

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.

Open J-Gate, India [link of the same is duly available at Inlibnet of University Grants Commission (U.G.C.)].

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 2980 Cities in 165 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	A STUDY ON STATUS AND PROSPECTS OF INDIA - THAILAND FREE TRADE AGREEMENT <i>DR. SAIFIL ALI & MANIVASAGAN</i>	1
2.	MICRO FINANCE TOWARDS GENDER EQUITY AND SUSTAINABLE DEVELOPMENT <i>DR. WAJEEDA BANO</i>	7
3.	TEXTILE INDUSTRY: INDIA'S SECOND LARGEST EMPLOYER, BUT WHAT'S REALLY IN FOR THE WORKERS? <i>DR. HALIMA SADIA RIZVI & ISHA JASWAL</i>	14
4.	CORPORATE GOVERNANCE ISSUES IN BANKS IN INDIA <i>DR. PRITA D. MALLYA</i>	18
5.	ECOLOGICAL ECONOMY AND SUSTAINABILITY: THE FUTURES <i>DR. PAWAN KUMAR SHARMA</i>	21
6.	DEALING WITH SEASONALITY: MODELLING TOURISM DEMAND IN CROATIA <i>DR. BALDIGARA TEA & MAJA MAMULA</i>	23
7.	SOCIO-ECONOMIC DETERMINANTS OF TELECOMMUNICATION DEVELOPMENT IN INDIA: AN INTER-STATE ANALYSIS <i>NEENA & KAWALJEET KAUR</i>	30
8.	INTEREST RATE AND UNEMPLOYMENT NEXUS IN NIGERIA: AN EMPIRICAL ANALYSIS <i>ABDURRAUF IDOWU BABALOLA</i>	42
9.	CORRELATION BETWEEN CORPORATE GOVERNANCE PRACTICES AND FINANCIAL PERFORMANCE OF THE COMPANY: CASE OF 5 INTERNATIONALLY ACCLAIMED INDIAN FIRMS <i>SHWETA SATUA</i>	46
10.	FINANCIAL CAPACITY AND ITS EFFECT ON IMPULSE BUYING BEHAVIOUR: AN ON-FIELD STUDY AT LULU INTERNATIONAL SHOPPING MALL, KOCHI <i>JITHIN RAJ R & ELIZABETH JACOB</i>	50
11.	INCREASING AND CHANGING ROLE OF MANAGEMENT ACCOUNTING IN CAPTURING THE VOICE OF CUSTOMERS <i>MANMEET KAUR & RAVINDER KAUR</i>	55
12.	GENDER BUDGET STATEMENT: IS THE BIG BEAUTIFUL <i>MASROOR AHMAD</i>	60
13.	CREATING AN OPTIMAL PORTFOLIO ON S&P BSE SENSEX USING SHARPE'S SINGLE INDEX MODEL <i>HETAL D. TANDEL</i>	64
14.	INNOVATION IN RURAL MARKETS: A CASE STUDY OF PROJECT SHAKTI BY HUL <i>CHIRAG V. ERDA</i>	69
15.	TEA INDUSTRY IN INDIA: AN OVERVIEW <i>DR. R. SIVANESAN</i>	71
16.	IMPACT OF WOMEN EDUCATION ON CHILD HEALTH <i>NUPUR KATARIA</i>	77
17.	VIABILITY AND SUSTAINABILITY OF THE EUROPEAN UNION IN LIGHT OF THE TOURISM INDUSTRY <i>BIVEK DATTA</i>	84
18.	AUTHENTIC LEADERSHIP PRACTICES AND TRUST <i>AMOGH TALAN</i>	89
19.	FOSTERING MUTUAL COEXISTENCE AMONG ETHNO-RELIGIOUS GROUPS IN NIGERIA TOWARDS SUSTAINABLE DEVELOPMENT BY THE YEAR 2020 <i>ADEBISI KOLAWOLE SHITTU & ADEKOLA OMOTAYO AJIBIKE</i>	93
20.	THE EFFECT OF CLIMATIC SHOCKS ON AGRICULTURAL PRODUCTION AND FOOD SECURITY IN TIGRAY (NORTHERN ETHIOPIA): THE CASE OF RAYA AZEBO WOREDA <i>GIRMA BERHE</i>	98
21.	A NOTE TOWARDS FINDING A BUYBACK CONTRACT PRODUCING CLOSE RESULT TO A GIVEN QUANTITY FLEXIBILITY CONTRACT <i>SHIRSENDU NANDI</i>	104
22.	DIRECT TAX CODE IN INDIA: A MAJOR TAX REFORM FOR THE EMERGING ECONOMY <i>RAKESH, C & MANJUNATHA, K</i>	107
23.	PERFORMANCE OF INDIVIDUAL BOREWEL PROGRAMME IN KARNATAKA: WITH SPECIAL REFERENCE TO SCs AND STs <i>DR. RAJAMMA.N</i>	113
24.	EMPLOYMENT IN HARYANA: WHAT DOES THE LATEST DATA SHOWS? <i>ANNU</i>	115
25.	ALGERIAN SMES AMIDST ECONOMIC REFORMS AND GOVERNMENT SUPPORT <i>AISSA MOSBAH & ROCHDI DEBILI</i>	117
26.	CORRUPTION WITHIN EDUCATION SECTOR: A TYPOLOGY OF CONSEQUENCES <i>MOHAMED DRIDI</i>	122
27.	GROWTH EVALUATION OF SELECTED COMMERCIAL BANKS IN PALESTINE <i>MOHAMMED MALI</i>	127
28.	JOBLESS GROWTH IN INDIA IN 2000's <i>JAGANATH BEHERA</i>	131
29.	FOOD PROCESSING AND VALUE ADDITION: THE PATHWAY TO AGRICULTURE SUSTAINABILITY <i>SREEJA MOLE.S</i>	134
30.	AGRICULTURAL MARKETING REFORMS IN INDIA <i>SHIKHA MAKKAR</i>	138
	REQUEST FOR FEEDBACK & DISCLAIMER	145

