

*Relationship between Perception of
Authentic Leadership, Commitment
and Teachers Performance*

CHAPTER VII

RELATIONSHIP BETWEEN PERCEPTION OF AUTHENTIC LEADERSHIP, COMMITMENT AND TEACHERS PERFORMANCE

Educational research indicates that authentic leadership and Commitment are influential factors in effective performance of teachers. Leadership was greater causal predominant factor on commitment and had more predictive power performance. The practice of authentic leadership behaviours by the leaders enhances teacher commitment and performance. It indicated that authentic leadership qualities are an important dimension of the social context in improving the level of teacher commitment. This chapter deals with the analysis and interpretation of Authentic Leadership, organisational commitment and performance assessment of the teachers working in engineering college. The correlation analysis is carried out to determine the correlation of one factor with the other. Statistical analysis was carried out for each factor separately and inferences were drawn. Analysis carried out in this chapter was correlation coefficient & regression and path analysis.

Objective 4: To explore the relationship between perception of authentic leadership, commitment and teachers performance.

7.1 Correlation of Authentic Leadership Vs Performance Assessment

Correlation analysis has been applied to find the significant relationship between authentic leadership of heads and Performance of teachers. The results are presented in the following table.

Table 7.1. Authentic Leadership Vs Performance Assessment

Authentic Leadership	Performance Assessment
Self-Awareness	0.488
Internalized Moral Perspective	0.530
Balanced Processing	0.446
Relational Transperancy	0.482
**. Correlation is significant at the 0.01 level (2-tailed).	

Source: Primary data.

The correlation table shows the degree of relationship of authentic leadership and performance assessment factors. Higher the correlation more the degree of relationship between the two variables. It is observed from the above table that all the factors are positively correlated. The highest correlation is found between performance assessment and internalized moral perspective ($r=0.530$). The correlation between Balanced Processing and performance assessment is lower ($r=0.446$) when compared with others. All the correlations are significant at 1% level.

7.2 Correlation of Organisational Commitment Vs Performance Assessment

The table represents the data regarding correlation of organisational commitment and performance assessment factors. The results shows that affective commitment correlates performance assessment at 0.406, continuance commitment correlated performance at 0.357, and normative commitment correlates performance at 0.272.

Table 7.2. Organisational Commitment Vs Performance Assessment

Organisational commitment	Performance Assessment
Affective Commitment	0.406
Continuance Commitment	0.357
Normative Commitment	0.275
**. Correlation is significant at the 0.01 level (2-tailed).	

Source: Primary data.

The correlation table shows the degree of relationship of authentic leadership and performance assessment factors. Higher the correlation more the degree of relationship between the two variables. It is observed from the above table that all the factors are positively correlated. The highest correlation is found between performance assessment and affective commitment ($r=0.406$). The correlation between normative commitment and performance assessment is lower ($r=0.275$) when compared with others. All the correlations are significant at 1% level.

7.3 Correlation of Authentic Leadership Vs Organisational Commitment

The table 7.3 represents the data regarding correlation of authentic leadership and performance assessment factors. The results are shown below.

Table 7.3. Authentic Leadership Vs Organisational Commitment

	Affective Commitment	Continuance Commitment	Normative Commitment
Self-Awareness	0.698	0.632	0.524
Internalized Moral Perspective	0.632	0.598	0.421
Balanced Processing	0.563	0.582	0.366
Relational Transparency	0.611	0.489	0.416

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

Source: Primary data.

The correlation table 7.3 shows the degree of relationship of authentic leadership and organisational commitment factors. Higher the correlation more the degree of relationship between the two variables. It is observed from the above table that all the factors are positively correlated. The highest correlation is found between affective commitment and self-awareness ($r=0.698$). The correlation between relational transparency and normative commitment is lower ($r=0.416$) when compared with others. All the correlations are significant at 1% level.

7.4 Regression Analysis of Authentic Leadership, Organisational Commitment with Performance Assessment

The multiple regression analysis is done to determine the comparison of authentic leadership and organisational commitment with the performance of the respondents. The total score of performance from the respondents are calculated as per the calculations mentioned before. Having scores performance assessment as dependent variable for comparison with authentic leadership and organisational commitment the multiple regressions is carried out and the results are inferred below.

