

**T.C.  
ISTANBUL GEDİK UNIVERSITY  
INSTITUTE OF GRADUATE STUDIES**



**EFFECT OF AUTHENTIC LEADERSHIP AND AFFECTIVE  
COMMITMENT ON WORK ENGAGEMENT**

**MASTER'S THESIS**

**Muntadher Naeem OBAYES**

**Business Administration Department  
Business Administration Master in English Program**

**JUNE 2022**

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**Thesis Advisor: Assist. Prof. Dr. Ahmet ERKASAP**

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**T.C.**  
**İSTANBUL GEDİK ÜNİVERSİTESİ**  
**LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ**

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**1) Tez Danışmanı:** Dr. Öğr Üyesi Ahmet ERKASAP

**2) Jüri Üyesi:**

**3) Jüri Üyesi:**

## **DECLARATION**

I, Muntadher Naeem OBAYES as a result of this declare that this thesis title “Effect of Authentic Leadership and Affective Commitment on Work Engagement” is original work i did for the award of the masters degree in the faculty of business management . I also declare that this thesis or any part of it has not been submitted and presented for any other degree or research paper in any other university or institution. (...../...../2022)

Muntadher Naeem OBAYES



## **DEDICATION**

To the story whose letters were shaped by the realities of time...

To the warmth where the exile frosted...

To the quiet light in the darkness of days...

To my beloved mother who is not expressed by all words...

To the one who spent his life for us my dear father...

To my beloved brothers and sisters...

To my beloved wife who has endured the hardships of my career and still is...

To my little one and my sweetheart Rawasy and my absence from her on the long  
and endless search journey...

To the souls of the martyred leaders...

I dedicate this Giving...

## **PREFACE**

First, I would thank my supervisor Prof. Dr. Ahmet Erkasap for all support and guidance throughout my research work. It was all fruitful advice during my academic career. It is in my pleasure to thank my family and friends for their help and support. It is my pleasure to thank my Dad, Mom, and my brother who stood by me during my study and always offered their love, care and support. Finally, I would like to thank all participants who took part in the study and enabled this research to be possible.

June 2022

Muntadher Naeem OBAYES

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## **ABBREVIATIONS**

<b>AL</b>	: Authentic Leadership
<b>AC</b>	: Affective Commitment
<b>WE</b>	: Work Engagement
<b>APP</b>	: Appendix



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## **EFFECT OF AUTHENTIC LEADERSHIP AND AFFECTIVE COMMITMENT ON WORK ENGAGEMENT**

### **ABSTRACT**

Under the modern work environment, work engagement has become one of the most important factors of businesses success. Most companies now is focusing on empower their employees and give them a stake in many decisions. Business owners want their employees to be in a work full of purpose on. Employees need motivation and participation in their role to ensure high performance. The work engagement is a structured approach designed by companies to keep their employees committed to their companies' goals and values. The Iraqi textile companies started using different strategies to improve their employees' work engagement through different factors. The purpose of the study is test the effects of authentic leadership (AL) and affective commitment (AC) factors on work engagement (WE) in Iraqi textile companies. This study was applied on four textile companies in Iraq. They reported that they have adopted different strategies to improve their employees' work engagement. The population of the study was 500 employees. A random sample method was used to draw a sample. The sample size used was 261. The questionnaire method was used in this study to collect data. Using SPSS 17.0 software, all the necessary statistical tests and analyses were performed. The results of this study showed that, in general, AL has a statistically positive and significant effect on the WE. However, AC was removed from analysis due to data limitation. The study suggests that the textile companies in Iraq should keep applying strategies and programs. They may also add other methods to improve their employees' WE.

**Keywords:** *Authentic leadership, Emotional commitment, Recruitment*

## OTANTİK LİDERLİK VE DUYGUSAL BAĞLILIĞIN İŞE BAĞLILIK ÜZERİNDEKİ ETKİSİ

### ÖZET

Modern çalışma ortamında işe bağlılık, işletmelerin başarısının en önemli faktörlerinden biri haline gelmiştir. Çoğu şirket artık çalışanlarını güçlendirmeye ve birçok kararda onlara pay vermeye odaklanıyor. İşletme sahipleri, çalışanlarının amaç dolu bir işin içinde olmasını isterler. Çalışanların yüksek performansı sağlamak için rollerinde motivasyona ve katılıma ihtiyaçları vardır. İşe bağlılık, çalışanlarını şirketlerinin hedeflerine ve değerlerine bağlı tutmak için şirketler tarafından tasarlanan yapılandırılmış bir yaklaşımdır. Iraklı tekstil şirketleri, çalışanlarının işe bağlılıklarını farklı faktörler aracılığıyla geliştirmek için farklı stratejiler kullanmaya başladı. Çalışmanın amacı, Irak tekstil şirketlerinde otantik liderlik (AL) ve duygusal bağlılık (AC) faktörlerinin işe bağlılık (WE) üzerindeki etkilerini test etmektir. Bu çalışma Irak'ta bulunan dört tekstil firmasına uygulanmıştır. Çalışanlarının işe bağlılıklarını geliştirmek için farklı stratejiler benimsediklerini bildirdiler. Araştırmanın evreni 500 çalışandı. Örnek çekmek için rastgele örnekleme yöntemi kullanıldı. Örneklem büyüklüğü 261'dir. Bu çalışmada veri toplamak için anket yöntemi kullanılmıştır. SPSS 17.0 yazılımı kullanılarak gerekli tüm istatistiksel testler ve analizler yapıldı. Bu çalışmanın sonuçları, genel olarak AL'nin WE üzerinde istatistiksel olarak olumlu ve anlamlı bir etkiye sahip olduğunu göstermiştir. Ancak, veri sınırlaması nedeniyle AC analizden çıkarıldı. Çalışma, Irak'taki tekstil şirketlerinin strateji ve programlar uygulamaya devam etmesi gerektiğini öne sürüyor. Ayrıca çalışanlarının WE'sini geliştirmek için başka yöntemler de ekleyebilirler.

**Anahtar Kelimeler:** *Otantik liderlik, Duygusal bağlılık, İşe alım*

# **1. INTRODUCTION**

## **1.1 An Overview**

The modern work environment theory showed that work engagement has become one of the most important factors of businesses success. The success of businesses today depends on the cooperation of all employees working in their different departments. It is difficult for a single individual to possess all the expertise, capabilities and skills necessary to achieve work goals and accomplish all tasks. Therefore, it is important to involving employees in work. The process of employee engagement is defined as allowing the regular participation of employees in defining how they work. In addition, making suggestions for improving and developing work, setting goals, planning well to achieve them, and monitoring their performance (Bakker & Leiter 2010).

The goal of many companies and institutions today is to empower employees and give them a stake in decisions that directly affect their jobs. Doing that can lead to achieve some benefits. For example, raising employee morale by involving employees in decisions making and changes in the policy followed in the company. Increase productivity can be one of the advantages of employee participation and empowerment at work. Increasing the strength and cohesion of the team is also a result of employees' engagement. It encourages employees building better relationships between employees and their managers (Gagné 2014).

Every business owner wants their employees to appear in a work full of purpose and passion. However, just hiring employees and providing them with salaries is not enough. Employees need motivation and participation in their role to ensure high performance and profitable business results. Employee engagement is a structured approach designed by companies to keep their employees committed to their companies' goals and values. Management must make every effort to engage its employees, who will also work towards their individual goals and success (Green et al. 2017). Figure (1.1) show the aspects or fields that employees engage in.



**Figure 1.1:** The fields of employees' engagement.

**Source:** <https://www.talkfreely.com/blog/what-is-employee-engagement>

Retaining the best skilled employees is more important today than ever. Many studies show that employee engagement generates outstanding results at work. This is why employee motivation and participation is increasing, as many organizations strive to offer compensation, stock options, and bonuses to motivate them.

The main foundation of any successful company is its employees since they are the sources of knowledge and ideas. However, they often remains untapped. Involving employees in the decision-making process enables them to contribute to the success of an organization. In addition, it also saves the company time and money, increasing productivity and reducing outsourcing (Bilan et al. 2020).

Employees' involvement can increase the morale of the overall company. Many companies have a distinct separation of power between management and employees. However, active employee participation reduces this gap. In addition, it opens lines of communication between supervisors and employees (Tortorella et al. 2021).

The participant in the decision-making process can make employees feel in their important contribution. It gives them the power to influence the results of their work. That can lead to increased job satisfaction and a positive attitude, not only towards them, but also to the company. Based on that, it is important to investigate the factors affecting work engagement. In addition, test the effect of each factor on the work engagement. The focus of this study is on two main factors, which are authentic leadership and affective commitment.

The authentic leadership is defined as any leadership practices that focus on transparent and ethical leader conduct and encourages open sharing of information needed to make choices with accepting others' inputs. The leadership is one of the important and required skills in various fields, whether political, economic, or even religious organizations. The definition of leadership varies according to the desired context, but it is usually defined as the ability to influence and motivate others. In order to achieve a specific goal, identifying that goal and placing it in the desired context and within a certain time makes the difference between leadership in organizations (Bishop 2013).

The affective commitment at work is enthusiasm, or an expression of the employee's enthusiasm for his work. It is the visual expression of the employees' perceptions of their work. In addition, it is their personal impressions of the organization for which they work. Thus, commitment at work is usually the invisible inner fuel that leads to many positive things. For example, high rate of job satisfaction, high productivity, and unparalleled efficiency and quality (Bizri et al. 2021).

## **1.2 The Study Topic and Objectives**

The topic of this study is part of work environment studies of companies. Specifically, it aims to discuss and understand the relationship between three main dimensions. They are authentic leadership, affective commitment and work engagement. Authentic leadership is defined as a leadership style that is focusing on ethical leaders' behavior.

It pushes towards sharing the information that is required to make decisions. In addition, it encourages on accepting others inputs. The affective commitment is a concept that refers to the employees' emotional towards their companies. Finally,

work engagement is defined as allowing the participation of employees in making suggestions. In addition, for improving and developing work. The topic is interesting since it considered as new field of study in general. In addition, it is very new in Iraq since the companies in Iraq have recently started looking at these aspects to improve their operation systems. That makes this topic very attractive.

The main objectives of this study are:

1. Provide information about the concepts and theories of authentic leadership.
2. Provide information about the concepts and theories of affective commitment.
3. Provide information about the concepts and theories of work engagement.
4. Investigate the relationship between the three dimensions.
5. Testing the effects of authentic leadership and affective commitment on work engagement
6. Provide deep discussion on the results.

### **1.3 The Purpose and Importance of the Study**

The purpose of the study is to investigate and test the relationship between authentic leadership, affective commitment, and work engagement in a sample of Iraqi companies. The importance of the study is that it can help decision makers of Iraqi companies to understand the concepts of authentic leadership, affective commitment, and work engagement. In addition, to understand their role in their operation systems. It can also help developing the work environment in these companies. That, by the end, can enhance the companies' outcomes, and benefit the society in Iraq.

The study contribution is that it could add to the literature an analytical method to test the effect authentic leadership and affective commitment on the work engagement in Iraq. That can be used for future research that may apply on different companies in Iraq.

### **1.4 Literature Review**

This section presented summary on some studies in the literature that are related to the study dimensions.

Specifically, the study looks over some papers and books that are related to authentic leadership, affective commitment, and work engagement, and below are some examples:

1. Cooper et al (2005) showed that researchers have introduced a new leadership construct, which is called “authentic leadership”. There has been considerable interest in this new area of study. The study showed that authentic leadership provides new perspective on leadership. The study indicated that authentic leadership take a very normative approach. In addition, it focus on the creation of interventions to companies as part of development of authenticity. The study focused specifically on designing interventions to develop authentic leaders. The study showed that this designing intervention is coming before taking further steps in defining, measuring, and rigorously researching this construct.

2. Avolio and Gardner (2005) focused on the environmental and organizational forces that may have effects on authentic leadership and its development. The study provided an overview of authentic leadership contents. The overview included the diverse theories and methodologies. It followed by a discussion of alternative conceptual foundations and definitions for authenticity, authentic leaders, and leadership development. The study showed that authentic leadership, in general, is a type of leadership that focuses on ethical leader behavior. In addition, it encourages sharing of information needed to make decisions.

3. Poon (2013) tested the effects of perceived career support and affective commitment on work engagement. The study hypothesis was that perceived career support would positively affect work engagement. In addition, the relationship between them would be transmitted through affective commitment. The study used the survey to collect data from 115 employees of large public university in Malaysia. The results of multiple regression analysis indicated that affective commitment had mediate role in the relationship between perceived career support and work engagement.

4. Bakker and Albrecht (2018) showed that over the past two decades, the number of studies on work engagement has increased rapidly. The study defined work engagement as positive and high energy motivation combined with high levels of dedication and a strong focus on work. It is highly desirable for both public and private organizations. The study showed that the employees’ engagement has been

shown to coincide with high levels of creativity and task performance. In addition, good organizational behavior, and customer satisfaction.