CHIEF PATRON

PROF. K. K. AGGARWAL

Chairman, Malaviya National Institute of Technology, Jaipur

(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)

Chancellor, K. R. Mangalam University, Gurgaon

Chancellor, Lingaya's University, Faridabad

Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi

Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON

LATE SH. RAM BHAJAN AGGARWAL

Former State Minister for Home & Tourism, Government of Haryana

Former Vice-President, Dadri Education Society, Charkhi Dadri

Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

DR. BHAVET

Faculty, Shree Ram Institute of Business & Management, Urjani

ADVISORS

DR. PRIYA RANJAN TRIVEDI

Chancellor, The Global Open University, Nagaland

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR

DR. SAMBHAV GARG

Faculty, Shree Ram Institute of Business & Management, Urjani

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SIKANDER KUMAR

Chairman, Department of Economics, Himachal Pradesh University, Shimla, Himachal Pradesh

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. RAJENDER GUPTA

Convener, Board of Studies in Economics, University of Jammu, Jammu

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. S. P. TIWARI

Head, Department of Economics & Rural Development, Dr. Ram Manohar Lohia Avadh University, Faizabad

DR. ANIL CHANDHOK

Professor, Faculty of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

DR. ASHOK KUMAR CHAUHAN

Reader, Department of Economics, Kurukshetra University, Kurukshetra

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P.J.L.N. Government College, Faridabad

DR. VIVEK CHAWLA

Associate Professor, Kurukshetra University, Kurukshetra

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

ASSOCIATE EDITORS

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PARVEEN KHURANA

Associate Professor, Mukand Lal National College, Yamuna Nagar

SHASHI KHURANA

Associate Professor, S.M.S. Khalsa Lubana Girls College, Barara, Ambala

SUNIL KUMAR KARWASRA

Principal, Aakash College of Education, ChanderKalan, Tohana, Fatehabad

DR. VIKAS CHOUDHARY

Asst. Professor, N.I.T. (University), Kurukshetra

TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript anytime** in ***M.S. Word format*** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR
IJRCM

Subject: **SUBMISSION OF MANUSCRIPT IN THE AREA OF.**

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled ' _____ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:
Affiliation with full address, contact numbers & Pin Code:
Residential address with Pin Code:
Mobile Number (s):
Landline Number (s):
E-mail Address:
Alternate E-mail Address:

NOTES:

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:
New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

INTRODUCTION**REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

AUTHENTIC LEADERSHIP PRACTICES AND TRUST

AMOGH TALAN
ASST. PROFESSOR
SRI AUROBINDO COLLEGE (EVENING)
UNIVERSITY OF DELHI
NEW DELHI

ABSTRACT

Using 49 responses from teams of different public and private organizations I have compared the relationship between authentic leadership and employees' trust in different team environments, and how this relationship is affected from one team to another as the team structure and requirements vary. The results show that for a specialist and close knit team the leadership is authentic and a high degree of trust is generated among the employees, while a team with structured tasks, high risk, high work pressure, low dependence and low understanding results in low authentic leadership and an absence of employees' trust.

