempt to revisit the effectiveness of authentic leadership in a power distance culture. More specifically, current study considers the contingency role of power distance culture over the relationship between authentic leadership and its effectiveness through LMX and perceived impression management. For this purpose, data were collected from public sector organizations in Pakistan comprising 31 managers and 202 respective employees. Multilevel path analyses provided reasonable support for our hypotheses. It is demonstrated that authentic leadership is positively associated to leaders' effectiveness and LMX. Moreover, power distance culture conditions the relationship between the authentic leadership and its effectiveness through perceived use of impression management tactics and LMX in a way that relationship gets weaker when power distance is high. Both practical and theoretical implications of this perspective are discussed.

Key words: Authentic leadership, Perceived Impression Management, LMX, Power Distance, Leadership effectiveness

1. Introduction
Since the very beginning, the domain of leadership which encompasses the process of influencing activities of followers towards achieving organizational goals has emphasized the beneficial effects of leaders both at individual and organizational levels (Gottfredson, & Aguinis, 2017). However, the involvement of top executives in unethical activities, as highlighted by recent mega corporate scandals such as Enron and Worldcom, has spurred research interest in examining ethical aspects of leadership (Eluwole, Karatepe, & Avci, 2022; Naseer et al., 2016). Ethical leadership have been emphasized by several theories in literature (Berkovich, & Eyal, 2021; Ahmad et al., 2022) however, in the context of leaders' authenticity and self-awareness, authentic leadership has pulled up great research attention over the past few years (Asad et al., 2022). It is believed that authentic leaders, through following their personal values and beliefs, can build trust, reliability and gain respect from their followers which in turn results in a variety of favorable outcomes at both the individual as well as organizational level (Gelaidan, Al-Swidi, & Al-Hakimi, 2023; Peus et al., 2012). However, after reviewing extant literature on authentic leadership, we concluded that our understanding towards such leadership is still limited in two ways: First whether authentic leaders are equally

effective in power distance cultures, and second, what mechanism specifically explains authentic leaders' effectiveness in power distance cultures. Such consideration is significant since literature suggests that despite the display of positive behaviors by authentic leaders, value incongruency (difference between the values being promoted by a leader and the values being adhered to by a follower) is one factor that may significantly impact authentic leaders' effectiveness (Ehrhart & Klein, 2001; Eagly, 2005).

Keeping in view that individuals' values are primarily shaped by cultural context (Hofstede, 1997), thus primary objective of our paper is to consider power distance cultural context as a contingency framework to study value congruency between authentic leaders and their followers which ultimately reflects in authentic leaders' effectiveness. Considering the values prevalent in a high-power distance culture, such as unequal distribution of power within society and high tolerance and acceptance for questionable or unethical practices (Vitell, Paolillo & Thomas 2003), are incongruent with the values promoted by authentic leaders. Thus, we believe that high power distance culture can be the most suitable context to explore the impact of such value incongruency over authentic leadership effectiveness. More specifically, theorizing on Implicit leadership theory (Offermann, Kennedy &Wirtz, 1994) and social exchange theory (Homans, 1958) we sought to make few significant contributions towards the literature on authentic leadership. First, We conder the conditional role of power distance over authentic leaders' effectiveness. Second, we describe the perceived use of impression management tactics and leader-member exchange (LMX) to be the explaining mechanism between authentic leadership and its effectiveness, in a power distance context.

 Impression management refers to various tactics used by individuals to achieve a positive self-image and gain support (Gardner &Martinko 1988). It is believed that the use of such tactics is effective only when the impression of manipulation or deception is avoided (Caldwell & O'Reilly, 1982), otherwise targets may perceive actors as using such tactics for the sake of managing impressions and attribute such behaviors with faking instead of genuineness (Grandey, Fisk, Mattila, Jansen& Sideman 2005). As per implicit leadership theory, people have prototypes on the basis of which they conceptualize leadership in different contexts (Pitsi, Billsberry, & Barrett, 2023), thus the genuineness of a leaders behaviors in a specific role is subject to favorable evaluation of their behaviors against role prototypes prevalent in that society (Lord, Brown, Harvey & Hall 2001; Offermann, Kennedy &Wirtz, 1994), we contribute towards literature by examining as to how genuine or authentic behaviors by a leader contrasting with leaders role prototypes prevalent in high power distance culture may be attributed faking or use of impression management tactic for the sake of serving self-interest and be ineffective.