5. Ahmad and Chin (2018) showed that high turnover rate is now a big challenge for most companies. The study showed that the factor affecting turnover rate were affective commitment, organizational commitment, and psychological capital. In addition, job satisfaction, work environment, and problematic customer behaviors. However, the study indicated that the authentic leadership and the role of work engagement as mediators lacked investigation for the service industry in Malaysia.

Ahmad and Chin (2018) investigated the effect authentic leadership on employees' turnover intention with work engagement as the mediating role. The study used 389 online surveys that were sent to employees working in call centers in Klang Valley and Cyberjaya. The results indicated that work engagement was significantly related to turnover intention. The work engagement plays a mediator role in employees' turnover intention. The results indicated that different leadership styles could impact the employees' engagement to the company.

6. Asif et al, (2019) aimed to investigate the relationships between ethical leadership, affective commitment, work engagement, and employees' creativity. The study used questionnaire method to collect data from 233 public sector employees in China.

The Results of the paper found positive relationships between ethical leadership and work engagement. In addition, there was positive relationships between ethical leadership with and employees' creativity. The results further revealed that affective commitment partially mediates the relationship between ethical leadership and work engagement.

7. Ribeiro et al. (2020) sought to offer a greater complete information about the ways that authentic leadership can have an effect on employees' creativity through the affective commitment mediating role.

The study covered 177 leader–follower dyads from 26 non-public, small- and medium-sized companies. Followers said that their degrees of affective commitment and perceptions of genuine leadership, and leaders assessed every follower's level of creativity. The results showed that proper leadership has a high quality impact on affective commitment and creativity.

Moreover, affective commitment fully mediates the connection between perceived authentic leadership and employees' creativity. Organizations can as a consequence boom personnel affective commitment and creativity through encouraging their managers to undertake more proper leadership patterns.

Ribeiro et al. (2020) suggested that additional studies with large samples are needed. That is to decide that not only actual leadership's have an impact on employees creativity but also different psychosocial and personal variables effects on that courting.

8. Başaran and Kiral (2020) examined the connection among the authentic leadership behaviors of the school administrator and the work engagement of the lecturers. The test was according to the perceptions of the lecturers of secondary school. The research was designed to use the relational survey model, and it executed with 300 instructors. Descriptive and inferential statistical techniques were used inside the research.

The result of the study indicated that the teachers' standard perceptions of authentic leadership become fairly high and the best degree on balanced processing. Teachers' standard perceptions work engagement changed into enormously high and the highest level on willpower. Positive and medium degree relationships have been discovered among authentic leadership and work engagement. According to instructors, the real leadership of school directors significantly anticipated instructors' perceptions of work engagement.

Based on those findings it has been proposed to diverse pointers had been put forward inclusive of growth the authentic leadership behaviors of school administrators and teachers' work engagement stages.

### **1.5 The Study Hypothesis**

The study hypotheses state that:

H1: The authentic leadership has positive and significant effect on work engagement of employees in Iraqi companies.

H2: The affective commitment has positive and significant effect on work engagement of employees in Iraqi companies.

## 1.6 The Study Plan

The study plan is shown in table (1.1).

**Table 1.1:** The study plan

<b>Section</b>	<b>Type</b>
1. Introduction	Theoretical Work
2. Chapter I: The authentic leadership theory and concepts	Theoretical Work
3. Chapter II: The affective commitment theory and concepts	Theoretical Work
4. Chapter III: The work engagement theory and concepts	Theoretical Work
5. Chapter IV: Statistical analysis	Empirical Work
5.1. Data	Empirical Work
5.2. The Model and Variables	Empirical Work
5.3. The Results and Discussion	Empirical Work
6. The Conclusion	Conclusion
7. References	References

## **2. AUTHENTIC LEADERSHIP**

### **2.1 Background**

Authentic leadership is one of the modern field in the organization management science. It has become very important since it expanded the old style of management to include many other aspects. For example, it includes much psychological and cultural aspect that affect the employees' performance. A powerful leader will pick their management style based on their strengths and the wishes of their crew. Authentic leadership is one sort of control style wherein leaders practice transparent behavior on the way to build robust relationships. Authentic leadership emphasizes transparency, genuineness and honesty. It construct actual relationships and encourage believe and motivation in their employees (Crawford et al. 2020).

Leadership is one of the important and required skills in various fields, whether political, economic, religious, civil or military, and in all non-profit or voluntary organizations. The definition of leadership varies according to the desired context, but it is usually defined as the ability to influence and motivate others. It aims to identify the organizational goals and placing them in the desired context and within a certain period. That can make the difference between leadership in profit organizations and other non-profit organizations (Adams 2020).

There is no doubt that the leadership makes the difference between success and failure in the management of organizations. That is because the leadership styles is one of the most important reasons for making decisions related to work organization. The authentic leadership system in the organizations can lead to several interacting and homogeneous elements. The inputs of such system include two main elements (Gardner et al. 2021).

The first element is the leaders, who have the ability to influence others and derives this ability from several formal sources. For example, the strength of the position they occupies and allow them to award rewards. In addition, set penalties, and persuade others to their opinion using informal personal sources.

These sources are key points of the difference between a leader and a manager. That is because leaders tend to use personal sources to influence their followers. They may use a mixture of official and personal sources to make the desired difference. However, the managers tend to use official sources to impose the decisions made by their subordinates. The inputs to the leadership system in organizations are processed through daily interaction and direct and indirect communications between its inputs. The outputs of this system are the goals achieved on the ground.

The leadership functions are closely linked to the elements of its system, where they are divided accordingly into two groups. The group-oriented functions, which concerned with strengthening an individuals' loyalty to the organization. The task-oriented jobs, which concerned with achieving expected goals. The leadership in organizations is defined as a system through which others influence and change their behavior in order to achieve the goals of the organization. In other words, it is an intertwined influence between the elements of this system. Its aim is to achieve a goal that concerns the group as a whole (Novitasari et al. 2020).

## **2.2 The Concepts of Authentic Leadership**

Preparing leaders is one of the basic functions of the organizations management. Preparing leaders includes making them ready for doing functions such as planning, organizing, directing, and controlling. Field studies have concluded that the lack or unavailability of competent leaders was a fundamental reason for the collapse of many organizations. When building organizations, two basic principles must be taken into account, namely, the principle of leading facilities, and the principle of preparation of leaders (Covelli & Mason 2017).

Some organizations have problem such as weak programs, lack of interest in training, deliberate neglect of employees, and many other problems. These are symptoms of a basic problem, which is the lack of a system on which organizations run, and the lack of qualified leaders to maintain their growth and continuity. In order to clarify the dimensions of this problem, it is important to shed light on two basic leadership principles. There are two traditional foundations, one called the "Great Man's Legend" and the second, "The Pioneering Organization".

The legend of the great man is one of the traditional leadership ideas that spread at

the beginning of the 19<sup>th</sup> century, which is still practiced today in some businesses. This is based on the idea that leaders build their personality and neglecting the organization's personality. In this case, the organization will remain in place and have the power to change and grow as long as the leaders remains. However, it will stop and collapse very quickly when the leaders leave it with a transfer, promotion or death. Examples of this are the Howard Johnson Hospitality Company and Columbia Film Production Company (Novicevic 2006).

The legend of the great man has been replaced by the idea of pioneering organization. In this new leadership method, the leaders build the organization, and it will have a survival mechanism and the ability to develop and self-change even if its founder leaves it. That is because the leaders create within it the feature of self-growth. Examples of pioneering organization are Motorola, Marriott, Boeing, and Sony.

Building the feature of self-growth for organization requires creativity and genius. It design has a system that is capable of attracting distinguished competencies and slandering the poor from leaders, workers and dealers. This system is somewhat similar to the human body, which preserves the good of food and drink. In addition, it excretes the bad of microbes and viruses (Gardner et al. 2011).

Most organizations according to these two principles adopt the first idea of the "legend of the unique man" with a shining personality. Therefore, its operational work, goals and strategies, if any, are built on the basis of the presence of the leaders. If they leave, the organization stops moving and producing. When another leaders take the helm, they may direct it to another direction. Prior to appointing leaders or renewing current leaders, the organizations are going through a period of stagnation and do not work with all their energy. It starts again when discovering the next leader in order to adapt to his ideas because it was founded on the idea of the "excellent man".

Some organizations abandoning the idea of a pioneering organization. They lack leadership development programs and do not have a succession plan, which has led them being devoid of qualified leaders. The trial-and-error method that organizations adopt when training employees is used when preparing leaders. In this way, the leader acquires his leadership experience from the field through trial and error (Arda et al. 2011).

The leader is no longer, not trained, and does not know where to start and where is heading. In addition, the method of leader selection does not take into account the thought of the organization, but rather the thought of the leader.

Even the qualified leader is one of the characteristics of giant organizations, but its role should not be to the extent that his absence makes the organization lose its senses. Therefore, the organizations resort to activating the administrative development or preparing leaders to maintain the facility as independent system. That system refines the leader's thought and makes him feel subservient not the opposite.

### 2.3 The Authentic Leadership Characteristics

Authentic Leadership usually has some characteristics, which are shown in figure (2.1), that leaders have to be real leaders. It is critical to observe that these characteristics are natural, which would make a frontrunner much less real. They are standard ideas that leaders, which might be authentic, fill with their actual intentions and beliefs (Echaluce et al. 2018). This section reviews some of these characteristics:



**Figure 2.1:** The characteristics of the authentic leadership.

Source: <https://www.researchgate.net>.

#### A. The purpose sense

Being an authentic leader includes demonstrating experience of purpose to appear actual and approachable. Specifically, having a feel of purpose will come out as an experience of passion in exercise. Passionate management includes being concerned about the work they may be doing. Seeing leaders care makes personnel greater interested in caring about their jobs too. Leaders that have authenticity connect with their employees through showing interest in what they do. In addition, they show interest in the big photo for the company, and a passion for supporting create fulfillment (George et al. 2007).

For example, leadership that shows authenticity is visible when a supervisor is assigned a brand new assignment from upper management. They could then hold a meeting for employees about this new position. They share the things that they are enthusiastic about, the structure of the task, and how all people will be concerned to create an awesome result. They show an amazing attitude to employees and display positive conduct as a part of their management and passion.

When the employees see a passionate leader, they are able to trap the imaginative and prescient for what achievement can look like. An experience of purpose can look distinct based totally on the leader, however in the long-run, the authentic leaders need want to fake a sense of cause. They already are obsessed with their work, and employees can see that during their behavior and in their exercise.

#### B. Distinct values

Authentic leaders have precise values, and they do not compromise on them for whatever. This is also known as integrity. Integrity is important behavior for leadership to truly achieve success. A leader behaves in a manner that is continually consistent with their values. They expect excessive moral requirements and integrity in employees. Employees that see leaders who have values, which might be essential to them, will admire and appreciation for his or her leader (Covelli & Mason 2017).

The values of leaders will vary primarily based on their particular believes and morals. They can be fashioned via their agency coverage as properly. Ethical management and actual management is going hand-in-hand. In this, the managers may have their personal private ethics and values that they will stay forever.

For example, an actual leader has requirements for performing work, and values that work is completed effectively. They articulate regularly that they will not tolerate shortcuts. They will not compromise the guidelines, and they could never do that either. This can be with reference to work, coworker relationships, control, and others. Values are a critical element to this sort of leadership. Employees see this moral conduct and feature believe within the organization as a whole. In addition, they begin to grow extra self-aware to their own ethics.

#### C. Building relationships

Authentic leaders build relationships with their personnel and associates, and try to set up real connections with the people around them all through the organization. They are willing to share things about themselves, speak, and listen to others. Employees react positively to managers who absolutely care about them, and keep in mind matters about their lives. When employees have a supervisor that they actually cares about them and their lifestyles, they are more invested in staying and having a good relation with that supervisor (Atwijuka & Caldwell 2017).

For example, real leaders ask employees about their own family. If employees says that he must depart work early to take his spouse to the medical doctor, the supervisor can with politeness ask if the whole thing is ok. In addition, the supervisor may ask that employee if he wants any assist, or if there is something to do for him. Management that is real, continually listen, and make connections by means of sharing information nicely. This can be as easy as speak about a sport or show they watch. It can also be pass deeper in sharing about their children or own family. Team members are more likely to recognize and like leaders who are able to connect to in an actual manner.

#### D. Self-discipline and goals

Goals and self-discipline facilitates genuine leaders who have the point of interest to move ahead regardless of what comes in their manner. Consistent, cool, and calm are the characteristics of the sort leader needed at the hard times. Having desires in thoughts, and the willpower to get there may be what makes an authentic leader smooth to follow. Employees experience assured and calm after they see a leader that has that strength of will as properly (Waite et al. 2014).