JEL CODE

L00

KEYWORDS

authentic leadership, public and private sector, trust.

I) INTRODUCTION

Different organizational settings give birth to different leadership styles and the resultant followers' behaviors. This cannot be truer than for the organizations in India where the organizational climate, structure, employees' priorities and values are completely differently for public and private sector organizations.

A recent phenomenon in the direction of leadership is the Authentic leadership. Fred O. Walumbwa al. (2008) define authentic leadership as a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development.

Employees' trust in their leaders has been shown to positively affect productivity and output, quality of communication and problem solving, rate of employee turnover, discretionary effort, organizational commitment and organizational citizenship behavior. (Dirks and Ferrin, 2002). Trust towards leader also affects relationships in a team and is found to increase team performance (Dirks, 1999, 2000). Trust ultimately also affects the most visible indicators of organizational performance, sales levels and net profits (Davis et al., 2000; Rich, 1997).

The purpose of my study is to compare the relationship between authentic leadership and the followers' trust in different team environments. For this purpose I decide to choose teams from both public and private enterprises in India. In my study I am not only taking into consideration that leadership styles and their effects would vary for public and private organizations, but also that within these sectors, different forms of organizations with different requirements and structures would also have a varying effect on the authentic leadership and employees' trust relationship.

II) REVIEW OF LITERATURE

A. AUTHENTIC LEADERSHIP

Fred O. Walumbwa al. (2008) proposes authentic leadership to be composed of following: Self-awareness, Relational transparency, Balanced processing and internalized moral perspective. Self awareness implies one's understanding about self strengths and weaknesses, and being cognizant of one's impact on followers (Kernis, 2003). Leaders who possess relational transparency present their true self to others hence building trust among them (Kernis, 2003). Leaders having balanced processing analyze objectively all the relevant data to reach a decision (Gardner, Avolio, Luthans, et al., 2005). Finally, internalized moral perspective refers to the self regulation which results from one's moral standards and values which results in expressed decision making consistent with such values (Avolio & Gardner, 2005; Gardner, Avolio, Luthans, et al., 2005).

B. TRUST

Newell and Swan (2000, pp. 1295-1296) proposes 'trust' to be composed of commitment, companion and competency trust. Commitment trust results from the contractual agreements between a leader and follower who expect mutual benefits from such relations. Companion trust results from personal emotions among group members, which is developed overtime. Competence trust is based on the perceptions of followers to have faith in leader's abilities to successfully complete the job at hand.

C. AUTHENTIC LEADERSHIP AND TRUST

This study assumes based on the results of many other studies (Bruce J. Avolio, et al. 2010, Rachel. C. Smith et al. 2009, Arménio Rego et al, 2011, Ioannis Nikolaou and Ioannis Tsaousis 2002, A.J. McMurray et al. 2009) that there is a positive relationship between Authentic Leadership and Trust. Hence, I will not use my analysis to depict this relationship; rather I will use the scores of the authentic leadership and different trust variables to show how authentic leadership affects different trust variables in different team situations. In fact, using a regression analysis in this study will only mislead the results as in different team situations values of different trust variables may vary drastically, and the overall regression result will not be of any help in the analysis.