Table 7.4. Regression Analysis of Authentic Leadership, Organisational Commitment with Performance Assessment

Dependent Variable: Performance Assessment					
	Regression Coefficients(B)	Std. Error	Beta	t	Sig.
(Constant)	42.541	62.344			
Self Awareness	8.899	4.600	.142	1.935	Ns
Internalized Moral Perspective	17.857	4.825	.257	3.701	**
Balanced Processing	10.538	3.621	.166	2.910	**
Relational Transparency	8.370	3.464	.151	2.416	*
Affective Commitment	.320	3.055	.008	.105	Ns
Continuance Commitment	-3.488	3.925	-.062	-.889	Ns
Normative Commitment	-.133	3.243	-.002	-.041	Ns
**Significant at 5% level (95% Possibility),* Significant at 1% level (99% Possibility), NS: Not significant					

Source: Primary data.

Table 7.4(a). Results of Regression Analysis

R	R Square	F	Sig.
.577	.333	27.932	**

Source: Primary data.

The R value shows that a moderate correlation (0.577) exists between the dependent variable (Performance Assessment Score) and the independent variables authentic leadership and organisational commitment. The R square value (0.333) which when expressed in percentage, explains that 33.3% of the variation in the Overall performance score is due to the independent variables. The F value (27.932). Called as F-statistic, is used to find whether the multiple correlation (R) value is significant or not. The associated significance level ($P < 0.01$) shows that R is fairly significant at 1% level.

The t-test statistic calculated for the regression coefficients show that the variables like internalized moral perspective, balanced procession and relational transparency are significantly influence the overall performance score of the respondents at either 5% or at 1% level at the same time the variables like self-awareness, affective commitment, continuance commitment, and normative commitment are not significantly influencing the overall performance score of the respondents at either 5% level or 1% level.

Standardized regression coefficients (Beta) were found out for the respective regression coefficients since these are independent of units of measurements and hence they are comparable. The relative contribution of each variable to the dependent variable, performance score can be found out from these values. It is seen from the regression table 7.4 that 'internalized moral perspective' has the highest beta value of 0.257, which contributes more towards overall performance score. The next, more contributing variable is balanced processing with a beta value of 0.166 followed by relational transparency with a beta value of 0.151 and the next was self-awareness with the beta value 0.142 where the organisational commitment is found to have a less scoring like affective commitment was found to be next with the beta value 0.008 whereas continuance commitment and normative commitment are the least contributing variable to overall performance with -0.062 and -0.002 beta value.

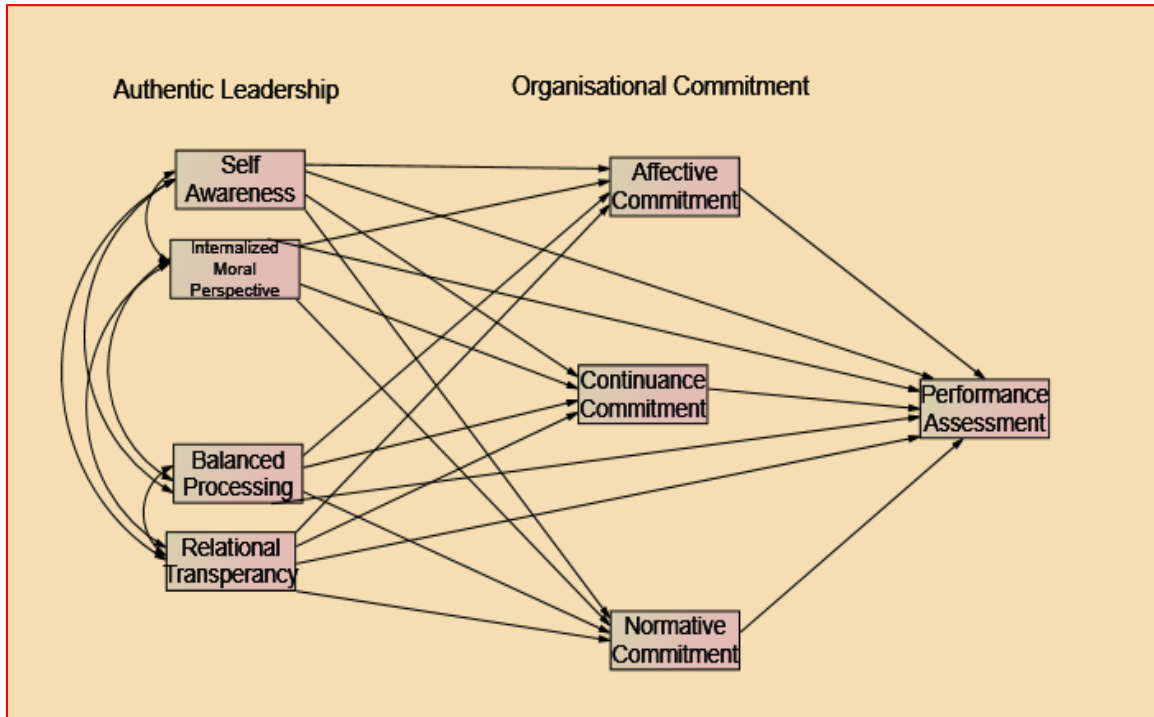
7.5 Path Analysis for Performance Assessment

