How does Perceived Organizational Support Affect Psychological Capital? The Mediating Role of Authentic Leadership

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Background and Purpose: Authentic leadership, the most noteworthy positive leadership style accepted by positive organizational behavior scholars, is famous for its contributions to psychological capitals. And, in fact, this leadership style can flourish and be experienced more easily in situations where there are supportive organizational conditions. Hence, in this study, we assume that organizational support is an important antecedent for experiencing and displaying authentic leadership. Furthermore, in organizations wherein authentic leadership is practiced, people may assume organizational support comes about thanks to their leaders's management style, particularly where authentic leadership may shadow the effect of perceived organizational support on the psychological capitals of individuals. So, in our model we proposed that perceived organizational support will have a positive effect on both authentic leadership style and the psychological capitals of individuals. Moreover, authentic leadership will act as a mediator in this relationship.

Design/Methodology/Approach: For the related field research we collected data from professionals working in the service sector in Istanbul. Related data have been analysed with structural equation modelling in order to test our hypotheses.

Results: Results of this study confirmed our assumptions regarding the positive effects of perceived organizational support on authentic leadership and on four basic dimensions of psychological capital: self-efficacy, optimism, resilience, and hope. Moreover, our results confirmed the statistically significant effect of authentic leadership on psychological capital and partial mediator effect of authentic leadership in the relationship between perceived organizational support and psychological capital.

Conclusion: Our results indicate the importance of empowering employees and engaging in authentic leadership behaviour in increasing psychological capitals of employees and psychologically creating a more powerful workforce.

Keywords: Perceived organizational support, Authentic leadership, Psychological capital

1 Introduction

Recent political and economic negativities in many parts of the world have brought about an array of results, such as a decreasing belief in politicians and businessmen, economic crises, violations of trust in managers and pro-fessionals during these crises, and an increased need for more ethical and trustworthy leaders. People have begun to need leaders who behave as they are, that is, who have the ability to be honest with others and to be honest with themselves, and when we come to the 2000s, researchers such as Luthans et al. (2007), Walumbwa et al., (2008) have developed authentic leadership, which is a positive

leadership form that has been adopted as a product of positive psychology. Among positive organizational school researchers, authentic leadership was seen as a fruit of positive organizational atmosphere, and it was claimed that increased awareness, auto control, and positive modelling that was created by authentic leadership will also increase the individual authenticity of the followers (Walumbwa et al., 2008).

In this study, we suggest that a suitable environment that nourishes authentic behavior by supporting both leaders and followers in an organizational setting will lead to the development of authentic leadership. On the one hand, we posit that this suitable environment can be a supportive and empowering environment which also culminates in higher levels of psychological capacity on the side of followers. Furthermore, we will test if authentic leadership acts as a mediator in the relationship between this supportive environment and the psychological capacities of followers.

2 Literature review

2.1 Authentic Leadership

Luthans and Avolio (2003) explained authentic leadership as a process drawing from both psychological capital (Positive Psychological capacities) and a nourishing environment resulting in both greater awareness and positive behaviours on the part of both leaders and their followers, culminating in positive self-development. Later, Walumbwa et al. defined authentic leadership as a leadership style that not only draws upon and promotes the positive psychological capitals of individuals but also culminates in positive organizational climate: all in order to foster higher levels of self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency for both the leader and the led (Walumbwa et al., 2008:94). Whitehead (2009) also posited that authentic leadership can be conceived as an ethical leadership style wherein the leader is self-aware, humble, empowering and caring (Whitehead, 2009:850).

In fact, in authentic leadership, as the relationship between the leader and his followers becomes authentic, the parties individually develop and become more competent. The most widely cited work on authentic leadership is the work of Walumbwa et al. (2008), consisting of five components. The first of these components is the self-awareness dimension, including being aware of one's own individual abilities, strengths, and weaknesses. Transparency in relationships is the second dimension, suggesting that the leader is extremely clear and open in his relationships. The balanced processing of information dimension explains the, authentic leader's objectivity in considering all related

data before making a decision (Walumbwa et al., 2008). The dimension of internalized moral behavior is that the individual can act in accordance with their own value judgments, choices and needs (Walumbwa et al., 2008).

Actually, authentic leadership is significant in promoting healthy work environments by influencing employees and creating positive organizational outcomes (Alilyyani et al., 2018: 34), a supportive environment (Wong et al., 2013), employee empowerment (Regan et al., 2016), organizational identification (Valsania and Molero, 2016), and creativity (Moreover, Mubarak and Noor (2018) and proactive employee behavior (Zhang et al., 2018). Additionally, authentic leadership is also effective in hindering negative organizational outcomes, such as silence behavior (Xiyuan et al.,2017).