III) HYPOTHESIS DEVELOPMENT

In my study I have analyzed the teams from both public and private organizations in India. In order to maintain the anonymity agreements with these organizations, I will not reveal their names; instead use a single capital letter to represent them. Within the public organizations, I analyzed one team from "A" and the second team from "B". "A" is a major transport operator in Delhi, while "B" is a reputed multinational bank with hundreds of branches all over the India. The data was taken from "B"'s Delhi branch. The reason for choosing teams from these two organizations is the difference between the nature of the organizations and the teams. "A" is the major transport operator of Delhi. It operates buses on many bus routes. In "A" the team members are involved with more physical and strenuous work, who receives orders on daily basis from their supervisors which may vary each day. The nature of the work is such that a slight mistake on the part of supervisor or the subordinate may impact a lot of people. This means that a supervisor in "A" must feel a great deal of responsibility and the leadership is expected to be less authentic and more authoritative in nature. The employees would also be more willing to accept orders from their supervisors without questioning. This means that even with a less authoritative leadership, the team members in "A" would still have high levels of competency trust, but should lack companion trust. It is expected that there would be low level of commitment trust because promotions and rewards are usually structured in "A" and are usually temporal based, hence the employees would not feel a high level of mutual agreement with their supervisors. Hence, I propose the following hypothesis.

H1: Supervisor in a "A" team would demonstrate low authentic leadership and the subordinates would have a high level of competency trust, while a low level of companion and commitment trust.

Contrary to a team in "A", the team in "B" has highly structured finance and accounting related tasks. Being an office job such team do not face physically strenuous tasks and as all the team members are highly educated it allows them to understand the tasks provided with little direct supervision (as contrary to the members of "A"'s team), their supervisor is more inclined to show traits of authentic leadership, and would have a more understanding for the employees. Moreover, the employees would deliver a strong companion trust in return. Competency trust is expected to be high because team members trust the competence of their leader for the education and the experience he holds. In "B" employees trust the abilities of their team leader to complete the task successfully but the reward system in "B" is somewhat structured and even though the employees are rewarded after the successful completion of the task, only a handful employees receive extra reward than normal for only an exceptional performance. Hence, the commitment trust is expected to be high to moderate. Hence I propose the following hypothesis:

H2: Supervisor in "B" would demonstrate high authentic leadership and the subordinates would have a high level companion and competency trust and a high to moderate level of commitment trust.

For the analysis of the relationship between authentic leadership and trust in private sector organizations, I choose two multinational companies, "C" Ltd. and "D" Ltd. The reason for taking these two companies for private sector is the different nature of teams in these companies. In "C" Ltd. the team I analyzed was an ERP (Enterprise Resource Planning) implementation team. Such team is a project team whose members are highly dependent on each other. Each team member acquires a unique set of skills and is an integral part of the team success. The team leader for such team is especially trained for establishing a close relation with his subordinates and affecting their emotions positively. Also such leaders are carefully chosen by their managers because an ERP implementation has a lot of valuable resources at stake. Hence, such leaders are highly qualified, educated and well experienced. The members would hence share a high level of companion and competency trust in the supervisor. The team members trust the abilities of their leader to complete the project successfully, and during and upon the completion the employees are rewarded for their performance. This results in a high commitment trust in the employees. Hence I propose the following hypothesis:

H3: Supervisor in "C" Ltd. ERP functional team would demonstrate high authentic leadership and the subordinates would have a high level of commitment, companion and competency trust.

In "D" Ltd. I analyzed the Risk and Governance team. The team handles the outsourced transactions of very high value, hence the team leader and the members are under a constant pressure of doing the work right and on time. This team faces a lot of work pressure and responsibility and is constantly called for overtime even on weekends. The job is structured and direct orders from supervisors are felt less often but such orders are of great importance. Thus we expect the leader to be authentic to persuade the members to do the work right, but also to be authoritative for the risky nature of the job involved. The employees are hence expected to experience less companion trust. As the nature of work is risky, the team leaders are high ranked professionals in the area of work involved. Hence, employees are expected to have a high level of competency trust in their leaders. Employees realize that their team leader is highly qualified and committed to complete the project successfully and in return the employees get generously rewarded. Hence, the subordinates are expected to experience a high level of commitment trust in their leader. Hence I propose the following hypothesis:

H4: Supervisor in "D" Ltd.'s Risk and Governance team would demonstrate moderate to low authentic leadership and the subordinates would experience a high level of commitment and competency trust while a moderate level of companion trust.

IV) RESEARCH METHODOLOGY

In order to analyze the relation between authentic leadership and employees' trust in different organizational teams I got team members fill questionnaires representing authentic leadership and trust in their supervisors under a non-disclosure agreement. A total of 49 responses from all teams (A: 13, B: 8, C: 17, D: 11) were received. These responses were analyzed by a psychology professor of University of Delhi, along with me, and we subsequently rated authentic leadership for self-awareness, relational transparency, balanced processing and internalized moral perspective, and trust for commitment, companion and competency trust, all on a 5-point scale. Later, mean of the ratings were calculated, which are mentioned below.