Path Analysis of relationship between, Authentic Leadership, Organisational Commitment and Performance Assessment of Academic Professionals

The objective of the study is to find the relationships between several Authentic Leadership factors, Organisational Commitment and Performance Assessment of the academic professionals. The Authentic Leadership Factors namely, Self-Awareness, Internalized Moral Perspective, Balanced Processing and Relational Transparency were assumed to influence the Organisational Commitment and Performance Assessment of the academic professionals. The Organizational Commitment factors namely, Affective Commitment, Continuance Commitment and Normative Commitment also were assumed to influence the Performance of the professionals. Further, the Authentic Leadership was assumed to influence Organisational Commitment. That is, the influence of

Organisational Commitment on Performance Assessment has been studied with the assumption that Authentic Leadership as both direct and indirect effect on Performance Assessment. The hypothesized path analysis model explaining the relationship between these factors is shown below.

Image 7.5 (a). Path Model showing relationship between Authentic Leadership, Organisational Commitment and Performance Assessment.



The arrows leading from the Authentic Leadership factors, namely, Self Awareness, Internalized Moral Perspective, Balanced Processing and Relational Transparency measure the direct effects of these factors on Organisational Commitment and Performance Assessment factors. The direct effects of Organisational Commitment factors on Performance Assessment are shown by the leading arrows from the Organisational Commitment factors to the Performance Assessment factor.

It is also assumed that Authentic Leadership factors have indirect effect on Performance Assessment, that is Organisational Commitment factors act as mediating variables to measure the indirect effect of Authentic Leadership on Performance Assessment. The scores of Authentic Leadership and Organisational Commitment factors and Performance Assessment were used in this model to understand their inter-relationships.