2.2 Perceived Organizational Support

According to Eisenberger (2001), employees attach great significance to balance in their mutual relations with the organization they work with. It denotes employees' evaluation of self-value by the organization (Albawi et al., 2019). They search for equivalence between the value given to them by their organization and their spending both material and emotional for their organizations. In the existence of equivalence, individuals begin to feel confident that they will be rewarded by the organization for their pro-organizational behavior (Eisenberger et al., 2001). Eisenberger et al. (1986) explains perceived organizational support as the total of benefits it provides to its employees by an organization in order to achieve the goals that lead to organizational success. Employees direct their performances in an organizational setting according to the awards they expect the organization to provide for them in the future (Stamper & Johlke, 2003). Actually, as Hellman et al. (2006) suggest, perceived organizational support is the hope that the employee's contribution to the organization will be valued by the organization, accepted as a value, and rewarded in return. Hochwarter et al. (2013) claim that one of the most striking points in the concept of perceived organizational support is the fact that members of the organization see various activities, attitudes, and behaviours carried out by the representatives of the organization as indicators of the intention of the superior mind of the organization rather than the personal preferences of these people and the behavior of the representatives of the organization. Organizational support positively affects the employees' emotional bond within the organization because it includes accepting their employees as valuable, interested in their happiness, making them feel that they care (Eisenberger et al., 1986), and meeting the needs of the individual within the organization to belong, be respected, and approved. Moreover, it boosts flourishing at work that

leads to greater well-being and work engagement (Imran et al., 2020), affective commitment (Ullah et al., 2020), employee voice behavior (Stinglhamber et. al., 2020) and a lower burnout rate (Leupold et al., 2020).

2.3 Psychological Capital

Luthans defined psychological capital as a second order construct which can be measured, developed, and taught for attaining higher performance and deals with who the person is and what can happen through positive development (Luthans, Youssef, and Avolio, 2007).This is a higher-order construct encompassing self-efficacy, hope, optimism, and resilience (Luthans, Youssef and Avolio, 2007). These are positively oriented human strengths that are measurable, developable, and manageable for higher performance (Baykal, 2020: 278). Psychological Capital is open to change and it is developable and that is why it is considered to be a "state-like" rather than a "trait-like" feature. It can be modified and improved with the help of positive organizational interventions, programs, and on-the-job training (Lupșa et al., 2020: 1508).

Self-efficacy has its roots in the social cognitive theory of Bandura (2000) that defines an individuals' confidence in themselves in mobilizing their self-motivation and capabilities with the aim of achieving high performance. It is one's specific confidence regarding a specific task. One can have high self confidence in a task while experiencing lower self-confidence in another task. Also, optimism, another important component of psychological capital, indicates an individual's expectancy of positive outcomes (Scheier, Carver, & Bridges, 2001). According to Scheier, Carver and Bridges (2001), optimism is a general, inclusive positive perspective that is specific to more generalized situations and conditions, and has been extended to cover most of the individual's life. In fact, hope is a psychological capacity through which individuals can embrace a more positive attitude towards reaching a certain goal. It involves two components: agency (goal-directed energy) and pathways (alternative ways to attain a specific goal) (Snyder, 2002). In simpler terms, hope involves knowing both the person's will and probability of achieving the goal, the ways to reach the goal, and the importance of the goal. Producing strategic ways and having motivation are both important points, but none of them is sufficient for success. Lastly, resilience explains one's ability to bounce back from crises, adversities, uncertainties, risks or failures, and adapt to changing situations (Masten & Reed, 2002). Unlike other dimensions, it has a reactive nature and contributes to work-related outcomes, such as performance, job satisfaction, work happiness, and organizational commitment (Youssef and Luthans, 2007: Nguyen and Ngo, 2020).

3 Theoretical background and hypotheses

3.1 Perceived Organizational Support and Optimism

In psychological capital literature, Seligman (1998) defines optimism as an attitude that explains positive situations stemming from inner reasons and negative situations in terms of external, temporary, and situation-specific reasons. The mechanism for optimism is not merely shaped by self-perception but also includes external causes, including other people or situational factors (Seligman, 1998). Organizational support theory posits that emotional support from colleagues and managers has the power to satisfy employees' needs for affiliation and an optimistic mindset, which in turn will enhance their motivation and satisfaction at the workplace (Tews et al., 2013). In fact, positive work experiences are often encoded in one's long-term memory systems and readily accessible when a new situation arises that needs to be interpreted either positively or negatively. Co-worker and supervisor support also tend to increase optimism through learning since social learning makes optimism contagious. When the extant literature is examined, we can find some empirical support for the perceived organizational support-optimism relationship. For instance; Liu, Huang and Jiang (2016), Seger et al. (2018) and He et al. (2016) revealed the positive impact of perceived social support on psychological capitals of individuals. It is hypothesized that:

H1. Perceived Organizational support has a positive effect on optimism.