MEAN OF THE RATINGS

	A	B	C Ltd.	D Ltd.
Self-awareness	1.5	3	4.75	2.75
Relational transparency	1.5	3.25	4.25	3
Balanced processing	3.25	2.5	3.75	4.25
Internalized moral perspective	1.75	3.75	4.25	2.75
Authentic leadership total/20	8	12.5	17	12.75
Commitment	2	2.25	4	3.25
Companion	1.5	4	4.75	2.75
Competency	3.5	4	4.75	4
Trust total/15	7	10.25	13.5	10

V) RESULTS

In order to test my hypotheses I ran T-Tests on the mean ratings mentioned above and Correlation analysis on the scores of each authentic leadership and trust variables derived from the responses using IBM SPSS V.20 statistical software. Results from T-Test gave primary proof for my hypotheses while Spearman's rho correlation tests analyzed the relation between authentic leadership and trust factor for each variable to give a secondary support for my hypotheses.

As per T-Tests, for cumulative scores of authentic leadership of separate teams, at 90% confidence interval of the difference, the lower limit was 8.2366 while the upper limit was 16.8884, with $t=6.834$. For values of individual Trust variables for all teams the lower limit was 2.8447 while the upper limit was 3.9470, with $t=11.065$. For cumulative scores of trust of separate teams the lower limit was 7.0616 while the upper limit was 13.3134, with $t=7.670$.

"A"

T-TEST RESULTS

At 90% confidence level authentic leadership and cumulative trust and companion trust for "A" team is significantly lower, while competency trust is higher than other trust measures. This supports my first hypothesis.

CORRELATION ANALYSIS RESULTS (SIGNIFICANT AT THE 0.05 LEVEL (2-TAILED))

"A"		Self-awareness	Relational transparency	Balanced processing	Internalized moral perspective
Log of Commitment	Correlation Coefficient	0.115	0.385	0.247	0.122
	Sig. (2-tailed)	0.107	0.194	0.215	0.243
	N	13	13	13	13
Log of Companion	Correlation Coefficient	0.396	0.577	0.478	0.396
	Sig. (2-tailed)	0.181	0.098	0.039	0.181
	N	13	13	13	13
Log of Competency	Correlation Coefficient	0.343	0.253	0.859	0.137
	Sig. (2-tailed)	0.118	0.205	0.045	0.355
	N	13	13	13	13

The correlation analysis of the scores related to "A" shows a significant positive relation between balanced processing and competency. This suggests that the employees in "A" trust their supervisor for their competency because the supervisor is capable of considering all the relevant data before reaching a decision. This is in lines with the discussion above that the decision making in "A" is very critical because a slight mistake in decision making may lead to huge consequences. Hence, the manager takes a balanced decision and the employees have faith in their leader for such decision. It can also be seen that the companion trust that is generated among employees is attributed more towards balanced processing of the leader than the relational transparency.

"B"

T-Test Results

For the "B" team, the authentic leadership is close to upper significance level. While companion and competency trust measures are significantly high, commitment trust is actually closer to lower significance level. This does not fully confirm to my second hypothesis where I expected commitment trust to be moderate to high, though it does not rule it out either.

CORRELATION ANALYSIS RESULTS (SIGNIFICANT AT THE 0.05 LEVEL (2-TAILED))

"B"		Self-awareness	Relational transparency	Balanced processing	Internalized moral perspective
Log of Commitment	Correlation Coefficient	0.452	0.19	0.381	0.833
	Sig. (2-tailed)	0.26	0.151	0.152	0.01
	N	8	8	8	8
Log of Companion	Correlation Coefficient	0.333	0.381	0.119	0.286
	Sig. (2-tailed)	0.04	0.042	0.179	0.393
	N	8	8	8	8
Log of Competency	Correlation Coefficient	0.238	0.295	0.771	0.736
	Sig. (2-tailed)	0.17	0.223	0.037	0.043
	N	8	8	8	8

The correlation analysis of the scores related to "B" shows that the companion trust generated in employees is attributed to self awareness and relational transparency of the employer. At the same time employees believe their leader competent of leading them on a project because the manager takes a balanced approach in decision making and also because of his internalized moral perspective whereby he applies his moral principals in decision making. It is also seen that whatever commitment trust is generated in the employees, it is also attributed to the employer's internalized moral perspective which prompts us to think that the manager probably takes morality into account while executing the mutual contracts, whereby he does justice to employees to give them the reward for the share of their work.