The following specific objectives framed to develop path analysis model

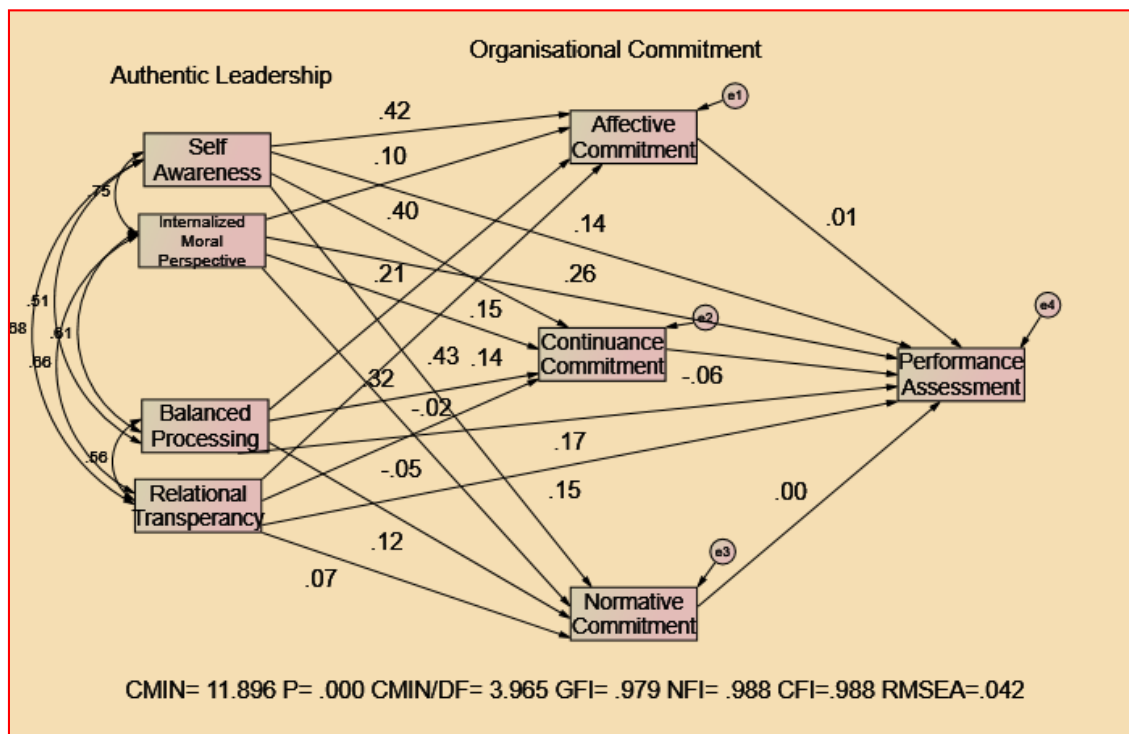
1. To examine how the Authentic Leadership factors namely, Self Awareness, Internalized Moral Perspective, Balanced Processing and Relational Transparency influence Performance of academic Professionals
2. To examine how the Organisational Commitment factors namely Affective Commitment, Continuance Commitment and Normative Commitment explains the Performance Assessment of academic professionals.
3. To establish a causal relationship of Authentic Leadership, Organisational Commitment and Performance Assessment of academic professionals.

Once the overall goodness of fit of the model is established, the following hypotheses will be tested

- ◆ H₀₁. There is a direct positive relationship between Authentic Leadership factors and Affective Commitment.
- ◆ H₀₂. There is a direct positive relationship between Authentic Leadership factors and Continuance Commitment.
- ◆ H₀₃. There is a direct positive relationship between Authentic Leadership factors and Normative Commitment.
- ◆ H₀₄: There is a direct Positive relationship between Authentic Leadership factors and Performance Assessment.
- ◆ H₀₅. There is a direct positive relationship between Organisational Commitment factors and Performance Assessment.
- ◆ H₀₆. Organisational Commitment factors act as mediation variables between Authentic Leadership and Performance Assessment of the respondents (That is mediation effect of organizational commitment exists between Authentic Leadership and Performance Assessment)

The results of Path Analysis are shown in the model given below explaining the relationship between Authentic Leadership, Organisational Commitment and Performance Assessment factors.

Image 7.5(b) Path Model showing relationship between Authentic Leadership, Organisational Commitment and Performance Assessment



The above diagram shows the relationship between Authentic Leadership factors, Organisational Commitment factors and Performance Assessment. The path coefficients are standardized regression coefficients. The curved arrows represent the co-variances between any two independent variables. The model assumes a covariate relationship between the Authentic Leadership factors. The regression estimates produced by AMOS for Unstandardised regression are given below. The regression coefficients were estimated by Maximum Likelihood method. AMOS ver.20 was used to estimate the path coefficients.

The following model fit statistics were used to test the goodness of fit of the model.

- ◆ CMIN: CMIN given by AMOS is a chi-square statistic, which compares the tested statistics with the theoretical model. A non-significant chi-square value will indicate that the data fits the model well.
- ◆ CMIN/DF: It is a relative chi-square measure, is an index of how much the fit of data to the model has been reduced by one or more paths. The index having a value of 3 or below 3 says the data best fits the model, where as a value between 3 and 5 is good.

- ◆ GFI: The Goodness of Fit Index, explains the proportion of the variance in the sample variance-covariance is accounted for by the model. This should be above 0.90 and below 1 for a good model fit. A value of 1 is considered as saturated model.
- ◆ NFI: Normed Fit Index, is simply the difference between the chi-square values of two models (default and independent) divided by the chi-square value of independent model. The NFI value being above 0.90 is considered to be good fit.
- ◆ CFI: The Comparative Fit index uses a similar approach and is said to be a good index which can be used for even small sample. The value above 0.90 is reflected to be good fit.
- ◆ RMSEA: The Root Mean Square Error of Approximation estimates lack of fit compared to the saturated model. RMSEA value of 0.05 or less indicates good fit and value between 0.05 and 0.08 indicates the model fit is adequate.

