

## ABSTRACT

In a turbulent business environment, the challenge for management is to attract and retain employees. There are many reasons for employees to leave a job, but a curiosity about the main reason why trained staff left their jobs, triggered the beginning of this research. In the current literature the focus is more on what makes subordinates unhappy rather than happy. Therefore, a study of what makes employees happy is both vital and timely.

This study seeks to answer the question as to what types of supervisors make their subordinates happy and how the process happens by reviewing the critical literature on authentic leadership, emotional labour and well-being theories to develop a conceptual framework explaining the relationship between authentic leadership and follower happiness. Therefore, the following research questions needed to be answered; 1. The relationship between Authentic Leadership and Subordinates' Happiness, 2. The relationship between Authentic Leadership and Subordinates' Emotional Labour (genuine emotions, deep acting and surface acting), 3. The relationship between Emotional Labour (genuine emotions, deep acting and surface acting) and Subordinates' Happiness, 4. The influence Authentic Leadership has on Subordinates' Happiness through Emotional Labour (genuine emotions, deep acting and surface acting) and 5. How Authentic Leadership influences Subordinates' Happiness through Emotional Labour.

Authentic leadership is known to have links to positive psychology through leader contagion towards their followers, whilst follower emotional labour strategies play a role of mediator in the process of leadership influences. For example, the Authentic Leadership dimensions include Self-awareness, Internal moral perspective, Balanced processing of information and Relational transparency, whereas Emotional Labour dimensions include Deep acting, Surface acting as well as Natural/Spontaneous emotions. There are also the Happiness-Depression, Happiness, as well as Personality factors which include the dimensions, Extraversion, Neuroticism, Openness, Agreeableness and Conscientiousness.

The methodology used in the study is the Convergent Parallel Design that includes both quantitative and qualitative methods to collect, analyze and interpret the empirical data. The ten hypotheses results answer research questions 1-4, whilst the research aims are further understood by research questions 1-5 through semi structured interviews. The findings support five hypotheses, including the mediation with Surface acting emotions, whilst all other hypotheses were rejected. The findings in the study support the direct

relationship between Authentic Leadership and Subordinate Happiness, the relationships between Authentic Leadership and Subordinates' Natural emotions as well as Authentic Leadership and Surface acting emotions and also supports the surface acting mediation between Authentic Leadership and Subordinates' Happiness. Therefore, the findings from this research study support previous literature on Authentic Leadership using both quantitative and qualitative methods. The mediation was only seen with surface acting emotions which mediated the relationship between authentic leadership and subordinates' happiness. However, the qualitative data provides in-depth knowledge on how subordinates' emotions are influenced by authentic leadership to makes the former happy. Subordinates' emotions on several occasions are seen to migrate from one status to another during their interactions with managers, especially in Case 1, though this does not happen in Case 2.

The subordinates who were faking at the inception tended to adjust their emotions to follow the organizational rules by deep acting, and in some situations, subordinates even moved to spontaneously responding to situations, proving to be genuine in action. The literature reports that faking emotions through surface acting is inauthentic, but through emotional contagion it is clearly seen that those who faked their emotions through surface acting had migrated to deep acting, as well as in some instances, to spontaneous or natural emotions. This may have been influenced by authentic leadership.

The theoretical implications, methodological considerations as well as managerial implications of the findings as well as direction for future research. The theoretical implications firstly support previous research on Authentic Leadership which is related to Subordinates' Happiness. Secondly, Authentic Leadership and Subordinates' Happiness is mediated by Surface acting and lastly, there is the migration of emotions of employees during interactions with authentic leaders. The methodological contributions are firstly, that it is the first time modern trade has used the convergent parallel method to obtain firsthand information from both quantitative and qualitative methods by collecting data, analyzing and interpreting the information, and providing an in-depth understanding of the problem. Moreover, the use of the Happiness- Depression scale to assess the level of happiness in the study is unique, and it is the first time it has been used in a modern trade study. Thus, the methodological contribution is exceptional since no human being is perfect but could improve through an understanding of the way in which to use emotions during

work hours to help themselves as well as the organization. Similarly, those who manage or lead employees could also use the research results to improve their authenticity or start practicing authentic leadership. It is also important to repeat this study to include other leadership styles as well as carry it out for a longer duration of time.

Since the happiness of employees, especially service employer is critical for organizations, this research provides guidance as to what managers need to do to make their subordinates happy. Thus, subordinates' unhappiness and burnout has become not only a managerial issue, but also a social issue that negatively influence the quality of life of employees and incurs a significant amount of public funds to address issues related to burnout. Hence, this research provides insights with which to address these issues at their origin, with the support of the concepts of authentic behavior and authenticity.