It additionally encourages their own self-focus for their response. Specifically, encouraging them to be calm and at ease as properly. The organizations can thrive when leaders demonstrates calm and patient.

Authentic leaders focus on work goals to the employees, and then assist them by providing a direction and a plan to perform those goals. When matters come in that upload strain to the state of affairs, authentic leaders do not freak out. They set the tone for his or her personnel by way of retaining their cool and adjusting the plan whilst essential. They encouraging the team that they could nonetheless reach the goals. Staying focus, adjusting while wished, speaking, and moving ahead are key for true leaders.

#### E. Genuine heart

Authentic leaders are inclined to show compassion to their employees. They are sensitive to the needs of others, and are inclined to assist them get what they need. This self-consciousness is vital to help group members sincerely trust leadership. Many nice consequences can come from this form of self-attention and leadership. This proper heart enables employees' sense that they may be greater than just a part in the system. They recognize that their leader sees them as important individuals and cares about them. Mental health, emotional intelligence, self-recognition, and sensitivity are all critical to this sort of leaders (Raso 2019).

Authentic leaders indicate their authentic heart, self-awareness, and compassion in lots of ways. One way they display this is by checking on personnel regularly. For instance, in the case of a hectic time, the real leader check for their personnel regularly all the time to ensure they may be feeling good. In addition, to discover if they could do something for them. The authentic leaders ensure that the relationships among coworkers are going nicely. Authentic leaders display genuine subjects to employees, and ask if they want any help.

## **2.4 The Importance of Authentic Leadership**

The leadership in organizations is one of its operation systems. Through it others influence and change their behavior to achieve the goals of the organization (Pinelli et al. 2018).

Leadership has an important role in the success of any organization or project, whatever was its size. It has a pivotal role at all administrative levels, and the importance of leadership in organizations can be summed up in several points, including:

- Leadership has an important role in increasing efficiency and effectiveness in achieving the goals of the organization.
- It contributes to motivating employees to achieve the maximum possible levels of success.
- It acts as a driving force for group efforts and strengthens the foundations for cooperation between individuals.
- It helps correcting deviations from traditional communication methods that may result in misunderstanding of messages transmitted.
- It helps guiding and guiding employees, increasing their self-confidence, and preparing them to be leaders within their groups.
- It can transform the required goals into results.
- It effectively directs the productive elements towards achieving the goals.
- It helps the planning, organization and control in achieving the organization's goals.
- It helps the organization dealing with the external environment variables that directly or indirectly affect the organization's achievement of its set goals.
- It helps motivating the individuals and push them to achieve the organizations' goals.
- Leadership is the link between people and the organization.
- Leadership is the basis for implementing the organization's strategies.
- Support the positive aspects and reduce the negative aspects at work.
- Controlling problems, reducing their impact, and ending disputes.
- Developing the capabilities of individuals.
- Making continuous changes to suit the place, time and work strategies.

- Facilitate work procedures at all stages

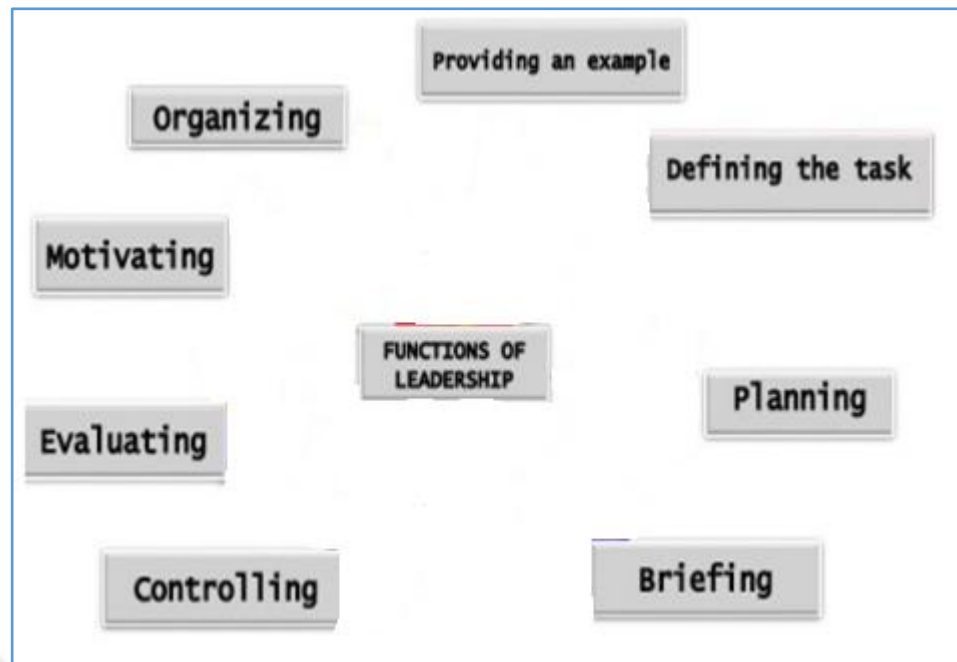
It can be said that the influence of the leadership goes in two opposite directions. The leader affects his followers and is affected by them, and this leads to modifying the behavior of the leader and subordinates and their behavior (Boekhorst 2015).

It is known that if the leadership action is repeated several times, it leaves a great impression effect on the behavior and habits of subordinates. The leader works on interpreting the plans and policies followed by the management of the organization, which become an example for subordinates in their behavior and behavior. There is no doubt that leadership is not just a personal relationship between two people, but rather extends its influence to the social systems that exist in the company.

In conclusion, it must be emphasized that only effective leadership for organizations is able to extricate them from the quagmire of loss. In addition, make the real difference between success and failure. Examples of this are many and difficult to enumerate, the most important of which are Yahoo, which has lost a lot of its luster, and Nokia, which is strongly back in the smart phone market.

## **2.5 The Functions of Authentic Leadership**

There are many functions of authentic leaders. Figure (2.2) illustrates the general form of these functions. This section discusses some of these functions in more details.



**Figure 2.2:** Functions of authentic leaders.

Source: <https://www.brainkart.com>.

**A. Enhancing employee morale:**

Leadership at work affects employees greatly, as having good leadership reduces stress and tension among employees. Leaders usually listen to their employees and understand their complaints and conditions. They work to overcome problems with their employees. When they do that, they smoothly maintain their employees for a long time. The happy employee have better performance at work. On the other hand, when the leadership in an organization is not good, it affects the morale and psychology of the employees. Thus, they will be stressed at work and even in their private life and feel uncomfortable (Datta 2015).

**B. Increasing the efficiency at work:**

Leadership is one of the most important administrative functions, as it helps to achieve maximum efficiency at work and achieve the goals that have been set. The leaders motivate the team and ensure that they perform their jobs to the fullest. In addition, they provide the necessary direction and supervision. The leadership provides an atmosphere of trust among the members of one team. The good leadership also provides an effective work environment that helps the stable growth of the organization.

### C. Gaining customer satisfaction:

A successful leader creates a group of loyal customers for the organization. The organization that has affective leads, usually building a good team and making it loyal to its work. That can lead to make employees keen to deal with customers in a way that attracts them and works to satisfy them as much as possible. Thus, the company maintains its customers and earns more from them thanks to a good leadership strategy in it (Alilyyani et al. 2018).

### D. Determining the future vision:

One of the most important features of good leadership is the future vision. This is done by setting expectations and possibilities for future events based on well-thought-out foundations and events. In addition, developing plans that fit these expectations to act in an appropriate manner when they occur. This future is one of the characteristics that distinguishes the leaders from other people, and makes them more successful than others.

The successful leaders can make the organization, in which they work, more prosperous and successful.

### E. Other functions, including (Arda et al. 2016):

- Transforming the organization's goals into results.
- Motivating workers and influencing them to achieve goals.
- Dealing with all changes and challenges.
- Supporting management elements in the organization.
- Preparing and training a new generation of leaders to manage the organization in the future.
- Adopting new ideas for business development.

## **2.6 The Authentic Leadership Requirements**

The role of leadership is often misunderstood. It is worse when things go wrong or when results are not seen in the short term. Then, people often condemn and punish those responsible. In fact, the true task of a leader is to make the organization harmonious. The aim is to make it working efficiently to achieve all its objectives, whether in the long or short term (Lloyd-Walker & Walker 2011).

The leader must also understand that holding others accountable, excuses, blame games, or failures are not his choices, but are totally unacceptable to him. The leader should have a vision, and make his work team aware of it to work together on the same end. The leader should motivate everyone to do their best until they exceed the matter. Then, he can reap the results of concerted efforts of all and strengthen the position of the organization without shortcomings or idleness (Hsiung 2012).

To achieve this, the leader must understand the human nature of those around him including his team. The leader must inspect the details of every step he takes with his team to achieve the desired visions. A strong leader must know who can be trusted, who can glean reliable information. A strong leader must know that current decisions and all other decisions are made based on that information. Obviously, this task is not easy.

In large and complex organizations, the leader shares everything he has with everyone. The hope of doing that is to the fullest and fulfilling the organization's lofty requirements.

Thus, leadership is not for everyone, but rather for one individual who is able to take responsibility. The leader must lead everyone in agility; he must give his organization the feature of recovering from mistakes, whether mistakes resulted from things beyond his will, or because of wrong decisions. The leader must persevere, and possess a strong personality, daring, and boldness. These are the essential elements, that often must be provided by a person with leadership responsibility.

When leaders fail, whatever was the forms of failure, the organization goes through a state of flux and recovery, until it ruptures. When this happens, everyone loses whether the organization was a startup or a large corporation. The failed leadership sets an unfortunate and shameful destination for its sellers, investors, customers, and employees.

Likewise, its sellers, investors, customers, shareholders, regulators and employees must be under one framework working on the same goals, objectives, and visions of the organization. That allows them to be more successful in the future. It remains up to the leader to make everyone act effectively all the time. The aim is not to achieve perfection in management processes, but to connect everyone to move in one direction to achieve goals (Cottrill et al. 2014).

In short, the leader should strive for flexibility, adapt to different circumstances and fluctuations, and move actively to get the organization back on the right track as quickly as possible. The leader also has to motivate the work team to put their effort in the right place. With such a responsibility, it is incumbent to choose wisely the one who takes the leadership. Otherwise, if the choice was wrong, that will destroy the organization.

## **2.7 The Leadership Skills**

The best leader is that leader whose presence people hardly feel. The leader is not distinguished if people obey him and praise him, and it is worse when people hate him. However, a good leader is one who speaks little while his work is done and his purpose is achieved. The leadership personality is defined as the one who enjoys the required enthusiasm and strong desire to achieve goals. The leadership person is the one who can gather people and direct them to achieve these goals. It is the art of treating human nature or the art of influencing human behavior that ensures their obedience, trust, respect and cooperation (Walumbwa et al. 2011).

It means the art of management, not the management itself. The most important leadership skills are the following:

### **1. Decision-making skills:**

Decision-making is the ability to make a decisive and correct decision quickly and based on available information. This skill develops with time and experience. The more leaders get used to their work environment, the more able they become to make decisions. Having such skill help those making decisions even if they do not have all the information necessary. This skill is considered as one of the most valuable leadership skills. That is because it contributes to accelerating the implementation of projects and raising the efficiency of employees (Corriveau 2020).

### **2. Integrity:**

Integrity is often seen as being honest and acting with credibility. It also means having and holding strong values. In the field of work, integrity expresses the ability to make ethical decisions, and help the company to maintain its bright positive image. Therefore, this trait is considered as one of the most important leadership skills that must be possessed to ensure business success and prosperity.

### 3. Building relationships

Leadership requires the ability to build a strong, collaborative team that works to achieve a common goal. The ability maintain this team by strengthening and developing relationships between its members. It must be noted that the skill of building relationships requires, in turn, other skills such as effective communication and the ability to resolve conflicts (Patterson et al 2020).

### 4. Problem solving skills

A successful leaders must be able to solve unexpected problems they encounters in their work. In order to have the problem-solving skill, leaders must acquire auxiliary side skills represented in the ability to remain calm. Then, identify the problem and suggest clear and specific steps to solve it. This skill helps leaders to make quick decisions and overcome obstacles, whether internal within the team or external with other work teams. Problem-solving skills ensure that projects are completed in a timely manner according to predetermined conditions.

### 5. Independence:

When the leaders possess the skills of independence and self-reliance, others trust them. These skills allow its owner to follow through on plans and fulfill pacts and covenants. The relationships built by an independent leader contribute to creating a strong team capable of overcoming unexpected difficulties and challenges that arise at any time in the work (Baron & Parent 2015).

### 6. Supervision and teaching skills

One of the most important skills that distinguish leadership from other competencies is the skill of teaching and supervising. The ability to educate others, or help them grow and develop in their jobs. This contributes to the development of the company. Perhaps the most important requirement for this skill is to think about the team, and to make it successful and develop.