The model fit statistics estimated by AMOS for the path model developed are given below.

CMIN	= 11.896 (P<0.01)	GFI	= 0.979
DF	= 3	NFI	= 0.988
CMIN/DF	= 3.965	CFI	= 0.988

The results show that all the goodness of fit indices namely, GFI, NFI and CFI satisfy the criterion value of being above 0.95. The Chi-square value is significant (P<0.01) but CMIN/DF value is within the admissible limit of less than 5. The RMSEA value is 0.042 which is also less than .05 and can be considered as admissible. Since all the goodness of fit indices are within the recommended limits it can be inferred that the model is good.

The model shown above gives the standardized regression weights of the respective factors. The regression weights show that these coefficients are comparable since they are independent of units of measurement. Among the Authentic Leadership factors, all the four factors have direct positive relationship with the Affective Commitment factor of Organisational Commitment. Though, it was found that Relational Transparency (-.053) was found to have negative relationship with Continuance

Commitment of Organisational Commitment and other three factors of Authentic Leadership have positive relationship with Continuance Commitment.

In the case of Normative Commitment, it is found that Internalized Moral Perspective (-0.017) has negative relationship with Normative Commitment and other three factors of Authentic Leadership have positive relationship.

All the four factors of Authentic Leadership on Performance Assessment have positive effect while among the three factors of Organisational Commitment, Affective Commitment has positive effect and Continuance and Normative Commitments have negative effects on Performance Assessment. The magnitude and direction of relationship between Authentic Leadership, Organisational Commitment and Performance Assessment are studied in detail with the Unstandardised regression weights produced by AMOS which are given below.

Table 7.5. Estimate of Path Coefficients, Regression Weights for the Path Model

Variable To	Path	Variable From	Estimate	S.E.	C.R.	P	Sig
Continuance Commitment	<---	Internalized Moral Perspective	.174	.074	2.368	.018	*
Normative Commitment	<---	Relational Transparency	.065	.057	1.131	.258	Ns
Normative Commitment	<---	Balanced Processing	.122	.058	2.120	.034	*
Normative Commitment	<---	Internalized Moral Perspective	-.019	.081	-.236	.814	Ns
Affective Commitment	<---	Relational Transparency	.209	.070	3.002	.003	**
Affective Commitment	<---	Self Awareness	.668	.086	7.733	.000	**
Affective Commitment	<---	Internalized Moral Perspective	.172	.098	1.753	.080	Ns
Affective Commitment	<---	Balanced Processing	.335	.070	4.776	.000	**
Continuance Commitment	<---	Self Awareness	.444	.065	6.874	.000	**
Continuance Commitment	<---	Balanced Processing	.365	.053	6.952	.000	**
Normative Commitment	<---	Self Awareness	.442	.071	6.224	.000	**

Variable To	Path	Variable From	Estimate	S.E.	C.R.	P	Sig
Continuance Commitment	<---	Relational Transparency	-.053	.052	-1.014	.311	Ns
Performance Assessment	<---	Normative Commitment	-.133	2.938	-.045	.964	Ns
Performance Assessment	<---	Affective Commitment	.320	2.413	.133	.895	Ns
Performance Assessment	<---	Self Awareness	8.899	4.865	1.829	.067	Ns
Performance Assessment	<---	Continuance Commitment	-3.488	3.224	-1.082	.279	Ns
Performance Assessment	<---	Internalized Moral Perspective	17.857	4.791	3.728	.000	**
Performance Assessment	<---	Balanced Processing	10.538	3.691	2.855	.004	**
Performance Assessment	<---	Relational Transparency	8.370	3.400	2.461	.014	*

Source: Computed

The above estimates are Unstandardized regression estimates. The values given above are the regression estimates of the respective independent variables. Standard Errors of respective regression coefficients are given as S.E. Critical ratio is given as C.R, which is the ratio of regression estimate values to S.E. Probability (P) shows which regression coefficients significantly contribute to the dependent variables. **/* under ‘Sig.’ indicates the respective regression weights are significant at less than 1% or 5% respectively. Ns indicate the regression weights are not significant.