3.2 Perceived Organizational Support and Hope

Miller et al. (2014) emphasized the importance of supportive relationships in increasing hope levels of individuals. During the hope building process, individuals establish a strong bond with caregivers who develop the greatest amount of hope. Such a secure attachment gives people a sense of empowerment to attain their goals (Snyder et. al. 2002). Therefore, fostering hope is the most important task of a leader (Walker, 2006:542). On the one hand, according to hope theory, high-hope individuals can determine goals that are both more challenging and attainable: they pursue these goals with a high motivation and develop alternative meaningful routes for reaching these goals (Snyder, 2002). In the long run, individuals benefit from feedback related to goal outcomes in order to design their future agency and pathways thinking (Cheavens, 2019: 453). In this process, we propose that a high quality and benevolent counselling

from the leaders and from the organizations may lead to a more confident and fruitful goal setting process. In the extant literature, there exists some empirical support for the positive effect of support on hope levels of individuals. For instance, Whelan et al. (2016) showed the positive effect of a supportive career guidance on well-being, hope, and self-efficacy levels of individuals. Similarly, Fletcher (2018) showed the positive effect of social support in times of crises contributing to higher levels of hope, optimism, and resilience. Madani et al. (2018) confirmed the positive effect of social support on the hopefulness of cancer patients and Aria, Jafari, and Behifar (2019) confirmed the impact of organizational support on psychological capitals of teachers working in Tehran. Being inspired from the extant literature the following hypothesis H2 has been constructed.

H2. Perceived Organizational support has a positive effect on hope.

3.3 Perceived Organizational Support and Self-efficacy

Self-efficacy is defined as an individuals' convictions regarding their capacities to culminate high performance. Self-efficacy convictions designates individuals' perceptions regarding themselves (Bandura, 2010:1). The most effective way of increasing self-efficacy is through experience necessary to master one's capabilities. Moreover, having proper role models and spending time with similar people who have succeeded before is important in the efficiency building process (Bandura, 2010:2). Social persuasion is also important in the efficacy building process since positive appraisals culminate in higher self-efficacy. The way individuals interpret their self-efficacy beliefs is also conceived as the third most important way to increase their self-efficacy. Thus, an encouraging atmosphere and empowerment can contribute to greater self-efficacy. In this point, Phan and Locke (2016) found that social persuasion and support is the most important source of self-efficacy in their study among university teachers. In Klassen and Tze's (2014) meta-analysis, self-efficacy levels of employees have been found to be strongly related with evaluations of their effectiveness by their colleagues and managers. Similarly Rockow et al. (2016) revealed that work efficacy is significantly related to perceived organizational support. Mahdad, Adibi and Saffari (2018) confirmed the effect of perceived organizational support on self-efficacy in Iranian context. More recently, Hen et al. (2020) also confirmed the relationship between perceived organizational support and the self-efficacy of nurses in Chinese context. Taking the extant literature into consideration the following hypothesis H3 has been built:

H3. Perceived Organizational Support has a positive effect on Self-efficacy

3.4 Perceived Organizational Support Resilience

As mentioned before, psychological resilience itself is a kind of ability to "bounce back" from negative events, being able to regulate stress, prevent negative mental outcomes, and reduce work stress (Baykal, 2018:34). Having access to necessary capitals, having competence/expertise, being supported by individuals within an environment, and having the chance to master experiences that contribute to enhancing competencies and individual progress are important factors that contribute to resilience (Luthar, Cicchetti, and Becker, 2000). Furthermore, as Ollier-Malaterre (2010) posits, appreciation and managerial support have a positive impact on resilience, making it important to have organizational support to boost resilience. Empirical proof for the importance of organizational support on resilience also exists. For example; Meredith et al. (2011) showed the effect of perceived organizational support on higher levels of resilience among military officers in the USA. Liu et al. (2013) examined positive resources for combating depressive symptoms among Chinese male correctional officers, and the results of their study showed that perceived organizational support is effective for the resilience and optimism of individuals. Hodlife (2014) reported the role of empowering leadership in fostering employee resilience. Azim and Dora (2016) also confirmed the positive effect of perceived organizational support on all dimensions of psychological capital, including resilience. Similarly, Livingston and Forbes (2016) confirmed the same effect on sports officials, and Zehir and Narcıkara (2016) confirmed the effect of organizational support on resilience in Turkish context. Being inspired from these studies, the H4 hypothesis has been set forth;

H4. Perceived organizational support has a positive effect on resilience.