"C" Ltd.

T-TEST RESULTS

For the "C Ltd." team, authentic leadership is significantly high. Also, every measure of trust is significantly high, supporting my third hypothesis.

CORRELATION ANALYSIS RESULTS (SIGNIFICANT AT THE 0.05 LEVEL (2-TAILED))

"C" Ltd.		Self-awareness	Relational transparency	Balanced processing	Internalized moral perspective
Log of Commitment	Correlation Coefficient	0.086	0.835	0.105	0.506
	Sig. (2-tailed)	0.143	0.019	0.037	0.228
	N	17	17	17	17
Log of Companion	Correlation Coefficient	0.35	0.438	0.266	0.66
	Sig. (2-tailed)	0.077	0.048	0.101	0.031
	N	17	17	17	17
Log of Competency	Correlation Coefficient	0.135	0.365	0.343	0.282
	Sig. (2-tailed)	0.106	0.149	0.036	0.273
	N	17	17	17	17

The correlation analysis of the scores related to "C Ltd." team shows that the commitment trust in the employees is generated because of relational transparency and balanced processing of their leader. This means that the leader is transparent about his relations and feelings to his employees and probably treats and rewards everyone equally thus generating trust in the employees. At the same time the employees are familiar that he takes a balanced approach in decision making, also attributing to some extent to the commitment trust. Employees feel companion trust mostly for their leader having relational transparency and having strong internalized moral perspective. Employees trust their leader for being competent in decision making for his balanced approach of decision making.

"D" Ltd.

T-TEST RESULTS

For the "D Ltd." team, authentic leadership turns out to be moderate. The companion trust for "D Ltd." team is significantly low while the competency trust is significantly high. Commitment trust is close to upper significance level for "D Ltd." team. This supports my last hypothesis.

CORRELATION ANALYSIS RESULTS (SIGNIFICANT AT THE 0.05 LEVEL (2-TAILED))

"D" Ltd.		Self-awareness	Relational transparency	Balanced processing	Internalized moral perspective
Log of Commitment	Correlation Coefficient	0.627	0.382	0.373	0.455
	Sig. (2-tailed)	0.139	0.041	0.021	0.16
	N	11	11	11	11
Log of Companion	Correlation Coefficient	0.655	0.464	0.082	0.382
	Sig. (2-tailed)	0.029	0.033	0.311	0.147
	N	11	11	11	11
Log of Competency	Correlation Coefficient	0.382	0.391	0.564	0.418
	Sig. (2-tailed)	0.411	0.235	0.051	0.201
	N	11	11	11	11

In "D Ltd." team commitment trust in employees is generated in the same manner as it did in "C Ltd." team, which is positively correlated with leader's relational transparency and balanced processing. In the generation of the companion trust, self awareness and relational transparency of the leader has a great role to play. This implies that the leader probably has open relation with all of his team members and values everyone equally, which is valued by the team member in return. Though not highly significant, but there is some evidence that team members trust their leader's competency for decision making for his balanced approach of decision making.

VI) DISCUSSION

In this study I compared the relation between authentic leadership and employees' trust in the supervisor in different team conditions. My assumption was that for teams in different organizational climate and team requirements, leadership styles and the type of employees' trust originating thereof would be different. For a specialist and close knit team like that from "C Ltd.", the leadership was found to be authentic and a high degree of trust was generated among the employees. At the same time, work pressure and high risk and structures job like that in "D Ltd." team decreased the authentic leadership and companion trust. In the "A" team the job is mostly of physical nature rather than mental. The supervisor gives orders and the subordinates follow without giving it any thought process. Rewards are in form of promotions which depends on duration of service. These situations result in a team which shares no emotions with each other and the job is highly mechanical. As a result, climate for authentic leadership is found to be very negative and subordinates don't lay much emotional based trust in their supervisors.

Future researchers are advised to analyze the cognitive process that takes place during authentic leadership and trust transaction. It would also be interesting to study the demographic effects on such relationship.