The table shows that, among the four Authentic Leadership factors, Self-Awareness, Balanced Processing and Relational Transparency have significant positive effect on Affective Commitment factor of Organisational Commitment H₀₁ that **‘There is a direct positive relationship between Authentic Leadership Factors and Affective Commitment’** was accepted with respect to these three factors only.

Internalized Moral Perspective, Self-Awareness and Balanced Processing are the three factors which are found to have significant positive effect on Continuance Assessment factor of Organisational Commitment at either 1% or 5% level. The effect of Relational Transparency on Continuance Commitment was negative and not significant. Hence the hypothesis H₀₂ that **‘There is a direct positive relationship between Authentic Leadership Factors and Continuance Commitment’** is accepted for these three factors.

The regression coefficients of Self-Awareness and Balanced Processing on Normative Commitment were both positive and significant at either 5% or 1% level. Internalized Moral Perspective and Relational Transparency have no significant effect on Normative Commitment. Hence the hypothesis **H₀₃ that ‘There is a direct positive relationship between Authentic Leadership Factors and Normative Commitment’** is accepted with respect to Self-Awareness and Balanced Processing only.

The regression coefficients of the three Authentic Leadership factors namely, Internalized Moral Perspective, Balance Processing and Relational Transparency have significant positive effect on Performance Assessment whereas Self-Awareness has positive regression weight but has no significant effect on Performance Assessment. Hence the hypothesis **H₀₄ that is ‘There is a direct positive relationship between Authentic Leadership and Performance Assessment’** was accepted except Self-Awareness.

The regression coefficients of Organisational Commitment factors namely Normative Commitment, Affective Commitment and Continuance Commitment are - 0.133, 0.320 and -3.488 respectively. Normative and Continuance Commitments have negative effect and Affective Commitment has positive effect on Performance Assessment. However, all the three regression coefficients were not significant and hence the hypothesis **H₀₅ that ‘There is a direct positive relationship between Organisational Commitment factors and Performance Assessment’** is not accepted.

Table 7.6. Direct, Indirect and Total Effects – Unstandardised

	Balanced Processing	Relational Transparency	Self Awareness	Internalized Moral Perspective	Continuance Commitment	Affective Commitment	Normative Commitment
Direct Effects							
Continuance Commitment	0.365	-0.053	0.444	0.174	---	---	---
Affective Commitment	0.335	0.209	0.668	0.172	---	---	---
Normative Commitment	0.122	0.065	0.442	-0.019	---	---	---
Performance Assessment	10.538	8.370	8.899	17.857	-3.488	0.320	-0.133
Indirect Effects							
Continuance Commitment	---	---	---	---	---	---	---
Affective Commitment	---	---	---	---	---	---	---
Normative Commitment	---	---	---	---	---	---	---
Performance Assessment	-1.183	0.242	-1.395	-0.550	---	---	---
Total Effects							
Continuance Commitment	0.365	-0.053	0.444	0.174	---	---	---
Affective Commitment	0.335	0.209	0.668	0.172	---	---	---
Normative Commitment	0.122	0.065	0.442	-0.019	---	---	---
Performance Assessment	9.354	8.612	7.504	17.307	-3.488	0.320	-0.133

Source: Computed

Estimates of Direct Effects

The direct effects are the coefficients associated with the single-headed arrows in a path diagram. In Unstandardised model, the Authentic Leadership factors namely Balanced Processing (0.365), Self-Awareness (0.444) and Internalized Moral Perspective (0.022) have direct positive effects on Continuance Assessment and Relational Transparency (-0.053) has negative effect. All the four factors of Authentic Leadership are found to have direct positive effect on Affective Commitment and except Internalized Moral perspective (-0.019) remaining three factors have positive effect on Normative commitment. That is, due to the direct effects of Authentic Leadership factors, when these scores go up by 1, Organisational Commitment factors' scores increase/decrease by the respective values of the coefficients of Authentic Leadership factors. Similarly, the direct effects of all the four Authentic Leadership factors have direct positive effects on Performance Assessment. That is, increase in score of these Authentic Leadership factors will proportionately increase the Performance Assessment of the respondents.