### **3. THE EMPLOYEES AFFECTIVE COMMITMENT**

#### **3.1 Overview**

The workplace culture and friendly work environment are very important elements of organizations' success. The employees usually want to feel happy and comfortable in the place where they work. They want to be able to make meaningful contributions to their organizations. The bond that employees feel towards their organization, can help employees feel important, connect with their colleagues, and improve their productivity.

Affective commitment is crucial element of organizational commitment (Ribeiro et al. 2018).

Affective commitment refers to an employees' affective attachment to their organization. Affective commitment is happened when the employees feels like their personal values are in line with the company's mission. It is happened when employees feel that organization is their home. Affective commitment can motivate employees to do their best. When they feel personal connection to their organizations and enjoy the culture, they usually want to be there (Jiang et al. 2018).

Affective commitment is often regarded as a significant phenomenon in the organization sector. The purpose of emphasizing on workers' commitment to their organizations is to pay attention to the employees' roles in the organizations. It goes without saying that the importance of employees cannot be compared to the importance of any other component or method of production. That is because employees have attitudes, thoughts, intentions, and emotions that guide their behavior (Ribeiro et al. 2018).

It is extremely difficult to maintain complete control over any aspect of an employee's psychological environment. Fixed standards cannot be used to manage administrative behavior toward all personnel in the organization. The reason for this is because each individual has a point of differentiation that sets him apart from others.

The amount to which employees believe in these aims is closely tied to the organization's performance and attainment of its goals. Furthermore, the amount to which workers believe in them, try to attain them, and acquire a sense of congruence with personal and subjective objectives. As a result, affective commitment has emerged as one of the most important issues in organizational management. Its scientific notion was not given the requisite shape until the early 1970s of the twentieth century.

It is critical to emphasize that researching human behavior in the organization appeared in order to encourage and increase levels of commitment. This resulted in the recent creation of several hypotheses, as well as the conduct of numerous field and applied investigations. The goal is to determine the elements that influence the functional commitment of the human element (Hodgkinson et al. 2018).

There are several definitions of affective commitment in the literature. This is owing to the abundance of literature and the general interest in affective commitment. Furthermore, because commitment is one of the most complicated components of organizational behavior. As a result, numerous definitions of affective commitment have arisen to explain the basic idea.

Affective commitment is defined as an employee's emotive attachment to the company for which they work rather than their tangible affiliation with it. Affective commitment is seen as an intangible state. It is deduced from the unique organizational phenomena of employee behavior and activities. It represents the level to which employees are committed to the organization (Fazio et al. 2017).

The affective commitment expresses the employees' readiness to go above and beyond for the sake of the organization. It is an employee's strong desire to remain with their company. It is workers' belief in the aims and values that their organization has adopted. It is the internal emotion that pushes people to work in a way that will help the business accomplish its goals.

The affective commitment relates to the employees' need for social contact. Their goal is to keep the organization active, energetic, and loyal. There are three primary components of affective commitment.

These elements include the employee's affective tie with the organization, job continuity and survival, and a sense of obligation to the company. Employee

congruence with and affiliation with the organization is represented by affective commitment (Wong & Wong 2017).

It is vital to note that most businesses strive to develop positive relationships with their employees in order to fulfill their obligation. Employee engagement is defined as a good attitude toward the organization and its ideals. The organization's employee can enhance performance, which benefits the organization. The company should seek to foster and activate interdependence, which necessitates a two-way connection between the employer and the employees.

Organizations now recognize that contented workers are not always the most productive and loyal to the organization. Employees, who are affectively and psychologically attached, on the other hand, are connected. Furthermore, they are personnel that are enthusiastic about their aims and are dedicated to their ideals. As a consequence, they produce achievements that exceed their primary goals (Vandenberghe et al. 2017).

A positive relationship between employees and their employers is an effective retention tactic. Employees that are more involved with the company work more actively and favorably with it. This is because the employees will have an affective attachment to the organization. Employee commitment is a metric that determines how closely employees are aligned with the organization. Creating a desire in employees to go above and beyond their expectations necessitates, which are (Yang et al. 2017):

1. Choosing a suitable and detailed job offer.
2. Choosing an appropriate and thorough employment offer.
3. Assignment and mentorship programs that work.
4. Maintain staff morale and push them to accomplish better by sending gratitude notes, profit sharing, and awards for higher performance.
5. All staff receive regular feedback.
6. Internal domains, surveys, and regular conferences are examples of forms of communication.
7. There are creative activities such as conferences, getting together, and playing sports to help balance work and personal life.

In today's organization world, being the top employer entails more than just creating a pleasant work atmosphere. According to studies, the best employers are those that have guided organizations to important benchmarks. They have, for example, led organizations to employee dedication, organizational resilience, talent focus, and motivating leadership (Lau et al. 2017).

Furthermore, having led to the lowest staff turnover rates and generated a greater average total shareholder return. This illustrates the important and beneficial influence that affective commitment plays in increasing the company's overall success.

Many employees' commitment studies investigated the influence of direct supervisors on staff commitment and performance. They found that senior management officials had a major influence on increasing levels of commitment. They indicated that senior management inspires people to be optimistic about the company's future. According to the findings, large changes in employee expectations might lead to increased commitment. Furthermore, through enhancing feedback and assessment processes. This is because these behaviors allow businesses to establish continual strategies that increase affective commitment (Sharma & Dhar 2016).

Organizations must continually refine their strategy and work cultures. They must put their future at the forefront of their minds. When it comes to creativity, innovation, and technology, they must keep an open mind. Organizations must offer meaningful benefits to their employees, such as monetary compensation. Organizations with higher degrees of affective commitment, in short, become more creative and inventive.

### **3.2 Creating Affective Commitment in Organizations**

Affective commitment is one of the pillars of every business. It may be maintained by setting goals for employees' work. A runner, for example, who has just crossed the finish line of a marathon after putting in a lot of effort, sees things differently. All of his arduous training, long distances, and social compromises make sense now that he has accomplished his aim. Furthermore, the experience he gained provides a chance for self-discovery and introspection (Southcombe et al. 2015).

Affective commitment will rise if organizations inspire this level of pride and self-esteem. Furthermore, staff will feel less controlled and more empowered to make changes. Managers must demonstrate to team members that their work has meaning and significance that extends beyond a single activity. In other words, employees do not want to be regarded like machines (Parsa & Cobanoglu 2011).

Today's talent is so opposed to merely recruiting because employees will make financial sacrifices for the sake of the organization. According to some research, 58 percent of workers would accept a major drop in pay in return for obtaining satisfaction in their jobs.

Linking worker activities to organization strategy is an issue worth discussing and researching. This is because such a relationship is an excellent incentive to increase affective commitment even in the absence of competitive remuneration. According to studies, a large proportion of full-time professionals choose to work for less pay because it made them happy. Furthermore, their occupations provided them with the opportunity to undertake meaningful work, which was recognized as the most essential component in happiness (Cegarra et al. 2018).

According to other research, feeling a personal connection to overall work goals boosts affective commitment and employee productivity. According to the study, achieving the best level of employee satisfaction begins with the company's objective. The message must resonate with personal beliefs, build affective commitment, and motivate people to work together to achieve it. Consider Microsoft's mission to help every person and entity on the planet achieve more. These simple messages express the motivation for every extra hour of work. Organizations that implement these principles demonstrate to their workers that their job has meaning and purpose, which leads to affective commitment.

### **3.3 Developing Affective Commitment**

Many different ways or strategies that can be applied by organizations to develop the affective commitment, this section discusses most of them.

#### **3.3.1 The recruitment technique**

The recruitment is a chance to feed the core of the business. Therefore, finding people who are aligned with the company's aims will make the team function.

Then, the organization more successful. There is a direct link between company objectives and positive transformation. According to studies, 84% of CEOs feel that organizational transformation begins with the business aim. When employees have a purpose to work toward, their affective commitment grows (Almgren & Göransson 2012).

One of the most essential goals of the recruiting strategy is to create and manage an effective team. To manage the squad, companies need certain unique talents. It is usual for managers to try to undertake all of the work on their own at the start of a project. It is the most cost-effective, convenient, and cost-effective method of conducting business. However, as the company expands, so will the duties, and managers will ultimately find themselves unable to monitor all activities. To keep the organization expanding, they need additional people to handle jobs like sales, accounting, implementation, and marketing (Priyadarshi 2011).

Organizations must now begin recruiting talent, as well as high-level managers and staff. To take the organization to the next level, they must also establish a superb work team capable of managing all of the vital sections of the organization. Matching available occupations with workers' talents is a skill for team development (Pukien & kudien, 2016). This involves assigning employees duties based on their ability level rather than how close they are to the manager. The fact is that many perceptive entrepreneurs employ a boss when they recognize they have abilities other than leadership elsewhere in the organization.

Finding work team relations networks is a time-honored method of finding candidates for the work team. That can help owners get to know the people they looking for through professional and personal relationships. Then, learn more about them and ask them to meet them in person. When utilizing this type of communication, it is critical to avoid specialized network forums (Atrizka et al. 2020).

Managers must ensure that they are targeting the correct network. Once they have a list of possible applicants, they should spend some time reviewing their qualifications and asking for references.

The CEO's function is critical, since it has a significant influence on personnel, processes, and profitability. When it comes time to meet with possible candidates,

there are a few factors to keep in mind that will help you pick them (Moussa & El Arbi 2020).

The organization must ensure that the individual is well-versed in the task. If an applicant for a marketing position does not understand the distinction between marketing and sales, he should be rejected. Organization must obtain references from the candidates' past employers. Obtaining feedback from previous subordinates can assist determine their credibility. Furthermore, understanding if they did a good job and how they contributed to the company's culture. They must recruit brilliant people, because every new employee hiring procedure should boost the company's worth. This means that employees must become more intelligent and productive.

In summary, organizations exist to locate teams capable of doing the essential duties. Their purpose is to not only achieve organizations' goals, but also to establish a team that achieves these goals and to create a positive work environment. As a result, there will be more affective commitment.

### **3.3.2 The technique of establishing wide expectations**

After finding the proper employees, organizations should clarify what they anticipate. To strengthen affective commitment, businesses should provide people leeway within the primary topics being presented in order to achieve the business goals as needed. Normal check-ins should be planned ahead of time to minimize misunderstanding or a perception of micromanagement (Conklin et al. 2013).

Organizations must ask their staff what they require from them. According to certain research, delegation may be deemed empowering, but only if the employee believes that their employer is not attempting to avoid their task. It is critical for a person to think that these chores are more than merely busywork. Employees should be aware of the organizations' and their own expectations. This can help establish whether or not they are performing work that is beneficial to the organizations. All of these concerns may contribute to an increase in affective commitment.

### **3.3.3 The technique of improving internal public relations**

Employees are internal stakeholders who should understand the significance of their work. The goal is to guarantee that they are pertinent to the organization.

Organizations should assist employees in understanding how their everyday activities influence other stakeholders. For example, the company can gather client anecdotes to communicate via video or textual material. They may bring ecstatic clients to question and answer sessions (Cafferkey et al. 2019).

Another strategy to promote communication is to have staff make sales calls or go on field excursions to clients. Workers might be inspired to picture their effect if they can perceive their position inside the assignment. This makes them more relevant to their job, and they may share what they learn with others. Employees will relate to their job goals and accomplish their best when they are aware of them. Their affective commitment will increase as a result.

### **3.3.4 The policy of enabling employees to speak up**

One strategy for increasing affective commitment is to provide employees the freedom to express themselves. According to studies, employees who are given the option to speak up are more committed than those who are not. It is not appropriate to expect all employees to be heard. According to experts, some employees from underrepresented groups may be hesitant to express their thoughts in order to feel protected. To promote functional involvement, businesses must develop a culture in which significant perspectives are treated seriously. This can assist in improving employees' affective commitment (Boğan & Sarıışık 2020).

### **3.3.5 The communication techniques**

Talented people may not understand the long-term goal of what they do. Even though the organization's vision and mission statement are made obvious to employees, it is still necessary to demonstrate to the team how each step is critical to the overall purpose. To obtain great results, managers must continually discuss the organization's strategies (Yao et al. 2020).

Employees are likely to identify with the company because they want to make a difference and be a part of something interesting. As a result, while interacting with employees, corporations must drive the employees' vision for them. Following this guideline and concentrating on the larger picture can help to keep staff committed and drive them toward the organization's goals.

### **3.3.6 The technique of discovering latent skills**

Each employee has distinct abilities that they put to use. Identifying team members' strong qualities helps the employer become more competent and confident. According to studies, 61 percent of employees who are encouraged to work within their abilities believe they care. It is inappropriate to presume that new employees understand what is best for them. Many of them have never completed a thorough strengths evaluation in order to find hidden capabilities (Ribeiro et al. 2020).