3.5 Perceived Organizational Support and Authentic Leadership

Empowered individuals seek consistency in leaders' talks and behaviours (Simons et al., 2015), namely when employees feel supported they expect their leaders to be more authentic since they feel they have the right to expect more trustworthy and open leaders and colleagues. Moreover, when employees are empowered, they demand higher levels of managerial adherence to an organization's code of conduct in case of any conflict that may arise; otherwise, their commitment to their organizations ceases to exist (Saleem et al. 2019: 305).

Authentic leadership requires a highly developed organizational environment, resulting in both high levels of self-awareness and greater self-regulated positive be-

haviours culminating in both leader and follower development. But acting as an authentic leader and meeting the demands of empowered employees requires high levels of organizational support when evaluated from the perspective of leaders (Shapira-Lishchinsky, 2014:995). On the one hand, in order to act authentically, people ought to have high self-consistency between their convictions, beliefs and behaviours (Walumbwa et al. 2008: 93) and this is possible only if the organizational climate lets individuals experience this consistency. To that point, Avolio and Gardner (2005) posit organizational environments providing open access to information and organizational resources and supporting organizational members while providing equal opportunity for all members to learn and develop, and as a result, organizations will create the required atmosphere for authentic leadership. So, this relationship was tested through the following hypothesis H5:

H5. Perceived Organizational Support has a positive effect on Authentic Leadership.

3.6 Authentic Leadership and Psychological Capital

Under authentic leadership, rather than negative emotions, followers have positive emotions towards the organization and their own selves, thereby increasing their own psychological resource capacities (Baykal, 2018:60). Similarly, Csikszentmihalyi and Hunter (2003) posits that under authentic leadership, individuals' can express themselves easily, culminating in higher motivation and contributing to higher levels of psychological capacity. Moreover, authentic leaders promote follower's built-in motivation and enlarge their mental capabilities. This is possible through the enlargement of psychological capacities of individuals that are state-like but also developable composites of attitudinal and cognitive resources (Wooley, Caza and Levy, 2011). A significant characteristic of psychological capacities is the fact that they are stable over time but open to development (Luthans et al., 2006). Through increased psychological capital, people can use their mental capacity more effectively. They will feel more confident and have a more optimistic and hopeful view about their capacity to use mental powers, which can in turn increase their mental powers in the long run. According to the broaden and build theory of Frederickson (2004), when individuals use their cognitive powers with the help of escalation effect, they end up with greater capacity in that specific power.

These leaders have the capacity to enhance positive sentiments of individuals by building supportive, positive, reasonable, and transparent connections with them (Peterson et al., 2012). In the extant literature, there are an important number of studies confirming authentic leadership and psychological capital relationship. For instance, Clapp-Smith, Vogelgesang and Avey (2009) revealed this

relationship in the USA. In another study, Amunkete and Rothmann (2015) also confirmed the same effect. Later, McDowell, Huang and Caza (2018) confirmed the positive effect of authentic leadership on basketball players' psychological capacities. In a more recent study, applied in Pakistan by Adil and Kamal (2019), the results revealed that authentic leadership had direct effects on work engagement, psychological capacity, and the job-related affective well-being of employees. Taking these studies into consideration, the following hypothesis H6 has been constructed in order to test the possible existence of authentic leadership as a mediator using hypothesis H7.

H6. Authentic Leadership has a positive effect on Psychological Capital

H7. Authentic Leadership acts as a mediator in the relationship between Perceived Organizational Support and Psychological Capital.

4 Methodology

4.1 Sample and data collection procedures

This study employs a qualitative research approach to the collection of empirical data from managers and white-collar employees in Turkish service sector firms, especially those working in the finance sector. In Turkey, one of the most meaningful alternatives that can be selected as a representative of the service sector is the finance sector, including banks and all kinds of other financial institutions. It is a typical service sector example with its high level of institutionalization and proportional excess of educated employees and a customer-oriented working style. Owing to the fact that many banks and financial institutions in Turkey have their headquarters in Turkey, the related field research was conducted in Istanbul. Online surveys were sent to the employees of financial institutions located in İstanbul and active in the joint stock market. An online questionnaire was sent through the employees' Linkedin account using a random sampling method over an eight-week period. All respondents were guaranteed that their answers would remain anonymous to minimize the likelihood of common method bias (Podsakoff, Mackenzie, Lee, & Podsakoff, 2003). Following the data collection process, 2480 online surveys were sent. After eliminating the unusable data, 584 participant data from 121 companies remained. The respondents included 335 (66.7 percent) females and 166 (33.1 percent) males. Most of the respondents were aged between 18 and 25 years (45.5 percent) followed by 26–35 years (41.5 percent), 36–45 years (10.5 percent) and above 55 (2.6 percent). Additionally, 61.6% of the participants are university graduates and 58.2% are lower and middle level managers.