In the case of Organisational Commitment factors, both Continuance Commitment (-3.488) and Normative Commitment (-0.133) have negative influence on Performance Assessment. Affective Commitment affects the Performance Assessment positively with a regression weight of 0.320.

Estimates of Indirect Effects

The above table also explains the indirect effect of each of the column factor of Authentic Leadership on each row factors. Except Relational Transparency (0.242) which has indirect positive effect on Performance Assessment, the remaining three Authentic Leadership factors have positive effect on Performance Assessment. Regression models of Authentic Leadership before and after introduction of mediation variables of Organisational Commitment.

Table 7.7. Effects of the Authentic Leadership Factors Before Mediation

Dependent Variable	Path	Authentic Leadership Factors (Independent)	Before Mediation		After Mediation	
			Estimate	P	Estimate	P
Performance Assessment	<---	Self Awareness	7.504	.072	8.899	.279
Performance Assessment	<---	Internalized Moral Perspective	17.307	.000	17.857	.000
Performance Assessment	<---	Balanced Processing	9.354	.006	10.538	.004
Performance Assessment	<---	Relational Transparency	8.612	.010	8.370	.014

Source: Computed

The results show that when the direct effects of the Authentic Leadership factors before mediation were considered, it is seen that the effects of all the Authentic Leadership factors have same sign and almost same values of regression coefficients with little difference. However, there were no changes in the significance of these variables. That is, Internalized Moral Perspective ($P < 0.01$), Balanced Processing ($P < 0.01$) and Relational Transparency ($P < 0.05$) remained significant before and after mediation. Similarly Self Awareness remained not significant before and after mediation ($P > 0.05$). This shows that, introduction of Organisational Commitment factors have no particular impact on Performance Assessment as mediating variables. Hence the hypothesis H06 that **‘Organisational Commitment factors act as mediation variables between Authentic Leadership and Performance Assessment of the respondents’** is not accepted.

Total Effects - Estimates

The combined direct and indirect effect of each column variable on each row variable is called Total Effect. For example, total effect of Balanced Processing on Performance Assessment is 9.354. This is the sum of the direct effect and indirect effect ($10.538 - 1.183 = 9.354$) it had on Performance Assessment score. The results show that the total effects of three of the four Authentic Leadership factors on Performance Assessment is negative. The total effect of Relational Transparency factor on Performance Assessment is positive. That is increase in the Authentic Leadership combined with Organisational Commitment will decrease the Performance Assessment of academic Professionals.

Table 7.8 Direct, Indirect and Total Effects – Standardized

	Balanced Processing	Relational Transparency	Self Awareness	Internalized Moral Perspective	Continuance Commitment	Affective Commitment	Normative Commitment
Direct Effects							
Continuance Commitment	.322	-.053	.398	.140	---	---	---
Affective Commitment	.207	.147	.419	.097	---	---	---
Normative Commitment	.117	.070	.428	-.017	---	---	---
Performance Assessment	.166	.150	.142	.257	-.062	.008	-.002
Indirect Effects							
Continuance Commitment	---	---	---	---	---	---	---
Affective Commitment	---	---	---	---	---	---	---
Normative Commitment	---	---	---	---	---	---	---
Performance Assessment	-.019	.004	-.022	-.008	---	---	---
Total Effects							
Continuance Commitment	.322	-.053	.398	.140	---	---	---
Affective Commitment	.207	.147	.419	.097	---	---	---
Normative Commitment	.117	.070	.428	-.017	---	---	---
Performance Assessment	.147	.155	.120	.249	-.062	.008	-.002

Source: Computed

Similar to Unstandardised regression weights, the relative contribution of standardized direct, indirect and total effects of each of column variable on the row variables are shown above. The standardized regression weights are free from units of measurements and hence they are comparable. For example, it can be described that the direct effect of Self Awareness (0.398) on Continuance Commitment is relatively higher than Balanced Processing (0.322) or Internalized Moral Perspective (0.140) and the direct effects of other factors. The factor, Relational Transparency has low direct effect (-0.053) in absolute terms (i.e without considering the sign of the regression weights).