Employees should be subjected to such testing, according to the organization. Then give them the resources and responsibilities they need to develop capability around their natural relationships. The organization must assist its employees in connecting with their work. When everyone has completed the goal objective on which they are working, your organization will see increased levels of dedication.

### **3.3.7 The method of eliminating exhaustion**

Even cheerful workers who arrive early and remain late may face marginalization and pressure. The goals of the company are strong motivators that motivate individuals to work above their capacities. As a result, organizations must decrease employee tiredness by identifying common staff qualities. These might include fatigue, lower productivity, increased mistakes, mood swings, and memory problems (Kuo 2015).

When a company suspects that some of its employees are performing above their normal capabilities, it must remind them to pursue their outside interests. Furthermore, assist them by allowing them time off to complete personal responsibilities. The organizations must ensure that their personnel are not plagued with work-related queries when they are not on the clock. All of these things can boost employees' commitment.

## **3.4 The Determinants of Affective Commitment**

There are several things that might influence an employee's commitment to their organization. Motivation, skill development, and respect are the most prevalent factors. Employee motivation is regarded as one of the most effective methods for getting them to do their tasks. They are also influences on employees' dedication to their organizations. A effective manager is one who understands how to inspire

workers to give their all in the workplace. However, many managers fail to select the suitable method (Hoeber et al. 2016).

Motivating employees is a challenge for many managers. Well-intended initiatives to inspire employees can have unpleasant results. They may be unethical or even menacing, but they are not motivated by malice. Almost no one advances to a managing position without fully mastering all of the abilities required to encourage others. When someone get to the top of a company, the number of employees under their direction frequently grows. In order to manage the organization, they must discover strategies to encourage personnel. This will naturally increase staff commitment.

Other variables influencing employee commitment include skill development and training. Setting particular sales targets or figures might backfire. Organizational management must not put tasks on their staff that they are unable to do. Work criteria must be reasonable so that employees do not feel under pressure to complete them. This challenge may be overcome by enhancing employees' abilities and training them. This might help them feel more at ease while performing their duties. It can alleviate job pressure and save time. It will also increase staff commitment (Fabiene et al. 2016).

Taking care of and respecting employees are other aspects that influence affective commitments. Organizations must always recognize and address what is aggravating their employees. They must also get along with their employees in order to get their work done efficiently. As a result, managers must be prepared to cope with the human aspect of leading personnel, which might alter employees' commitment to their organization.

### **3.5 Activities Related to Affective Commitment**

Employee commitment contributes to the development of a team spirit among workers in the workplace. Employees are affectively engaged to the organization when they contribute positively and efficiently to the organization (Albrecht & Andretta 2011).

This affective bond influences their conduct toward both coworkers and consumers. It improves client happiness and service levels.

Each organization has its own set of techniques for increasing employee engagement. Failure to monitor how employees feel about the organization is one of the pitfalls of employee commitment initiatives. If the company wants to succeed, it should try as many different techniques as feasible. The following are the most prevalent approaches (Ghasempour et al. 2021):

### **3.5.1 Approaches for new employees**

It is one of the methods used to obtain commitment. This technique in organizations several processes, beginning with the selection or recruiting process. These are some examples of these practices (Cattermole 2018):

- Providing prospective workers with a realistic perspective of the job.
- Effective new employee recruiting and orientation programs.
- Extensive training and development, ranging from technical to soft skills to leadership development programs.
- Regularly update methods and soft skills.
- Documented plans to inspire new personnel to perform well.

### **3.5.2 Approaches for all employees**

Aside from the recruiting and hiring procedures, employee engagement activities may be classified into other categories. These groups include communication activities, reward plans, and efforts that develop company culture. Furthermore, team building and leadership development activities (Jha & Kumar 2016). The following are the most common activities:

#### **A. Communication activities:**

These activities assist employees in learning about what is going on within the organization. They also assist employees in spreading trust and transparency throughout the organization, allowing them to talk freely. Employees who believe their voices are being heard are more likely to share their unhappiness.

It prompts them to collaborate in order to overcome these challenges without jeopardizing their performance.

Communication forums may be used as parts of a communication technique to offer input to all employees. Team meetings, conferences, and vacation days, for example. It might be internal publications. It might be online communication, such as

discussion forums and blogs. It may also include monthly updates on the company's objectives and developments. It might be a regular survey of employee attitudes and satisfaction. It is also gathering input from employees, including their thoughts and what irritates them (Idowu & Abolade 2018).

#### B. Bonus programs:

Bonus systems are vital activities that aid in the achievement of employee commitment. According to studies, while money is not a motivator in and of itself, the absence of financial benefits can impair employees. The functions of reward schemes in increasing employee commitment may be explained by reducing organizational barriers to employee pleasure. Furthermore, by establishing a system of rewards for everyone in the organization based on their success. Finally, financial incentives may be used to motivate employees (Adamovic et al. 2018).

The strategy entails compensation and benefit programs, profit sharing and share ownership. In addition, programs of recognition. Reward-based idea generation systems to generate new ideas. Finally, reward for excellent service and performance.

#### C. Organizational culture development activities:

Instilling a sense of belonging in employees is critical for the organization. It contributes to the development of a flourishing organization that employees are proud of and that others desire to join. Among these approaches are HR policies that are both clear and compassionate. The company's steadfast social aims and social responsibilities.

Policies and practices promoting equal opportunity. Initiatives to foster a healthy work-life balance, and establish a work atmosphere that is safe, clean, and motivating. Finally, demonstrate the workers' dedication (Nakubulwa, R., 2018).

#### D. Team building activities:

Culture building activities are essential for cultivating a sense of belonging. However, many organizations are established by small teams that can collaborate. This strategy entails small-group amusement activities such as bowling, ice skating, and going to the movies. Social activities such as family reunions and parties.

Volunteering and fundraising are examples of community outreach activities (Twalib 2021).

#### E. Leadership development activities:

Organizations require employees with leadership capabilities as well as exceptional leaders. This encourages new performance and improves innovation and succession planning (Azim et al. 2019). This method's practices include capable leadership, and good performance management. They also include accurate performance evaluation, and empowerment via effective delegation. They have mentoring and coaching initiatives to provide authentic feedback from bosses and coworkers. Finally, they have a culture of employee empowerment and employer growth that is open and transparent.

#### F. Employees' participation at work:

In a virtual and global world, employee participation is critical. Employee involvement is critical for organizations that operate in virtual teams all over the world. Flexible working styles contribute to the virtual character. While flexible work arrangements benefit many individuals and minimize utility costs for the organization, they also have certain drawbacks. For example, increasing personal diversions, solitude, and loneliness (Mulvaney, M.A., 2019).

Isolation may diminish a sense of connection and commitment, especially when mixed with the responsibilities of working in an increasingly competitive market. Furthermore, there is a lack of excitement for the organization. This is a significant difficulty for managers in virtual teams in terms of employee engagement.

## **4. WORK ENGAGEMENT**

### **4.1 Overview**

Workplace participation is an idea that has been around for quite some time. The development of an acceptable measure that accurately reflects the idea has been impeded by a variety of techniques and conceptualizations. As a result, it's necessary to take a quick glance back at how the concept came to be in order to clarify its meaning and develop a more precise measure. When the concept of work engagement was initially introduced, employees' selves were first linked to their workplace activities (Decuyper & Schaufeli, 2020).

Through role performances in job engagement, people use and express themselves physically, cognitively, and emotionally. In other words, people bring their personal selves to the workplace. According to some experts, work engagement is the polar opposite of burnout. They claimed that engaged personnel were energised in their search for a burnout-prevention technique. They consider their employees' work as a challenge (Karatepe et al., 2020).

Some experts claim that measuring the job engagement continuum merely using the burnout inventory is impossible. As a result, they came up with the definition of job engagement as a positive and rewarding mental state at work. It is characterized by zeal, commitment, and complete immersion. They constructed a new instrument based on that definition. Vigor was characterized as a high level of energy and mental toughness while working. It also includes a willingness to put in the necessary effort at work.

A sense of importance, excitement, inspiration, pride, and challenge was defined as dedication. Being entirely concentrated and involved in one's job was termed as absorption. Because time flies and employees have a hard time separating themselves from their jobs, these criteria may not be acceptable. It's even more difficult to characterize and evaluate work involvement (Malik & Garg, 2020).

Many other researches employed a variety of techniques to define job engagement concepts. Some scholars, for example, have described work involvement as a two-dimensional construct that includes attentiveness. The amount of time employees spend thinking about their jobs, in particular.

It also includes absorption, which relates to how focused individuals are on their work. Other researchers developed a measurement for the multi-domain concept of work engagement. However, they were unable to build work engagement as a sophisticated notion.

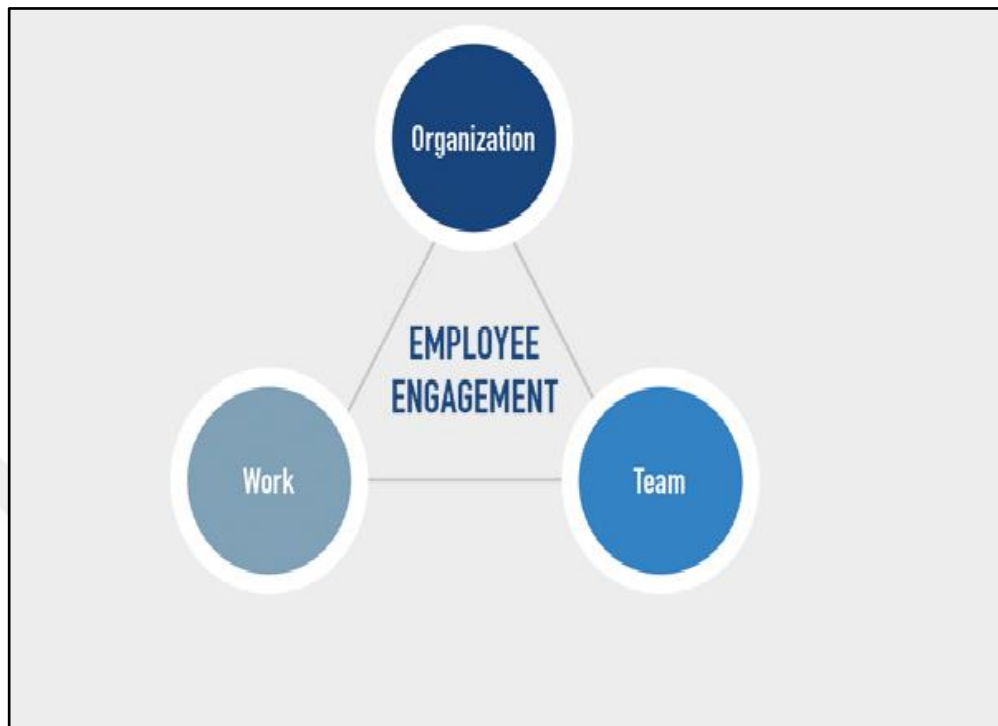
According to some experts, work engagement is the same as satisfaction engagement. This notion was used to assess employee satisfaction at work. They defined it as a person's commitment to and satisfaction with their work, as well as their enthusiasm for it. Work engagement, on the other hand, has been defined as the degree to which employees commit to someone or something within their business, according to some study. It's determined by how hard they work and how long they stay as a result of their commitment (Teo et al., 2020).

Workplace involvement is a term that has been defined in a number of ways. Some spicilists, for example, pointed out that the term encompasses more than mere job happiness or basic loyalty to the firm. It could be a willingness to invest and put up discretionary effort to help the employer flourish. Work engagement relates to how much a worker enjoys and believes in their work, as well as how much they are valued for it.

Employees' psychological presence in a certain organizational role is referred to as work engagement. The two most important obligations for most organizational members are their work role and their function as a member of an organization. As a result, it is possible to distinguish between work engagement and organizational engagement (Tisu et al., 2020).

In recent examinations, all of these theories were found to be outdated. They viewed these ideas as either interchangeable with engagement or repackaged versions of other ideas with new names. Older theories, according to new study, failed to promote job engagement as a multidimensional construct. As a result, previous definitions lacked a consistent and exact measurement. The largest concept of work involvement has been defined by recent study.

They defined it as a positive affective-motivational state marked by a high level of energy, devotion, and work attention. The general framework of work engagement is depicted in Figure (4.1).



**Figure 4.1:** The framework of work engagement.

Source: [www.quantumworkplace.com](http://www.quantumworkplace.com)

## **4.2 From a Cultural Perspective on Work Engagement**

As the global economy has evolved, researchers have begun to do cross-cultural research. In terms of employment engagement, cross-cultural research has mostly been limited to western countries with very little linguistic and cultural differences. Take, for example, Spain, Portugal, and the Netherlands. Other non-western cultures, such as Japan, continue to shine out when it comes to work engagement study. It has the potential to improve cross-cultural comprehension and generalizability of the idea of job engagement (Shimazu et al., 2010).