Further, LMX, which refers to a leader establishing varying relationships with subordinates based on social exchange framework (Graen & Uhl-Bien, 1995), is one area that has been researched extensively in the domain of leadership since it is believed that high quality leader-follower exchange relationship results in favorable outcomes for an organization (Sa'adah, & Rijanti, 2022; Aryee & Chen, 2006). In this context, past literature suggests that leaders' authenticity enables them to develop high quality exchange relationships with their subordinates (Mahsud, Yukl & Prussia, 2010). However, keeping in view that the values on which such exchange relationships are based are primarily shaped by cultural influence (Walumbwa et al., 2011), we further add to existing literature by arguing that values promoted by authentic leaders in high power distance may not be shared by their subordinates thus resulting in weaker likeability for such leaders and substantial expectations gap in an exchange relationship between authentic leaders and their followers, thus making them ineffective in such cultures.

Overall, our theorization considers a contingency framework to study authentic leaders' effectiveness, thus presents a more comprehensive perspective in relation to authentic leaders'

effectiveness and also implies significant implications for organizational interventions in order to ensure authentic leaders' effectiveness in a specific cultural context.
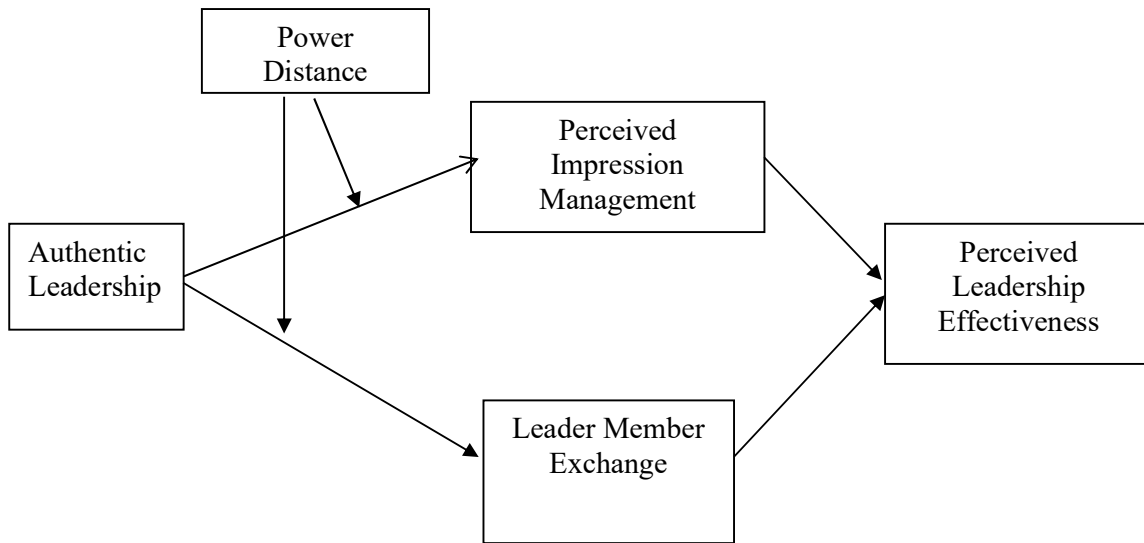