The direct effect of Self Awareness (0.419) on Active Commitment is higher than other Authentic Leadership factors. However, it could also be seen that Self Awareness factor has more positive effect on all the three factors of Organisational Commitment. On the other hand, Internalized Moral Perspective (0.257) is more effective on Performance Assessment, followed by Balanced Processing (0.166) with positive regression weights. Relational Transparency (0.150) has least effect on Performance Assessment of academic professionals.

While the effects of Organizational Commitment factors are considered, Continuance Commitment (-0.062) contributes more towards Performance Assessment compared to other factors. The effect of Normative Commitment (-0.002) on Performance Assessment is found to be lowest. Authentic Leadership factors also have indirect effect on Performance Assessment. The indirect effect of Self Awareness (-0.022) contributes more to Performance Assessment. The indirect effect of Relational Transparency is least (0.004) compared to other factors. From the standardized total effects, it can be observed that overall, Internalized Moral Perspective (0.249) has more effect on Performance Assessment followed by Relational Transparency (0.155). The total effect of Self Awareness is lesser (0.120) on Performance Assessment when compared to other Authentic Leadership factors.

Summary: Path Analysis was attempted to find the influence of Authentic Leadership factors namely, Balanced Processing, Relational Transparency, Self Awareness and Internalized Moral Prospect on Organisational Commitment factors namely Affective Commitment, Continuance Commitment and Normative Commitment and Performance

Assessment. Further, the effects of factors of Organisational Commitment on Performance Assessment have also been studied. The mediation effects of Organisational Commitment factors between Authentic Leadership and Performance Assessment score were also studied. The path model developed with these factors was tested for goodness of fit. The fit statistics namely CMIN, GFI, NFI, CFI and RMSEA were employed for the validity of the model. The goodness of fit statistics were within the admissible limits and it was inferred that the model was good.

Finally, the path coefficients were estimated and direct, indirect and total effects of exogenous and endogenous variables were found out. The unstandardized and standardized regression weights were calculated. The results showed that the Authentic Leadership factors. Namely Self-Awareness and Balanced Processing significantly influenced all the three organizational Factors. Performance Assessment was significantly influenced by Internalized Moral Perspective, Balanced Processing and Relational Transparency of Authentic Leadership. None of the three organizational commitment factors had any significant influence on Performance Assessment.

Standardized regression weights showed that direct effects of Self-Awareness is high on Affective, Continuance and Normative Commitments. On the other hand, Internalized Moral Perspective is more effective on Performance Assessment, followed by Balanced Processing with positive influence. While the effects of Organisational Commitment factors are considered, Continuance Commitment contributes more towards Performance Assessment compared to other factors.

Authentic Leadership factors also have indirect effect on Performance Assessment. The indirect effect of Self-Awareness contributes more to Performance Assessment.

From the standardized total effects, it can be observed that overall; Internalized Moral Perspective has more effect on Performance Assessment followed by Relational Transparency. The total effect of Self-Awareness is lesser on Performance Assessment when compared to other Authentic Leadership factors.

The introduction of the mediating variable, Organisational Commitment had little effect on Performance Assessment. The effects of Authentic Leadership factors more or

less remained same even after introduction of mediating variable (Organisational Commitment).

The standardized regression coefficients were found out to examine the relative contribution of each factor on the other. It was found that the direct effect of Secured and easy transaction on Organisational Commitment was relatively higher than Selective Authentic Leadership factors and the direct effects of other factors. The variable, Performance Assessment has low direct effect on Organisational Commitment.

The direct effect of authentic leadership on Performance Assessment is higher than other organisational commitment factors. However it could also be seen that Organisational Commitment on Performance Assessment is also higher the direct effects of Authentic Leadership factors.

Authentic Leadership factors also have indirect effect on Performance Assessment. The indirect effect of Secured and easy transaction contributes more to Self-Awareness. From the standardized total effects, it can be observed that overall, Secured and easy transaction has more effect on Organisational Commitment followed by Balanced Processing.

The total effects of Authentic Leadership factors on Performance Assessment show that the total effect of Authentic Leadership factors more to Performance Assessment when compared with other Authentic Leadership factors. However, Organisational Commitment is seen to contribute more to Performance Assessment than the Authentic Leadership factors.