This is particularly relevant because of previous cross-cultural researches. They demonstrated that results from western samples could not simply be applied to the Japanese context.

Generalized self-efficacy, or the belief in one's ability to regulate tough environmental demands by adaptive activity, has been proven in studies. They did

discover, however, that mean overall self-efficacy measure scores varied systematically among countries. The Japanese had the lowest means, followed by the Hong Kong Chinese. The Costa Ricans, Danes, and French, on the other hand, had the highest values.

They offered a rationale for the Japanese people's low self-efficacy. Hard work and effort are valued more than competence in collectivist cultures. As a result, self-efficacy may be regarded lower in collectivistic cultures than in individualistic cultures. Another study looked at the cultural variations in adult workers' work engagement in the United States and Japan. They discovered that negative terms like lonely and sobbing elicited identical reactions in both groups. Positively worded sentences, on the other hand, evoked dramatically different reactions in Japanese workers than in Americans (Afsar et al., 2021).

These findings explained the tendency to suppress positive affect manifestations. The research revealed that keeping social peace is one of the most important values in Japanese society. The Japanese have been taught to downplay their own virtues and shun forceful behavior since childhood. As a result, by comparing good influence to others, the Japanese may be able to assess its effectiveness. As a result, positive affect expression may be repressed. These examples show that there is a common bias in cross-cultural comparisons and other psychosocial contexts. This is because the phrasing of questions like those evaluating work engagement is likely to be distorted across ethnic groups.

### **4.3 The Theory of Work Engagement**

According to the notion of job engagement, an engaged employee has a particularly positive attitude. Inexhaustible vitality, eagerness, and a readiness to strive and put forth effort characterize this mindset. Engagement is a joyful, affective-cognitive state of maximum satisfaction. Engagement is a style of thinking about life in which people strive to maximize their potential (Green et al., 2017).

Having passions that need as much strength, attention, and absorption as possible is also a plus. The philosophy of work engagement suggests that you engage in life and live a happy existence.

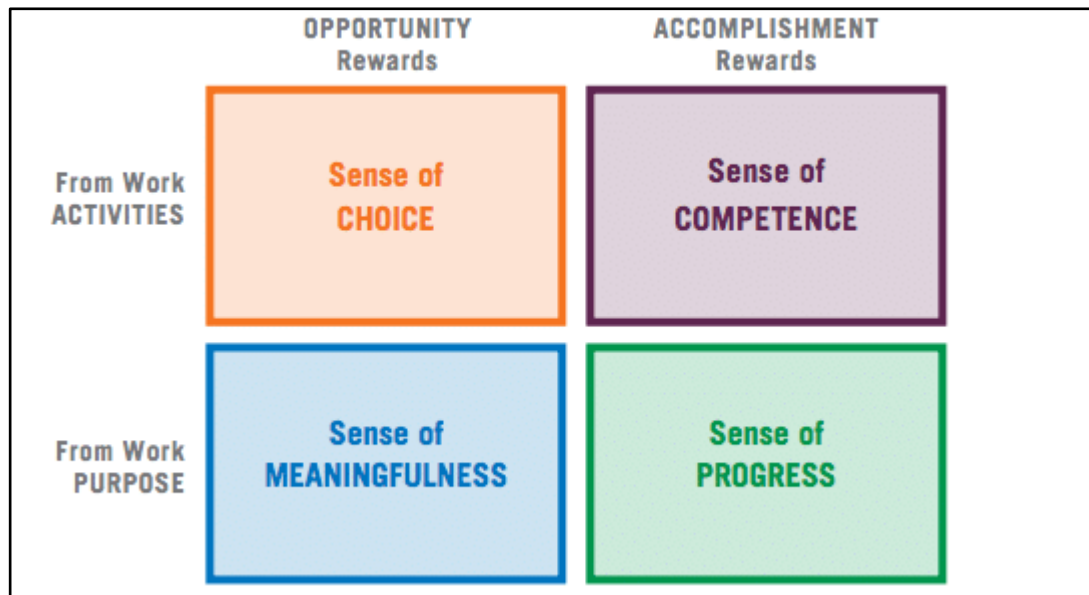
The sensation that diverse people's activities in life are ideally suited to their specific talents and interests, allowing them to maximize their energy resources at home and at work. Work engagement might provide the extra energy needed to deal with demanding conditions during challenging times. Furthermore, it demonstrates how important such people are to their firms (Lin, 2010).

Only approximately 20% of assessed employees completely feel this type of joy in their work and lives, according to work engagement research. Many professionals have lost interest in their professions as a result of their abilities not being recognized or their organization's inflexible structure, according to past studies.

According to the concept of work engagement, the state of highest satisfaction is defined by vigor, dedication, and absorption. It's possible that the significance of these three isn't clear right away. Having a lot of energy, feeling healthy and strong, and being able to work for long periods of time without growing weary are all examples of vigor. A high level of involvement in one's work is required for dedication. Work is regarded as necessary and fulfilling, as well as inspiring and difficult, and as a source of pleasure. Absorption is described as being so engrossed in one's work that one loses track of time and finds it difficult to detach (Bakker & Leiter, 2010).

People who are engaged are open to new ideas, are in good physical and mental health, and are self-aware of their own skills. They get up every day full of vitality and energy, eager to get to work. This is advantageous not only to the employees, but also to their immediate coworkers and has a positive impact on the organization. As a result, the job engagement profile, according to this idea, has four primary sensations. Figure (4.2) depicts the senses of choice, competence, meaningfulness, and growth as some of them (Blomme et al., 2015).

Work engagement, according to the theory, is linked to job involvement and organizational commitment. They are linked in terms of in-role and extra-role behavior, personal initiative, and workaholism. Additionally, engaged workers have a low amount of burnout, a low level of neuroticism, and a high level of extraversion. They are both mentally and physically healthy. Work happiness, organizational commitment, and job involvement are not the same thing, according to new research. The literature on work engagement shows a variety of tendencies.



**Figure 4.2:** work engagement profile

Source: [www.psychometrics.com](http://www.psychometrics.com)

One of the most important aspects is that involvement is being studied as a phenomenon among individuals that can change over time and in different circumstances. Daily work participation is isomorphic, which means that its manifestation is usually the same whether it is analyzed as a general phenomenon or as a fluctuating phenomenon. Daily engagement is a term that describes a person's level of vigor, determination, and absorption on a given day, which might vary depending on daily responsibilities, resources, and proactive behaviors (Schmitt et al., 2015).

In studies, for example, daily work engagement has been shown to be a function of daily job and personal resources. On days when employees in fast-food businesses had access to a variety of tools, they were shown to be more engaged. Daily job crafting activities are a function of daily work involvement, according to another study. When employees are executing their jobs for organizational goals, it's vital to understand that their levels of involvement fluctuate. It's also important to know what normal levels of participation are. (2015, Gupta and colleagues)

It's also crucial to know whether human resource initiatives can affect these numbers. Another theme in the literature on work engagement is human resource management. Academics have looked into the top-down impact of human resource management (HRM) systems and practices on employee work engagement.

Based on a range of theoretical frameworks, some study presented an integrated strategic engagement model. This approach considers how factors including organizational setting, work context, and personal psychological qualities influence engagement (Zhang et al., 2015).

These findings suggested that academics researching engagement would benefit from employing the ability-motivation-opportunity model to better understand how HRM practices influence engagement. Overall, HRM practitioners are increasingly understanding that they must go beyond routine administration. Employee engagement must also be incorporated into HRM policies and procedures, such as hiring, training, and performance management.

Another major theme in the literature is the relationship between leadership and engagement. Business executives are increasingly understanding the need of flexible, agile, and responsive company cultures, according to surveys. As a result, scholars are starting to go beyond traditional leadership sources such designated, formal, and role-based leadership. They look into many types of more inclusive leadership, such as distributive, shared, collectivist, and adaptive leadership (Barnes & Collier, 2013).

These leadership approaches may be able to supplement transformative leadership's well-known benefits. In particular, in terms of describing how engagement emerges and persists in dynamic team-based work situations. In addition to top-down and organizational-level approaches to work engagement, there are also bottom-up and bottom-up approaches. According to new research, employees can impact their own levels of engagement.

In the workplace, job creation is a popular notion. Job crafting refers to people's physical and cognitive changes in their work or relationship limits. Physical changes at work refer to changes in the shape, scope, or number of job responsibilities or relationships (Knight et al., 2017).

Cognitive alterations refer to shifts in one's perspective of their work. According to some experts, job crafting can take the shape of proactively improving job resources. Increasing job challenge expectations or decreasing job hindrance demands are other options. Employees in a range of occupations were discovered to engage in job-creating behaviors and frequently adjust their employment.

One of the most noticeable developments in the engagement literature is the increasing number of intervention studies published in recent years. It's vital that research advances our knowledge of the nature, causes, and consequences of involvement across time. It's also vital that the engagement data be translated into practical applications aimed at improving individual, team, and corporate performance (Breevaart et al., 2015).

#### **4.4 Organizational Support and Work Engagement**

Improved personal and organizational outcomes have been related to workplace involvement. As a result, researchers have looked into characteristics that predict work engagement. Personal resources and job resources have been identified as two major factors that determine work engagement in previous study. The association between fundamental self-evaluations (personal resource) and perceived organizational support was studied in few studies (job resource). They wanted to know if this link has any bearing on predicting working engagement (Caesens & Stinglhamber, 2014).

Work participation in the trials was found to be predicted by core self-evaluations. However, no interaction effects of core self-evaluations and perceived organizational support were observed in predicting work engagement. Beyond simple self-evaluations, it was discovered that perceived organizational support had a large and direct influence on work engagement. These findings suggest that in order to boost employee engagement, companies should try to maximize core self-evaluations and perceived organizational support. Two methods for accomplishing this are to use selection procedures and to provide new hires with mentors (Najeemdeen, 2018).

#### **4.5 Leaders Behavior and Employees Work Engagement**

Aside from indirect processes, employees' work engagement is influenced by direct interpersonal interactions. Three direct routes have been proposed, each of which is supported by theoretical study. To mention a few, there are theories on emotional contagion (affective pathway), role modeling (behavioral pathway), and social exchange (cognitive pathway). Reviewing these paths might help you understand the

value of leaders' work engagement for employee work engagement (Breevaart & Bakker, 2018).

The leader's work engagement is significant because it can be regarded a facet of leadership. To put it another way, leadership and involvement by leaders can have a positive effect on one another. Leaders who are confident in their capacity to lead meet their demand for competence in a positive way. Completing the leader's work may increase the satisfaction of the leader's psychological demands in this strategy. In a similar vein, positive leader–employee relationships may satisfy the leader's demand for relatedness.

Most leaders' decision-making flexibility may be sufficient to satisfy their desire for autonomy. The satisfaction of psychological needs has been connected to work engagement. Furthermore, previous research has linked the satisfaction of a leader's psychological requirements to the use of effective leadership styles. The satisfaction of a leader's psychological needs is considered to impact positive leadership styles. As a result, the relationship between leadership, psychological need fulfillment, and future leader work engagement could be in reverse (Decuyper & Schaufeli, 2020).

Positive leadership style ratings, on the other hand, may be linked to higher levels of leader work engagement. A leader's personal resources are indicated by strong levels of vitality, resolve, and absorption in this perspective. These skills will provide the leader more energy and mental toughness, allowing him or her to flourish at a variety of good leadership styles. These resources also aid leaders in behaving positively toward employees in order to increase employee engagement at work (Schaufeli & Salanova, 2010).

In other words, leader work engagement, good leadership styles, and leader conduct are all influenced by a positive feedback loop. As a result, the leader's work involvement influences some of the immediate processes that result from positive leader conduct. In practice, by increasing their personal participation or demonstrating outstanding leadership style, leaders can influence both direct and indirect processes.

Emotional contagion can be used to apply direct methods as well as the likely function of a leader's work involvement. Emotional contagion is the tendency to reflexively copy and synchronize facial expressions, vocalizations, and postures. It is

also the inclination to move with other individuals and, as a result, to emotionally converge. This definition emphasizes the contagious nature of happy feelings in the workplace (Strom et al., 2014).

Emotional contagion increases one's likeability while also increasing the mimicker's power. It's linked to feelings of intimacy, as well as the demand for relatedness, which is linked to job satisfaction. The notion of automatic contagion processes is supported by neurological research. In specifically, the mirror neuron system and parts of the default mode network. It appears to support the notions of automatic emotion recognition and emotional contagion.