Figure 1. Theoretical Framework

2. Literature Review

2.1 Authentic Leadership

Authentic leadership refers to being professionally and ethically sound (Begley, 2001). It is defined as a process that positively influences leaders as well as followers' self-awareness and self-regulated behaviors (Luthans & Avolio 2003). Values such as justice, honesty, equality and loyalty, together with positive feelings such as concern for others, appreciation, goodwill and gratitude, are the key elements in the development and emergence of authentic leadership (Avolio& Gardner, 2005; Michie & Gooty, 2005). Authentic leaders not only set high standards of morality for themselves and others but also confirm to them by ensuring transparency and accountability (Avolio et al., 2004). Authentic leadership lead by example (i.e., role modeling) by acting morally, by being honest with their dealings and appreciating open communication (May et al., 2003) Concept of authentic leadership comprises four components i.e., *Balanced processing:* which refers to processing all the relevant information accurately before making any decision, *Internalized moral perspective:* which refers to leaders acting in line with his/her internal standards and values even if they are not in consonance with the values prevalent in organization or society at large, *Relational transparency* which refers to expressing one's true self to everyone by communicating genuine feelings and thoughts and finally *Self-awareness* that refers to having a clear understanding about oneself, seeking responses constantly from others about oneself (Walumbwa et al., 2008; Peus et al., 2012).

2.2 Authentic Leadership and Effectiveness

Literature suggests that traits such as integrity, honesty and trustworthiness do enable leaders to establish positive or leader like image amongst their followers resulting in leaders effectiveness (Hopkins, O'Neil, & Bilimoria, 2006; Chemers, Watson & May, 2000), where leaders effectiveness refers to leader's ability to meet organizational goals through ensuring subordinates support and cooperation (Waldman, Bass &Yammarino, 1990). Other than image, behaviors such as fairness, resilience and dedication towards achieving organizational goals are also believed to foster collective identity amongst followers, elicit favorable and cooperative behaviors on part of followers to pursue collective goals and hence contribute

towards leaders' effectiveness (Van Knippenberg& Van Knippenberg 2005). Since all such traits and behaviors are at core of authentic, thus in line with past literature we may suggest that authentic leaders can be effective in inspiring followers' efforts towards ensuring favorable organizational outcomes, by influencing followers' self-identity and working self-concept (Lord & Brown 2004). Based on above mentioned arguments we suggest following hypothesis;

H₁: Authentic leadership positively relates to leaders' effectiveness

2.3 Authentic leadership and perceived use of impression management

People are believed to engage in several impression management tactics to manage their impressions where impression management specifically refers to behaviors, people direct towards others to maintain a positive perception of them such as a positive self-image and gaining support (Gardner & Martinko 1988; Jones & Pittman, 1982). Likewise, leaders also use various impression-management tactics involving strategies where leaders tend to influence subordinates or peers. Of several tactics used for managing impression, two tactics that seems to have a great behavioral similarity with authentic leaders' behaviors are Exemplification and Ingratiation. Exemplification involves acting in a way that is in line with promoted values and making sacrifices to be viewed as dedicated whereas, Ingratiation involves showing concern for others and be considerate to them to be viewed likeable (Jones & Pittman 1982; Yukl, 2012). Authentic leaders also engage in such behaviors while managing people. For instance, ensuring adherence to values such as honesty, loyalty and showing great concern for task attainment through extreme dedication. Together with that, they also express positive feelings such as showing concern for others, appreciation and gratitude. Thus, despite genuineness of authentic leaders behaviors, such behaviors are at great susceptibility of being perceived as impression management tactics (Friedman &Lobel 2003; Avolio& Gardner, 2005; Michie&Gooty, 2005). Considering the fact that individuals react to perception and not to reality (Lewin, 1936), thus we may assume that irrespective of authentic leaders intent or motive their behaviors can still be perceived as a tactic for managing impression or satisfy self-interest (Peus et al., 2012). Based on above mentioned arguments following hypothesis is suggested;

H₂: Authentic leadership positively relates to perceived use of a) Exemplification b) Ingratiation.