4.2 Measures

For measuring authentic leadership, the most commonly used scale of Walumbwa et al. (2008) was adopted. This is a four-dimensional scale (self-awareness, relational transparency, internalized moral perspective, balanced processing) comprising 16 items. A 10-item scale was used to measure perceived organizational support, which was developed by Eisenberger et al. (1986) and validated by Armstrong-Stassen and Ursel (2009). Finally, the scale for psychological capital was used from Luthans, Youssef, & Avolio (2007). It is a 24 items' scale with four dimensions (efficacy, hope, resiliency, optimism).

4.3 Reliability and validity

We conducted exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) for testing the measurement model and examining the reliability and validity of measures. In EFA, using the principal component analysis with Promax rotation; the results showed that both KMO (0.95) and Bartlett (p <0.001) tests were performed, demonstrating that the sample data were suitable for EFA. Items with low factor loading or items loading into wrong factors were excluded from the scale (AuL_RT5, POS6, POS7, PC_Opt1, PC_Opt3, PC_SeEff5, PC_Res3, PC_Res4, PC_Hope1). Factor analysis showed that all remaining items loaded into their theorizing constructs with the factor loadings were above 0.5. The total variance explained was approximately 71.76 percent. Cronbach alphas values for the nine constructs in the studyranged from 0.79 to 0.94, which represents the internal consistency of scales (Hair et al. 2010).

In the validation for the measurement of specific constructs, confirmatory factor analysis is particularly useful (Hair et al., 2010). In our research, the unified data of 121 firms obtained from 584 participants were subjected to confirmatory factor analysis based on the structural equation modelling (SEM) technique via AMOS (Arbuckle, 2008). SEM allows for a statistical test of the goodness-of-fit for the proposed confirmatory factor solution, which is not possible with principal components/factor analysis (Andersen and Kheam, 1998). Due to the fact that it is the most appropriate method for the data set in the confirmatory factor analysis, Maximum Likelihood estimation method has been used. Assumptions of this method which are a minimum sample of 200, consisting of continuous data and normal distribution assumptions (Hox and Bechger, 1998) are also met.

The CFA results indicate that $\chi 2=1371.5$, df=743, $\chi 2$/df=1.846, CFI=0.962, TLI=0.959, PNFI=0.835, SRMR=0.039, RMSEA=0.038, Pclose>0.05. The factor loadings were statistically significant at p<0.001 and above 0.50 threshold. Furthermore, the average variance extracted (AVE) values are in the range of 0.50-0.70. The composite reliabilities (CR) are in the range of 0.80–0.94. According to results, convergent validity of scales was established (Bagozzi & Yi, 1988). For discriminant validity, we examined the square roots of AVE and correlations. As Table 2 shows, correlations among variables are below the square roots of AVE of exact variables, which confirms the scales' discriminant validity (Fornell & Larcker, 1981). It is seen that there is a construct validity of scales due to the existence of both convergent and discriminant validity (Hair et al., 2010).

4.4 Common method bias

Common method bias means that an external factor may affect responses given to scales such as using on-line surveys (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). To prevent CMB, in the data collection process, data were collected from some participants face-to-face and some via online tools. The data suspected of being biased were excluded from the sample. Additionally, to test whether there is a CMB problem or not, Harman's single-factor test was used. In this method, all items were loaded onto a single factor in exploratory factor analysis. If the Total Variance Explained is significantly low, it is understood that the factor structure is not explained with a single-factor structure, and there is no common method bias problem. In our study, the total explained variance with a single-factor was %33.77. Accordingly, it has been observed that there is no CMB problem.

4.5 Structural model and hypotheses testing

Structural equation modelling was used to test the hypotheses in this study due to the fact that SEM is an advantageous method that allows the examining of causal relations (Hox and Bechger 1998; Hair et al., 2010). Based on the results of data analysis with AMOS software, the model fit indices of the structural model ($\chi 2=1680.2$ df=871 $\chi 2$/df=1.929 CFI=0.952 TLI=0.948 PNFI=0.834 SRMR=0.062 RMSEA=0.040 Pclose>0.05) confirmed a good fit between model and data (Hu and Bentler, 1999). Age, gender, and education were taken as control variables.