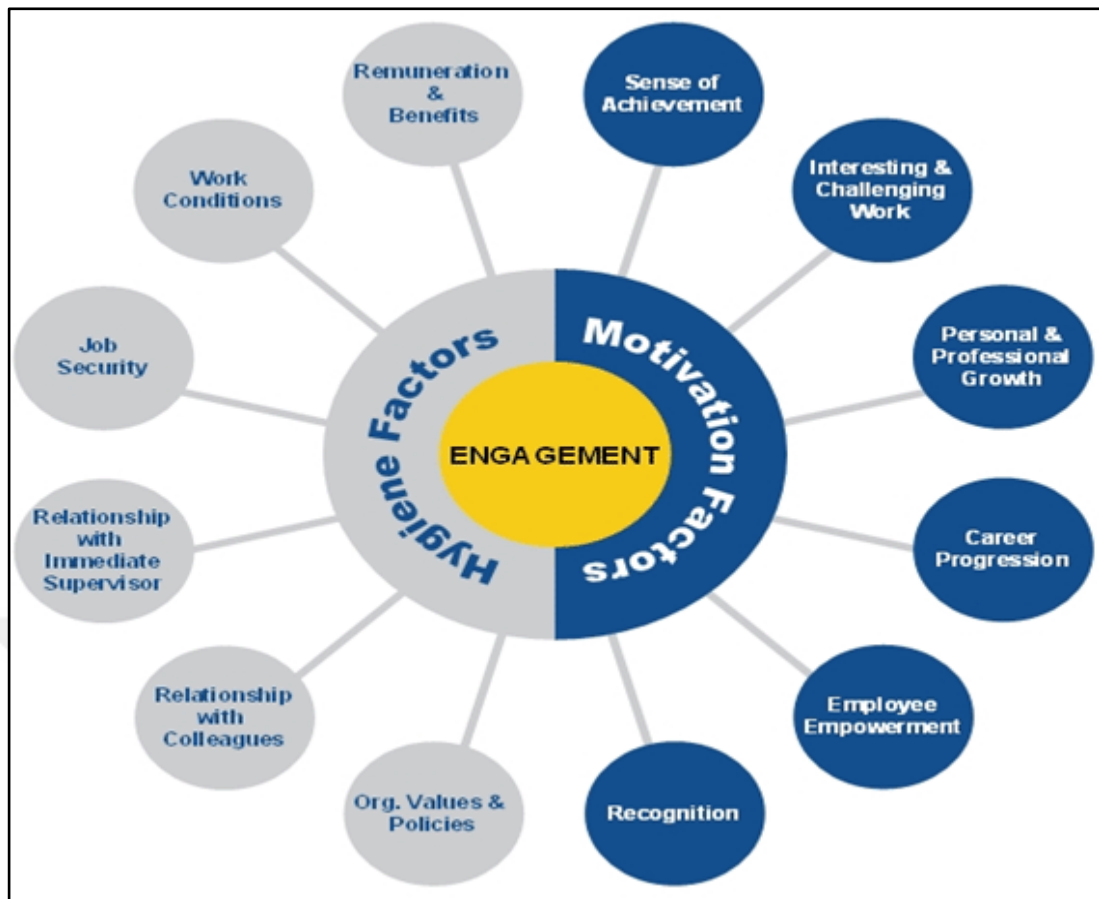
The mirror neuron network allows for mimicry, whereas the social components of the default mode network allow for detection of other people's emotions and sentiments. Emotional contagion is more likely to occur when people are watching each other and social norms are being developed. The influence of emotional contagion on a leader may be larger than on a typical employee because of their high level of visibility (Ghadi et al., 2013).

Leader behavior is filled with positive leader emotions as a result of leader work engagement and psychological need satisfaction. Positive connections with coworkers are contagious, and they have a direct impact on employee productivity. As a result, leaders have a direct impact on employee work engagement through emotional contagion.

#### **4.6 Factors that Influence Workplace Engagement**

Employee engagement has a big impact at work, affecting everything from job satisfaction to productivity (Rangriz & Sajjadi, 2019). Many firms have recently placed a high priority on employee engagement. This is because poor participation can be tremendously damaging to these groups.

Understanding the elements that drive employee engagement at work is critical for every company. This is because it has the potential to boost employee productivity and performance. It can help with workplace improvements, workplace culture, employee experience, and organizational performance. Figure (4.2) depicts the factors that can influence employee engagement, with the most prevalent ones addressed below:



**Figure 4.3:** The factors affecting employees' engagement

Source: [www.managementstudyguide.com](http://www.managementstudyguide.com)

**A. Job fulfillment:**

Job happiness is one of the most important factors influencing employee engagement. Job satisfaction, in particular, refers to how happy an employee is with their job. Employee satisfaction, on the other hand, refers to employees' feelings about their workplace and coworkers (Chandani et al., 2016).

It also considers how satisfied employees are with their bosses, the organization as a whole, and their day-to-day work. It also includes several other factors that may have an impact on satisfaction. Consider things like income, rewards, and opportunities for advancement in your career.

**B. Meaning and purpose**

One of the most critical factors that might drive employee engagement is meaning. Those who find significance in their work are more interested, engaged, at work.

Naturally, not every business can conjure up meaningful work out of thin air. There are, however, ways to increase employee engagement by providing their jobs more meaning (Hultell & Gustavsson, 2011).

Organizations can, for example, show their employees how they can make a positive difference in the lives of their customers. Organizations can offer greater opportunities for professional development, such as mentorship and career guidance. They can improve on-the-job training for their employees. Employees who find significance in their work are much more likely to be engaged and stay on board over time.

#### C. Organizational culture

Organizational culture has a number of effects on employee engagement. Employees are more likely to engage in a culture that is vibrant, upbeat, and welcoming than one that is stressful and negative. Productivity and engagement can be boosted by certain characteristics, such as those that reward and acknowledge good work. When employees fit the company culture, they will be more engaged (Güzide, 2021).

Most organizations pay to conduct a culture analysis and then look for ways to improve it in order to address and improve these areas. In some circumstances, this may necessitate a shift in organizational culture. In other cases, it may entail tweaking talent management practices or even implementing new digital tools. Self-reliance and a pro-learning mindset, for example, can be cultivated through digital adoption platforms.

#### D. The work environment

The work environment also influences employee engagement. The work environment, on the other hand, is not limited to the actual workstation. It encompasses the digital workplace, as well as culture, atmosphere, and climate. It also encompasses staff attitudes and behavior, as well as leadership attitudes and conduct. All of these elements might work together to have a positive or negative impact on employee engagement (Tokdemir, 2022).

#### E. Career development opportunities

Employee engagement is becoming increasingly vital as a result of career growth. Employees understand that the workplace is becoming more competitive.

At the same time, modern workers are becoming increasingly dissatisfied with their occupations, prompting them to seek other employment. Career advancement is one solution to this challenge (Joo et al., 2016).

The term "career development" refers to the provision of career counseling, as well as mentorship and apprenticeship opportunities. It also entails ensuring that new hires are aware of their advancement opportunities. It also entails giving training opportunities. Employees are more likely to stay connected with an organization if they have more opportunities to advance in their current position.

#### F. Working in the digital age

Organizations are becoming increasingly digital in today's world. It indicates that the digital workplace experience is becoming increasingly crucial in the overall experience and engagement of employees. Modernizing the organization's IT tools and infrastructure is one strategy to improve the digital employee experience. It entails establishing a corporate function devoted to managing and boosting employee satisfaction. Improved digital onboarding and training features are also included (Güzide, 2021).

Organizations should begin by measuring employees' digital engagement levels in order to improve the digital workplace experience. They should also identify issue areas and then develop remedies, beginning with low-hanging fruit and low-cost options.

### **4.7 Leadership and management**

Leadership and management have a significant impact on a company's environment. Employees who appreciate their superiors are more likely to listen to and follow them. On the other hand, poor leadership can have a negative impact on employee motivation. It takes time and effort to correct poor management, but the advantages are well worth the effort. Employees will be more engaged, workplace friction will be reduced, and the organization will be more effective as a result. The ideal technique for improving poor management is to implement leadership development programs and then continue to enhance those programs over time (Tokdemir, 2022).

## **5. THE EMPIRICAL ANALYSIS**

### **5.1 An Overview**

Analyzing the relationships between authentic leadership (AL) and affective commitment (AC), and work engagement (WE) is performed in this section. This chapter statistically tests the impact authentic leadership and affective commitment on work engagement in a sample of Iraqi companies. Before starting the analysis steps, it is important to review the characteristics of the companies under study.

This study was applied on four of textile companies in Iraq. These companies are important since they have big share of Iraqi apparel markets in Iraq. They are located in Baghdad, the capital of in Iraq. They also have many facilities and sales points in different locating in Iraq. These companies are working under high competition market, and concerning with satisfying their customers' needs and providing the best products to them (Chabuk et al, 2021).

Therefore, the sample companies have recently started focusing on this issue. Based on the companies' reports, they reported that they have adopted different strategies to improve their employees' work engagement. They also started different programs and strategies for developing their employees' work engagement through the authentic leadership and affective commitment. They try dealing with challenges to raise the level of their employees' work engagement.

The companies have more than 5000 employee with different positions and locations. The characteristics of the companies are shown in table (5.1). As shown in table (5.1) the companies are public, big in size, and are manufacturing companies. They all work in the textile industry of Iraq. Most Iraqi people buy apparel products from these companies. Therefore, it is expected that these companies work under high competition market. That can impose them to improve their employees' WE, then for achieving their goals.

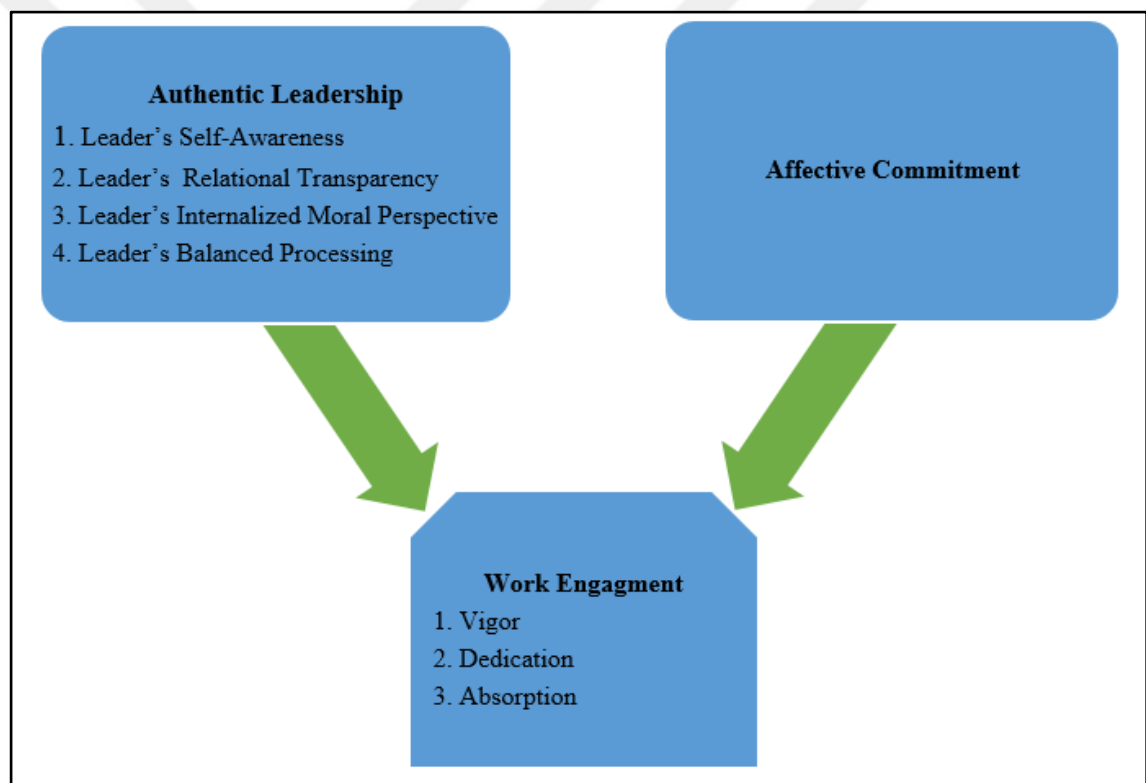
**Table 5.1:** The characteristics of the companies

Company ID	Industry	Ownership	Size
1	Manufacturing	Public	Big
2	Manufacturing	Public	Big
3	Manufacturing	Public	Big
4	Manufacturing	Public	Big

**Source:** Ministry of Planning in Iraq.

## 5.2 The Conceptual Model

The conceptual model of this study is as shown in figure (5.1). The figure shows that AL and AC affect the WE of employees in the companies.



**Figure 5.1:** The conceptual model

Many studies indicated that AL and AC could have positive and significant effect on WE. Therefore, this model is a formed based on the literature, and it states that the AL and AC have significant effect on WE in the companies under study. The model shows that AL dimensions has four sub-dimensions.