2.4 Authentic leadership and Leader member exchange (LMX)

and 2.3 Leader member exchange (LMX) is an approach in the leadership that assesses the quality of the relationship between leaders and their followers (Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016). Leader member exchange theory suggests that leaders establish distinct relationships with their subordinates through a series of exchanges, which also provides the basis as to how such relationships evolve (Dienesch & Liden, 1986; Graen & Uhl-Bien, 1995). The quality of an exchange relationship may vary from one subordinate to another in a way that high quality of exchange relationship with leaders earns a high level of liking, trust, loyalty, respect and commitment through exchanging outcomes desired by subordinates (Deluga, 1998; Mahsud, Yukl& Prussia, 2010). It is believed that leaders' ethical values such as honesty, fairness and justice reflect in many relationship-oriented behaviors by leaders such as empowerment, subordinate participation and psychological support (Russell & Stone, 2002). Such relation-oriented behavior by a leader is critical to developing high quality exchange relationship with subordinates (Yukl, O'Donnell & Taber, 2009). Considering that ethical values such as fairness, honesty and justice are at the core of authentic leadership thus we expect such values to be reflected in high-quality exchange relationships with subordinates (Yukl, O'Donnell & Taber, 2009; Russell & Stone 2002).

H₃: Authentic leadership positively relates to Leader member exchange (LMX)

2.5 Authentic leadership and effectiveness (Moderated mediation of perceived impression management and power distance)

Despite proven effectiveness of authentic leaders, literature also stresses the importance of considering leader-follower value incongruency to study effectiveness of any leadership behavior that may vary with the variation in different situations (Zhu,Wang, Zheng, Liu & Miao 2013).

As per implicit theory, leaders' prototypes & attributions jointly impact leader's evaluation in terms of authenticity of their behaviors, relevancy and effectiveness (Offermann, Kennedy &Wirtz 1994; Martinko, Harvey & Douglas 2007; Avolio& Gardner 2005). People attach few behavioral expectations towards leaders as per the prototypes they make of them and then assess their effectiveness accordingly (Yukl, 2012; Lord et al., 2001). These prototypes are developed over the period of time primarily as a result of sociocultural influences i.e., shared values, beliefs and expected behavioral patterns about leader which then further set standards for perceiving, believing and evaluating behaviors (Gerstner & Day, 1994; Leung et al., 2005). Leaders' behavior, no matter how appropriate it is, if does not align with followers' prototypical expectations or values associated with that prototype may not be perceived positively (Yukl, 2012). Such clash of values, also referred to leader-follower value incongruency, creates doubts regarding leaders intent and increase the likelihood of hypocrisy or manipulation attribution (Cha & Edmondson, 2006). As suggested earlier that it is the sociocultural environment that primarily shapes the prototypes of people in a certain role, thus leaders' effectiveness can better be understood only by considering the norms and values of the system in which the leadership is functioning (Hiller, Day, & Vance, 2006). Power distance culture refers to the degree to which an individual agrees to the unequal distribution of power within in an organization. More specifically, power distance culture at work considers the variations in cultural value in relation to authority, status and leadership behavior within organizations (Ishaq, Raja, Bouckenooghe, & Bashir, 2022). As per general corporate practices and value systems prevalent in high power distance cultures, leaders are opportunistic, self-focused, involved in cronyism, susceptible to make illegitimate use of power and are autocratic (Hofstede, 2011; Khatri, Tsang & Begley, 2006).

Under such cultures, employees are expected to follow leaders' orders irrespective of their authenticity or ethicality (Vitell, Paolillo& Thomas. 2003). They are more tolerant to questionable practices and autocracy, rather they may feel uncomfortable if superiors consult them, hence everybody expects superiors to enjoy privileges and use power at their discretion (Hofstede, 1984; Husted, 2000). Thus, we may expect that display of authentic behavior by leaders in high power distance is not aligned with what is expected of leaders in such cultures and therefore makes them susceptible to manipulation attribution (Cha & Edmondson 2006; Martinko, Harvey & Douglas 2007; Eagly, 2005). In other words, authentic behaviors are more likely to be perceived as impression management tactics and be attributed with faking, manipulation or hypocrisy to serve self interest in high power distance cultures than otherwise. Such doubts regarding the genuineness and authenticity of authentic leaders behaviors in high power distance cultures may consequently fail them to inspire followers' support towards achieving collective goals thus making them ineffective in such cultures (Norman, Avolio & Luthans, 2010; Kacmar, Carlson, & Harris, 2013). Based on above mentioned arguments we suggest following hypothesis;

H4: Power distance moderates the relationship between authentic leadership and leadership effectiveness through perceived use of a) exemplification b) ingratiation in a way that the relationship is weaker when power distance is high.