Table 1: CFA, reliability and validity values

FactorS	Std. loading	t-value	Cronbach's alpha	CR	AVE
Perceived Organizational Support			0.937	0.937	0.652
POS1	0.863	-			
POS2	0.864	28.121			
POS3	0.903	30.689			
POS4	0.859	27.802			
POS5	0.731	21.225			
POS8	0.744	21.794			
POS9	0.733	21.286			
POS10	0.741	21.674			
Authentic Leadership					
self-awareness			0.836	0.860	0.605
AuL_SA1	0.812				
AuL_SA2	0.74	19.032			
AuL_SA3	0.739	19.013			
AuL_SA4	0.817	21.504			
relational transparency			0.895	0.898	0.690
AuL_RT1	0.77				
AuL_RT2	0.887	23.141			
AuL_RT3	0.869	22.597			
AuL_RT4	0.79	20.169			
internalized moral perspective			0.787	0.840	0.568
AuL_IMP1	0.774				
AuL_IMP2	0.725	17.326			
AuL_IMP3	0.75	17.986			
AuL_IMP4	0.764	18.358			
balanced processing			0.870	0.875	0.701
AuL_BP1	0.839				
AuL_BP2	0.881	25.269			
AuL_BP3	0.788	21.816			
Psychological Capital					
efficacy			0.917	0.919	0.694
PC_SeEff1	0.828				
PC_SeEff2	0.888	26.796			
PC_SeEff3	0.873	26.Ağu			
PC_SeEff4	0.825	23.888			
PC_SeEff6	0.745	20.593			
hope			0.902	0.910	0.670
PC_Hope2	0.744				
PC_Hope3	0.858	21.185			

Table 1: CFA, reliability and validity values (continues)

PC_Hope4	0.802	19.678			
PC_Hope5	0.865	21.372			
PC_Hope6	0.817	20.084			
resiliency			0.875	0.885	0.658
PC_Res1	0.775				
PC_Res2	0.843	21.35			
PC_Res5	0.801	20.137			
PC_Res6	0.824	20.798			
optimism			0.796	0.801	0.504
PC_Opt2	0.645				
PC_Opt4	0.764	14.615			
PC_Opt5	0.796	14.98			
PC_Opt6	0.619	12.484			
Model Fit					
$\chi 2$=1371.5 df=743 $\chi 2$/df=1.846 CFI=0.962 TLI=0.959 PNFI=0.835 SRMR=0.039 RMSEA=0.038 Pclose>0.05					
CR = composite reliability; AVE = average variance extracted					
All factor loadings were statistically significant at p<0.001					

Table 2: Correlations and Discriminant Validity

	1.	2.	3.	4.	5.	6.	7.	8.	9.
1. Perceived Org. Support	(0,808)								
2. Efficacy	0,418	(0,833)							
3. Hope	0,436	0,739	(0,818)						
4. Relational Transparency	0,527	0,410	0,442	(0,830)					
5. Resiliency	0,305	0,716	0,668	0,306	(0,811)				
6. Internalized Moral Pers.	0,546	0,458	0,481	0,752	0,355	(0,753)			
7. Self-awareness	0,543	0,346	0,361	0,746	0,242	0,693	(0,778)		
8. Optimism	0,503	0,632	0,613	0,450	0,536	0,454	0,423	(0,710)	
9. Balanced Processing	0,559	0,397	0,407	0,770	0,310	0,629	0,739	0,452	(0,837)
All correlations were statistically significant at p<0.001 Square roots of AVE represent in diagonal.									

As Table 3 shows, perceived organizational support is positively related to optimism ($\beta=0.272$; $p<0.001$), hope ($\beta=0.189$; $p<0.001$), self-efficacy ($\beta=0.189$; $p<0.001$), resilience ($\beta=0.127$; $p<0.001$) and authentic leadership ($\beta=0.632$; $p<0.001$). These results support hypotheses H1, H2, H3, H4 and H5. Result of SEM also shows that the effect of authentic leadership on optimism ($\beta=0.368$; $p<0.001$), hope ($\beta=0.391$; $p<0.001$), self-efficacy ($\beta=0.369$; $p<0.001$) and resilience ($\beta=0.290$; $p<0.001$). This findings suggests that authentic leadership is related to psychological capital that supported H6.

We examined the mediating effect of authentic leadership by following the analysis method of Preacher and Hayes (2008). As a result of the indirect effects of perceived organizational support on optimism ($\beta=0.272$; $p<0.001$), hope ($\beta=0.189$; $p<0.001$), self-efficacy ($\beta=0.189$; $p<0.001$) and resilience ($\beta=0.127$; $p<0.05$) in 5000 bootstrap samples with 95% confidence interval (Preacher and Hayes 2008), it has been concluded that authentic leadership has a mediator effect between perceived organizational support and psychological capital. Related mediator effects could be defined as partially due to the fact that the existing relations between perceived organizational support and psychological capital' dimensions have decreased but not disappeared (Baron and Kenny, 1986), as compared to the total effects. Eventually, H7 was supported. The research model and analysis results are given below.