VII) CONCLUSIONS AND IMPLICATIONS

In my study I used teams from different organizations and different team settings, any of which would probably be similar to teams in any other organization. By comparing the team settings used in this study to the team settings managers/team leaders have in their organizations, they should be able to identify the team structures they have, the leadership style that they follow and its implication on the trust of the followers. They should accordingly check whether which team setting and organization climate variable should be changed to favor an authentic leadership style and hence improve followers' trust. For example if a team is like that of "A" used in this study, the team leaders should offer secondary benefits and perks to their employees for an above average performance, and should not rely only on the fixed benefits and promotions that are entitled to. This would significantly improve the companion trust in their employees. In another example, if the team is like that of "D Ltd." the team leader should device methods to relieve the stress of his employees and himself. This would reduce the pressure on the team and would improve the performance and hence the leader may not have to be so authoritative which would result in an increase in companion trust.

The secondary implication of this study in practical business environment would be that team leaders in different team settings should first realize the components of authentic leadership (Self-awareness, Relational transparency, Balanced processing, Internalized moral perspective) and should adopt such practices because as suggested by many studies authentic leadership shows a positive relation to building trust in the followers. Secondly, they should also realize the components on the basis of which the followers' trust is measured (Commitment, Companion, Competency) so that they can realize whether which of these aspects is lacking in their team and work towards building it.

VIII) REFERENCES

1. A.J. McMurray et al. 2009. Leadership, climate, psychological capital, commitment, and well being in a non-profit organization. *Leadership & Organization Development Journal* Vol. 31 No. 5, 2010.
2. Armenio Rego et al. (2011). Authentic leadership promoting employees' psychological capital and creativity, *Journal of Business Research* 65 (2012) 429–437.
3. Avolio, B. J., & Gardner, W. L. 2005. Authentic leadership development: Getting to the root of positive forms of leadership. *Leadership Quarterly*, 16: 315-338.
4. Bruce Avolio et al., 2010. What is Authentic Leadership Development? *Oxford Handbook of Positive Psychology and Work* 2010.
5. Davis, J.H., Schoorman, F.D., Mayer, R.C. and Tan, H.H. (2000), "The trusted general manager and business unit performance: empirical evidence of a competitive advantage", *Strategic Management Journal*, Vol. 21 No. 5, pp. 563-76.
6. Dirks, K. (2000), "Trust in leadership and team performance: evidence from NCAA basketball", *Journal of Applied Psychology*, Vol. 85 No. 6, pp. 1004-12.
7. Dirks, K.T. (1999), "The effects of interpersonal trust on work group performance", *Journal of Applied Psychology*, Vol. 84 No. 3, pp. 445-55.
8. Dirks, K.T. and Ferrin, D.L. (2002), "Trust in leadership: meta-analytic findings and implications for research and practice", *Journal of Applied Psychology*, Vol. 87 No. 4, pp. 611-28.
9. Fred O. Walumbwa al. (2008) Authentic Leadership: Development and Validation of a Theory-Based Measure, *Journal of Management* 34:1 (February 2008), pp. 89-126
10. Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. O. 2005. "Can you see the real me?" A self-based model of authentic leader and follower development. *Leadership Quarterly*, 16: 343-372.
11. Ioannis Nikolaou and Ioannis Tsaousis (2002). Emotional intelligence in the workplace: exploring its effects on occupational stress and organizational commitment. *The International Journal of Organizational Analysis* 2002, Vol.10 ,No.4, pp.327-342
12. Kernis, M. H. 2003. Toward a conceptualization of optimal self-esteem. *Psychological Inquiry*, 14: 1-26
13. Newell, S. and Swan, J. (2000), "Trust and inter-organisational networking", *Human Relations*, Vol. 53 No. 10, pp. 1287-328.
14. Rachel C. Smith et al. 2009. Authentic Leadership and Positive Psychological Capital: The Mediating Role of Trust at the Group Level of Analysis. Management Department Faculty Publications. Paper 23
15. Rich, G.A. (1997), "The sales manager as a role model: effects on trust, job satisfaction, and performance of salespeople", *Journal of the Academy of Marketing Science*, Vol. 25 No. 4, pp. 319-28."

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce, Economics & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, nor its publishers/Editors/Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal is exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