2.6 Authentic leadership and effectiveness (Moderated mediation of LMX and power distance)

Literature suggests that beyond the nature of leaders' values, the quality of exchange relationships between a leader and a follower is highly dependent on similarity of values shared between the two. It is believed that the individuals sharing similar values and attitudes tend to develop more liking and attract each other more in dyadic interactions than others. More specifically individuals having perceived similarity towards work issues and mechanism for achieving tasks, tend to develop stronger relationships (Dulebohn et al., 2012). On the contrary, individuals having incongruent values and attitudes may end up having conflicts and detachment, resulting in weaker relationships (Uhl-Bien, 2006). Thus, we may say that, the effectiveness of authentic leadership is not just pertinent to ethicality of values being promoted by the leaders but is contingent upon value congruency between leader and their followers. In other words, we need to see whether the ethical values promoted by authentic leaders are shared by subordinates as well (Eagly, 2005). Individuals' values on the other hand are shaped by socio cultural influence (Ishaq et al., 2022; Hofstede, 1997). Values such as fairness, honesty and justice represent the spirit of authentic leadership which lies in relational transparency through ensuring accountability, dispensing rewards/benefits and mediating conflicts impartially (Luthans & Avolio, 2003), however at the same time such values are in total contrast to what is prevalent in the high power distance.

In high power distance culture, relations are not based on transparency, fairness or merit but rather are based on reciprocity in the form undue favors and minimum accountability in exchange of loyalty and commitment (Takyi-Asiedu 1993; Franke& Nadler 2008; Hofstede, 1984).Thus, it may be assumed that authentic leaders who base their decision on accountability and tend to maintain transparency and fairness in their relationship with their subordinates, may not be able to meet subordinate expectations of favoritism and minimum accountability for their actions (Cohen, Pant, & Sharp, 1996), ultimately resulting in low quality exchange relationships. Considering the fact that leader's effectiveness is contingent upon follower's cooperation with leader (Waldman, Bass &Yammarino, 1990) which is highly dependent on the quality of exchange relationship between leader and their followers (Deluga & Perry, 1991; Kim &Yukl, 1995), thus it can be assumed that low quality exchange relationship between authentic leaders and followers in high power distance cultures due to value in congruency and expectations gap may apparently make such leaders in-effectiveness in such cultures. Based on above mentioned arguments we suggest following hypothesis;

H₅: Power distance moderates the relationship between authentic leadership and leadership effectiveness through LMX in a way that the relationship is weaker when power distance is high.

3. Methodology
3.1 Data Collection and Sample
The population of current study comprises of managers and employees working in public sector organizations across Rawalpindi and Islamabad. Data were collected through self-administered questionnaires. Various organizations' administrations were contacted by first author based on personal and professional contacts and details of the study were shared to attain necessary permission for data collection. Survey based questionnaires were delivered to managers and employees along with cover letters to describe the purpose of study. In order to ensure confidentiality, separate survey forms were designed for managers and employees. The survey questionnaires for managers that measured authentic leadership (Leader Reported) were distributed to 45 Managers. Approximately 350 surveys were distributed to employees to measure Power Distance, Impression Management Perception, LMX and Leaders Effectiveness. A total of 38 managers reported questionnaires were received back with 84%

response ratio out of which 31 were screened out for usage hence giving i.e., an adjusted response ratio of 69%. Similarly, out of respective approximately 295 (Employee Reported) questionnaires 224 were received with a response rate of 76%. The questionnaires, were assessed for accuracy and we were left with a valid set of 202 useable responses i.e., an adjusted response ratio of 68%. The sample consisted of majority of males constituting 67.2% and 32.8% females, with 58.7% from age group 31-35 years, 63% of respondents had a Bachelors or Master degree, 33.7% had MS/M.Phil. degree, and 3.3% had a PhD. Further, majority had a job experience of 7-9 years constituting 62% of the overall sample.