Table 3: Results of Structural Model and Hypotheses Testing

Hypothesized relationship	Total effects	Direct effect	Indirect effect / Lower	Bias-corrected 95% CI Upper		Mediation Type	Result
H1	POS-->OPT		0.272***					Supported
H2	POS-->HOPE		0.189***					Supported
H3	POS-->SE		0.189***					Supported
H4	POS-->RES		0.127*					Supported
H5	POS-->AL		0.632***					Supported
H6	AL-->OPT		0.368***					Supported
	AL-->HOPE		0.391***					
	AL-->SE		0.369***					
	AL-->RES		0.290***					
H7	POS-->AL-->OPT	0.505***	0.272***	0.233***	0.132	0.344	Partially Mediation	Supported
	POS-->AL-->HOPE	0.437***	0.189***	0.247***	0.167	0.344		
	POS-->AL-->SE	0.423***	0.189***	0.233***	0.145	0.336		
	POS-->AL-->RES	0.311***	0.127*	0.183***	0.097	0.284		

Standardized path coefficients are given. *$p < .05$; ***$p < .001$
$\chi2=1680.2$ df=871 $\chi2$/df=1.929 CFI=0.952 TLI=0.948 PNFI=0.834 SRMR=0.062 RMSEA=0.040 Pclose>0.05

5 Discussion

Authentic leadership is a unique kind of leadership that is key to the growth of leaders and followers and incorporates a constant dedication to authenticity and a supportive managerial style (Dimovski et al., 2010). In this paper it was assumed that organizational support was an important organizational asset, and furthermore, it was assumed that this leadership style allowed leaders both to apply their leadership styles as well as experience their authenticity in their organizational context- thus increasing their followers' psychological capacities. Hence, we examined the possible effect of perceived organizational support and authentic leadership and found that the analysis results confirmed our hypothesis. Furthermore, we built hypotheses explaining the relationship of perceived organizational support with each subdimension of psychological capital in order to elaborate these relationships in a more detailed manner while also examining whether authentic leadership has a positive effect on the psychological capital of individuals. Results regarding these relationships also confirmed our results for each of these dimensions including hope, optimism, resilience, and self-efficacy. We also assumed
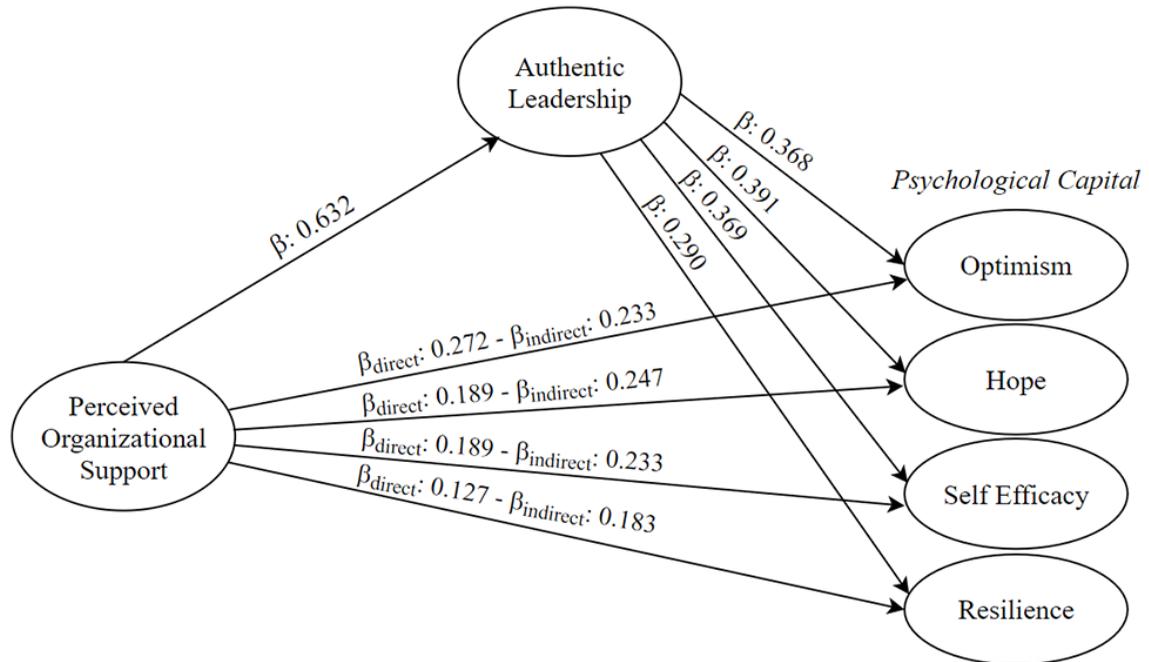
Figure 1: Research Model and Results