3.2 Measures
3.2.1 Authentic Leadership
The scale comprising 16 items developed by Walumbwa, Avolio, Gardner, Wernsing & Peterson, (2008) was used to measure authentic leadership on a 5-point scale ranging from 1 *(never)* to 5 *(frequently if not always)*. The sample items used for analysis were distributed as follows: *"I seek feedback to improve interactions with others"*, *"I accurately describe how others view my capabilities"* Reliability for the scale was .91.

3.2.2 Perceived Impression Management
Several impression management tactics have been discussed in literature, however keeping in mind the behavioral similarity between authentic leaders' behaviors and Exemplification and Ingratiation, the two have been considered for current study. Scale by Bolino & Turnley (1999) was adapted to measure the perceived use of impression-management tactics i.e. Exemplification & Ingratiation. Respondents were asked to think about "how often they think their boss behaves this way" in response to scale items. The scale ranged from 1 (*never behave this way*) to 5 (*often behave this way*). The sample items of the scale were; ***Exemplification (4items)*** *"Stay at work late so people will know that he is hard working"*, *"Try to appear busy, even at times when things are slower"*, **Ingratiation (4 items)** sample items are *"Compliment others so they will see him as likeable"*, *"Take an interest in others personal lives to show them that he is friendly"*. Reliability for the scale was .89

3.2.3 LMX
The scale comprising 7 items developed by Graen & Uhl-Bien (1995) was used to assess the LMX (Employee Reported) on a 5-point scale that ranged from *1(Rarely) to 5(Very Often)*. Sample items for analysis were, *"How well does your leader understand your job problems and needs", "How well does your leader recognize your potential"*. Reliability for the scale was .87

3.2.4 Power Distance
We measured power distance using 8-items scale ($\alpha = .82$) developed by Earley, & Erez (1997). The five-point response scale ranged from 1=strongly disagree to 5= Strongly agree. Sample items are "In most situations managers should make decisions without consulting their subordinates." and "In work related matters, managers have a right to expect obedience from their subordinates".

3.2.5 Leadership Effectiveness
Leadership Effectiveness (Employee Reported) was measured using leaders outcomes reported through MLQ by Bass & Avolio (1995). where perceived leadership effectiveness ratings was generated through 4 items on a 5 point scale from *1(Not effective)* to 5 (*Extremely effective) to* Sample items of scale were, **"***The overall work effectiveness of your unit can be classified as"*, *"Compared to all other work units you have ever known", "how do you rate the unit's effectiveness"*? Reliability for the scale was .89.

Common method variance in the study data was accounted for through Harman's single factor test. For this test, we conducted EFA including all factors constraining the number of factors to be one. The unrotated factor solution suggested that a single factor did not explain majority of variance (22.8%). Further, an EFA based on eigen values greater than 1, gave a factor solution of the five factors with 83.4% of variance explained in which the main factor explained 24.22% of variance. This verifies that a single factor is not enough to explain a major amount of variance. Therefore, common method variance is not present in our data.

3.2.6 Control Variables

To test the effect of control variables statistically on dependent variables of the study, one-way ANOVA tests were conducted for gender, age, qualification and experience. None of these demographic variables were found to significantly affect the study variables. Insignificant F-statistic F-statistic was found for gender (F=.04, p>.05), age (F=.07, p>.05), experience (F=.16, p>.05), and qualification (F=.09, p>.05). Therefore, effects of these variables were not controlled in further analysis.

4. Results

4.1 Measurement Model

Prior to conducting hypothesis testing, confirmatory factor analysis was conducted to test the measurement model including all variables under study: authentic leadership, ingratiation, exemplification, LMX, power distance and leadership effectiveness. The model fitness indices for five-factor model approached threshold criteria with chi square $\chi^2/DF = 2.21$ (threshold values less than 3), Tucker-Lewis Index- (TLI) = 0.90 (threshold .90 or above), comparative fit index (CFI) = 0.93 (threshold .95 or greater), Root Mean Square Error of Approximation (RMSEA) = 0.06 (threshold .05 - .08). Further, alternative confirmatory factor analyses were conducted to account for construct validity. Alternative CFAs revealed that the five-factor model had best model fitness indices thereby providing evidence for construct validity.

4.2 Descriptive statistics

Table 1 represents the mean, standard deviation and Pearson's correlations for all study variables. All correlations were found to be in the expected direction.

Table 1. Mean, Standard Deviations, and Correlations

	Mean	S.D	1	2	3	4	5	6
1. Authentic Leadership	3.76	. 551	1					
2. Ingratiation	3.12	.474	.089	1				
3. Exemplification	3.21	.405	.022	.504**	1			
4. LMX	3.33	.512	.282**	-.416**	-.404**	1		
5. Power Distance	3.47	.564	-.336**	.311**	.403**	-.430**	1	
6. Leadership Effectiveness	4.01	.662	.286**	-.387**	-.414**	.535**	-.421**	1`

N=202, ***p<0.001, **p<0.01, * p<0.05

4.3 Hypothesis testing; Table 2 shows the direct effects proposed in hypothesis 1-3. As reflected in the table, results suggest that authentic leadership positively relates to leadership effectiveness (β = .382, p < .05) hence hypothesis 1 is supported. Contrary to our expectations authentic leadership is not found to be related to both Exemplification (β = .103, p = ns), & Ingratiation (β = .087, p = ns), hence hypothesis 2a & 2b were not supported. In line with our expectations authentic leadership is found to be positively related to LMX (β = .326, p < .05) hence hypothesis 3 is supported.

Table 2. Direct Effects

Hypothesis	Path	β	S.E.	p
1	AL → LE	.382	.10	<.10
2a	AL → Exemplification	.103	.21	>.10
2b	AL → Ingratiation	.087	.20	>.10
3	AL → LMX	.326	.14	<.10

AL = Authentic Leadership; LE = Leadership effectiveness, Bootstrapping sample size = 5000. LLCI = lower limit of the confidence interval; ULCI = upper limit of the confidence interval, N=202

Table 3 shows the results of conditional indirect effects. As for moderated mediation, power distance is found to moderate the indirect relationship between the authentic leadership and leadership effectiveness through perceived use of impression management tactic i.e., (Exemplification & Ingratiation) in such a way that the relationship is weaker when power distance is high (*β* = -.105, p < .05), (*β* = -.112, p < .05) than when is low (*β* = .077, p = ns), (*β* =.017, p = ns).

Table 3. Conditional Indirect Effect of Perceived Impression Management Tactics and LMX at the values of moderator

Predictor	Leader Effectiveness		
	B	LL CI	UL CI
Conditional Indirect Effects for Exemplification			
-1 *SD* PD	.077	-.102	.214
+1 *SD* PD	-.105*	-.156	-.042
Conditional Indirect Effects for Ingratiation			
-1 *SD* PD	.017	-.113	.283
+1 *SD* PD	-.112*	-.195	-.062
Conditional Indirect Effects for LMX			
-1 *SD* PD	.012	-.102	.214
+1 *SD* PD	-.208**	-.243	-.078

N=202, ***p<0.001, **p<0.01, * p<0.05; PD = Power Distance

Hence hypothesis 4a & 4b are supported. Moreover, the results suggest that power distance moderates the indirect relationship through LMX between authentic leadership and leadership effectiveness in a way that the relationship is weaker weaker if power distance is high (*β* = -.208, p < .01) than when is low (*β* =.012, p = ns) thus hypothesis 5 is also accepted.