that backed by their organizations, the authentic leaders would dominate the resulting positive effect on psychological capacities of individuals, so we hypothesized that it would act as a mediator in the relationship between perceived organizational support and psychological capital. Our results regarding the mediation relationship have also been confirmed, thereby showing that authentic leadership is nourished by perceived organizational support and is an important tangible asset in organizations and can lead to greater psychological capital- as in the examples of McDowell, Huang and Caza (2018) and Adil and Kamal (2019). Since psychological capital is a developable personal resource, our results added extra proof for the improbability of these psychological resources through suitable organizational environments (Luthans, Youssef and Avolio, 2007), additionally, confirming the positive effect of authentic effect on individuals' psychological powers (Baykal, 2018). As well, when the support necessary for individuals to feel strong is through both the organization and the leadership channel, the psychological capital of the individuals emerges and develops more easily. In turn, the data returns a partial mediation which may result from the fact that the effect of authentic leadership and the effect of organizational support may be shadowed by each other.

That is to say, in an individuals' mind, a confusion may occur regarding the rank of importance between these two elements contributing to their psychological power. Or due to the fact that all individuals do not have a di-

rect relationship with their leaders, the positive effect on their psychological power may not be totally affected by authentic leadership and other organizational factors can also be effective. The results are enlightening in showing how effective and authentic leadership is effective for the development and psychological empowerment of individuals, and in fact, that individuals' psychological capital can be developed both specifically through leadership and generally through organizational support.

The results reveal insights about how authentic leadership offers potential to calibrate the organisational internal selection environment (in terms of supportive work environment) with tailored leadership style in alignment with a specific combination of perceived organizational support and psychological capital.

The fact that we have limited our scope of our study to İstanbul and the finance sector limits the representativeness of our sample, so conducting the same study in a wider scope, including all provinces of Turkey and as many sectors as possible would be beneficial. This would lead to sample with higher representativeness and make our research statistically more explanatory.

In further studies, we believe that other organizational features can be examined that may culminate a better atmosphere for both authentic leadership and followership, and also, other behavioural results can be examined in relation to followers. Studies with similar models can also be conducted to test the effect of other positive leadership

styles, such as servant leadership or spiritual leadership. Furthermore, different employee attitudes, such as job satisfaction or job performance, can be added to the model in order to test the possible effects of higher psychological capital.

6 Conclusion

Recently, leadership studies changed direction, and they have started to focus on ethical and more human-focused versions of leadership aiming at justice, participation, and glorifying employees, rather than hierarchical chief-officer relationships. In this atmosphere, authentic leadership drawing upon and promoting positive psychological capitals of individuals has become noteworthy as an answer to the needs regarding morality, transparency, and empowerment (Walumbwa et al., 2008). Actually, owing to their ethical self-guidance, relational transparency, and their capacity for balanced processing, authentic leaders can ensure a developmental atmosphere contributing to the psychological capabilities of individuals they lead. Our results confirmed this positive effect of perceived organizational support and authentic leadership on psychological capital of individuals and confirmed the assumed mediator effect of authentic leadership. This study is important and unique in making it clear that in order to increase the psychological capitals of individuals, organizations should empower their employees and create the necessary climate that allows authentic leaders to exert their empowering and supportive leadership. The organizational support perception created by a supportive work environment and supportive leadership are actually quite intertwined, creating a general positive perception regarding both the organization and the leader that 'leads' to more self-efficant, hopeful, optimistic, and resilient individuals. As Sun Tzu suggests, people are both those who fight in battles and also who win them; and the most important person in every battle is the general, that is the leader (Dimovski et al., 2012). In order to make people feel supported and motivated, a good general is needed in the battlefield of business.

7 Recommendations for Further Studies

In this study, being inspired by a positive organizational behavior approach, the effects of perceived organizational support on both authentic leadership propensities of leaders and on increased levels of psychological capital on the side of followers were tested. As well, the positive effect of authentic leadership on the psychological capacities of followers, and the mediator effect of authentic leadership in the relationship between organizational support and psychological capital were examined. Our research

results have confirmed our assumptions. In further studies, the same model for other positive leadership styles such as servant leadership, ethical leadership or spiritual leadership will be tested. Hence, whether or not this confirmed relationship is also valid for the other positive leadership styles will be examined. On the other hand, having conducted this study in the finance sector, this model should also be be tested in other sectors. Moreover, it will be illuminating to design a cross-cultural study to see cultural differences among different countries in relation to this model.

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