5. Findings and Discussion

For ages, it's been argued that leadership behavior is critical to organizational success and past literature suggests that authentic leadership is very effective in terms of favorable outcomes at both individual and organizational levels (Hadian Nasab, & Afshari, 2019; Gardner et al., 2005; Walumbwa et al., 2008), however purpose of current study was to extend existing literature by proposing a contingency framework to study authentic leaders effectiveness. More specifically, power distance culture which is characterized by practices not aligned with authentic behaviors, is considered to study authentic leadership effectiveness in such cultures. In line with literature current study findings propose that authentic leadership does reflect positively in leaders' effectiveness (Lord & Brown 2004). Similarly current study endorses that authentic leaders may have a positive impact over LMX. Impression management though was not found to be related to perceived impression management however both perceived use of impression management tactics and quality of LMX were found to be the explaining mechanism between

authentic leadership and leaders' effectiveness in a power distance culture. More specially, as predicted, results of current study suggest that under unfavorable contextual influence such as high-power distance culture, leaders may not only face a challenge to be authentic with their behaviors but face twice as much of a challenge to be viewed as authentic and rather be viewed as the leaders using impression management tactics to serve self-interest. Such findings also implies that authentic leaders' behaviors are likely to be perceived as an impression management tactics only when power distance is high than otherwise. In the absence of such cultural orientations, authentic leadership may still be able to establish authenticity of their behaviors. Similarly, authentic leaders may fail to establish high quality relationships in high power distance cultures with their followers due to value in congruency between authentic leaders and their followers in such cultures. Thus authentic leaders' effectiveness is contingent upon having favorable cultural context where values of followers' are congruent to the values promoted by authentic leaders. Such finding calls for researchers' attention towards studying unfavorable aspect of authentic leadership as well together with more favorable aspects of such leadership behaviors under different contexts. Overall, it can be established that though authentic leadership is critical for promoting ethicality and curbing corruption but effectiveness of such behaviors can only be expected if values of followers are in line with the values being promoted by leaders. Considering contingency framework to study authentic leadership effectiveness thus enables better understanding of the concept and its related consequences.

5.1 Theoretical and Practical Implications

Despite that extant literature exists over studying authentic leadership, however we still lack many studies to consider power distance as contingency framework to study authentic leaders' effectiveness. Current study thus makes some critical theoretical contributions towards the existing literature by not only reconsidering the generalization of authentic leadership effectiveness in different cultural contexts but also examining the mechanism through with such leadership behaviors can become ineffective under unfavorable contexts. Such consideration thus enables better understanding of the concept and its related consequences. More specifically current study is one of the very few efforts in literature to examine how susceptibility to leaders' authentic behaviors to be perceived as impression management tactics can have an unfavorable impact over leaders' effectiveness specifically in power distance culture.

Moreover, advancing existing literature on authentic leadership, current study also suggests that inability of authentic leaders to establish high quality exchange relationships with subordinates due to value incongruency may make them ineffective in power distance cultures. Considering that mega corporate scandals in recent years have suggested that ethicality and corruption is a global issue and corporate leadership plays an eminent role in dealing with it, thus current study have some critical practical implications for the organizations as well by suggesting that other than ethical grooming of their leaders, organizations must also enable them to establish favorable perception of theirs, leading to effectiveness. Considering Pakistani context in specific where many economic and governance challenges are obstructing development (Mujtaba, & Afza, 2011) need of having leaders who are not just ethical but are effective as well is even more critical. In the light of current study findings it is suggested to deploy those intervention and governance mechanism, that not only address ethicality and accountability of leaders but also ensure contextual support of such leadership practices.

5.2 Limitations and Future Directions

Despite several strengths, it is to be considered that current study is cross sectional, which limits our explanatory power of our data in comparison to the longitudinal study. We, thus encourage future researchers to conduct longitudinal study to establish explanatory power of

our model. Moreover, further attempts in literature are required to further explore different contexts in which authentic leaders may not be able to thrive effectively and fail to contribute towards organizational success. Similarly, more studies are required to consider intervention mechanisms through which ineffectiveness of authentic leadership could be avoided. Future researchers are further advised to test other types of ethical leadership styles as well such as transformational, spiritual and the servant leadership behaviors in relation to value incongruency in specific cultural contexts.

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