The model shows that AC dimensions has one sub-dimension, and WE has three sub-dimensions. The dimensions and sources of all scales are shown in table (5.2) (Neider & Schriesheim 2011; Asif et al. 2019; Schaufeli & Bakker 2010).

**Table 5.2:** The study dimensions

<b>Dimensions</b>	<b>Number of items</b>	<b>The sources</b>
Authentic Leadership (AL)	16	(Neider & Schriesheim 2011)
Affective Commitment (AC)	6	(Asif et al. 2019)
Work Engagment (WE)	17	(Schaufeli & Bakker 2010)

### 5.3 The Sample and Data

The Slovin's formula is used in this study to calculate the sample size. The sample size is calculated as  $[n = N / (1 + Ne^2)]$ . Where, n: the sample size; N: the sample population = 500; e: the confident level which is 95% (the error is 5%) (Tejada & Punzalan 2012). The population of the study was 500 employees. They were the companies' top managers, and employees who are working in different positions. A random sample method was used to draw a sample. Based on the Slovin's formula, the minimum sample size is 223.

The questionnaire method was used in this study to collect data. The questionnaire allows using large sample (Roberts 2015). The questionnaire was formed based on the literature, and a copy it is shown in appendix A. The questionnaire was used to collect information about AL, AC, and WE. In addition, the questionnaire was used to collect demographic information about the respondents. The items in the questionnaire were designed to have five Likert scales. Specifically, each item of all three dimensions has five options to answer. These options are weighted as (1. Strongly Disagree, 2. Disagree, 3. Normal, 4. Agree, 5. Strongly Agree).

The items were coded in the data as, (ALi) for Authentic Leadership, (ACi) for affective commitment, and (WEi) for work engagment. The questionnaire sheets were sent to 350 employees in the three companies. After removing the uncompleted sheets, only 261 sheets were used as sample size.

## 5.4 Demographic Information

The demographic information are shown as the following:

### 1. The gender information:

The gender information of the respondents is shown in table (5.3). The distribution of participants is almost balanced for gender categories. The number of female participants is a bit (8.81%; 23) higher than the number of female participants.

**Table 5.3:** Gender information of the respondents

<b>Item</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Male	142	54.4	54.4	56.2
Female	119	45.6	45.6	100.0
Total	261	100.0	100.0	

### 2. The age information:

Although four age categories were defined in the survey questions, in order to categorize the data in a statistically significant way, the categories 18-30 and 31-40, which had a small number of participants, were combined as less than 40 and the number of categories was reduced to three. Thus, the distribution of categories has been made relatively balanced. As a result of the merging process, the difference between the more than 50 age category with the highest number of participants (44.7%; 114) and the less than 40 age category with the lowest number of participants (26.8%; 70) is in acceptable limits (16.86%; 44). Since the frequency of one categorical data (participants of less than 40 years old) set is more than half of the other (participants of more than 50 years old; 61.40%; 70/114), this statistic was accepted and no further aggregation was required.

**Table 5.4:** Age information of the respondents

<b>Item</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
18-30	70	26.8	26.8	26.8
31-40	77	29.5	29.5	56.3
More Than 40	114	43.7	43.7	100.0
Total	261	100.0	100.0	

### 3. The education information:

The education information of the respondents is shown in table (5.5). The distribution of participants is relatively unbalanced for education level categories.

The highest number of participants with master's degree is (8%; 21). The number of participants with PhD degree is (3.5%; 9). Since the frequency of one categorical data (participants of University Degree) set is more than half of the other (88.5%; 231), this statistic was accepted and no further aggregation was required.

**Table 5.5:** Education information of the respondents

<b>Item</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
University Degree	231	88.5	88.5	88.5
Master's Degree	21	8	8	96.5
PhD Degree	9	3.5	3.5	100.0
Total	261	100	100	

4. The work position information:

The work position information of the respondents is shown in table (5.6). The distribution of the participants according to their positions is almost balanced. The number of employee participants is a bit higher (11.88%; 31) than the number of department manager participants.

**Table 5.6:** Work position information of the respondents

<b>Item</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Employee	146	55.9	55.9	55.9
Manager	115	44.1	44.1	100.0
Total	261	100.0	100.0	

5. The work experiences information:

The work experiences information of the respondents is shown in table (5.7). Although five total work experience categories were defined in the survey questions, in order to categorize the data in a statistically significant way, the categories of 1-3 years and 4-9 years total work experience were merged as less than 10 years of work experience.

Furthermore, the categories of 15-19 years and more than 20 years of work experience, which also had a small number of participants, were also aggregated as more than 15 years of total work experience category. Thus, the categories of data set were made statistically balanced. The highest number of participants with more than

15 years of total work experience (37.9%; 99) is a just bit higher (8.81%; 23) higher than the number of participants with less than 10 years of total work experience (29.1%; 76).

**Table 5.7:** Work experiences information of the respondents

<b>Item</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Less than 10	76	29.1	29.1	29.1
10-15	86	33.0	33.0	62.1
More than 15	99	37.9	37.9	100.0
Total	261	100.0	100.0	

### 5.5 Characteristic Values

In this part of the research, the characteristic values of the scales and the sub-dimensions of the scales will be included. Characteristic values are divided into three as measures of central tendency, measures of variability and measures of distribution. Measures of central tendency to be used in this study are arithmetic mean ( $\bar{X}$ ), median (Me), and mode (Mo).

The most important purpose of calculating measures of central tendency, that is, means, is to specify a single value that represents the series. Mode to the most repeated value of the data set. The value that divides the data set into two equal parts is called the median. The measures of variability, on the other hand, are the measure of the scattering of the series values. These measures indicate how intensely the series values are dispersed around the mean. The measure of variability to be used in this study will be the standard deviation ( $\sigma$ ) (Turanlı and Güriş, 2015, p. 49- 100).

Distribution measures show the skewness and kurtosis of the data set. Skewness is the degree to which the distribution of a data set departs from symmetry. Negative skewness indicates that the series is skewed to the left, and positive skewness indicates that the distribution of the data set is skewed to the right.

Kurtosis, on the other hand, is the sharpness of the distribution of the data set, and this degree of sharpness is compared with the sharpness of the normal distribution in studies. If the kurtosis of the distribution is more than the normal distribution, it is

called flat (platykurtic) and if it is less, it is called pointed (leptokurtic) (Yolsal, 2020, p. 136).

The hypotheses in this study were carried out at sub-dimensions level. As authentic leadership consists of 4 sub-dimensions, in addition affective commitment consists of just one sub-dimension. As a result, there will be five independent variables. These five independent variables are Leader's self-awareness, leader's relational transparency, leader's internalized moral perspective, leader's balanced processing, and affective commitment to the organization.

Leader's Self-Awareness as independent variable consists of one dimension with four items (SA1, SA2, SA3 and SA4). Leader's Relational Transparency consists of one dimension with four items (RT1, RT2, RT3 and RT4). Leader's Internalized Moral Perspective consists of one dimension with four items (IMP1, IMP2, IMP3 and IMP4). Leader's Balanced Processing consists of one dimension with four items (BP1, BP2, BP3 and BP4).

Affective Commitment to the Organization: Independent Variable consists of one dimension with six items: AC1, AC2, AC3, AC4, AC5 and AC6.

The hypotheses in this study were carried out at sub-dimensions level. As the work engagement consists of three sub-dimensions, which are the dependent variables. Specifically, they are vigor, dedication and absorption. Vigor as dependent variable consists of one dimension with six items (V1, V2, V3, V4, V5 and V6). Dedication consists of one dimension with six items (D1, D2, D3, D4, D5 and D6). Absorption consists of one dimension with five items (A1, A2, A3, A4 and A5). The characteristic values of the scales and the sub- dimensions are shown in table (5.8)

When the mean values of the variables are looked at, the highest mean value is self-awareness independent variable (4.23). On the other hand, the lowest mean is the affective commitment independent variable (2.98). When we look at the means, it is obvious that the mean of affective commitment (independent) and the mean of absorption (dependent) variables are significantly lower than the other variables.

**Table 5.8:** The characteristic values of the dimensions

N		Mean	Median	Mode	Std. Deviation	Skewness	Kurtosis
<b>Self-Awareness</b>	261	4.23	4.50	4.50	0.84	-2.304	5.186
<b>Relational Transparency</b>	261	3.95	4.25	4.75	0.83	-0.637	-0.750
<b>Internalized Moral Perspective</b>	261	3.92	4.25	4.50	0.81	-0.702	-0.655
<b>Balanced Processing</b>	261	3.97	4.25	4.50	0.80	-0.707	-0.531
<b>Affective Commitment</b>	261	2.98	3.00	3.00	0.89	-0.137	-0.359
<b>Vigor</b>	261	3.94	4.17	4.50	0.82	-0.641	-0.789
<b>Dedication</b>	261	3.97	4.17	4.50	0.75	-0.765	-0.328
<b>Absorption</b>	261	3.08	3.20	3.20	0.61	-0.002	-0.421

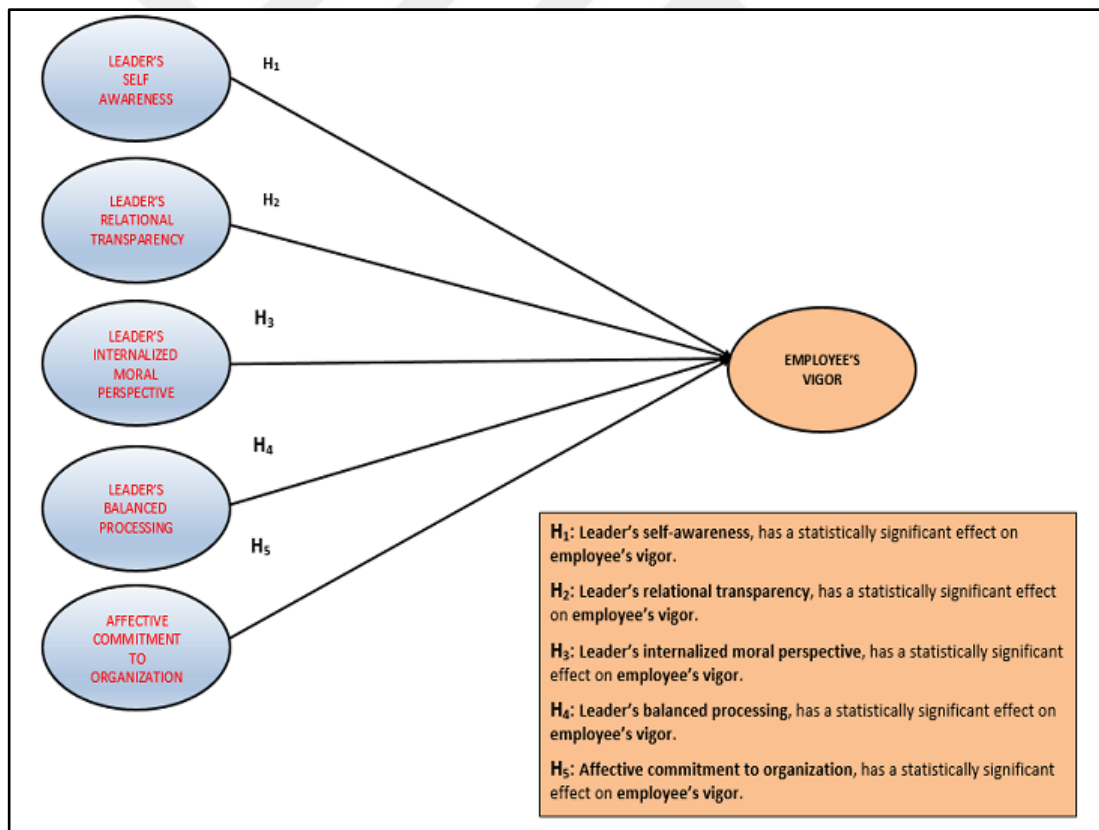
The skewness and kurtosis values marked in dark pink show us whether the distribution of the data is in accordance with the normal distribution. If most of these values are within the range of +1,500 to -1,500, the distribution is considered normal. When we look at the table, it is observed that all skewness and kurtosis values, except self-awareness independent variable, are within this range. On the other hand, skewness and kurtosis values of self-awareness independent variable are far out of acceptable ranges, therefore, in order to include this variable to the factor analysis, we need the approval of normality test of Kolmogorov – Smirnov.

In addition to this test, the Kolmogorov – Smirnov / Shapiro – Wilk Test at %95 confidence interval was used to ensure the normal distribution. In cases where the sample size is less than 50, Shapiro-Wilk results are checked ( $N < 50$ ). Since our sample size is 261;  $N = 261 > 50$ , we look at the results of the Kolmogorov-Smirnov test. For the distribution to be normal, the significance (Sig.) of the variables must be less than 0.05. As seen below, all p values are less than 0.05 (including self-awareness). With this test, we have confirmed that the distribution is normal. The results of normality test are shown in table (5.9).

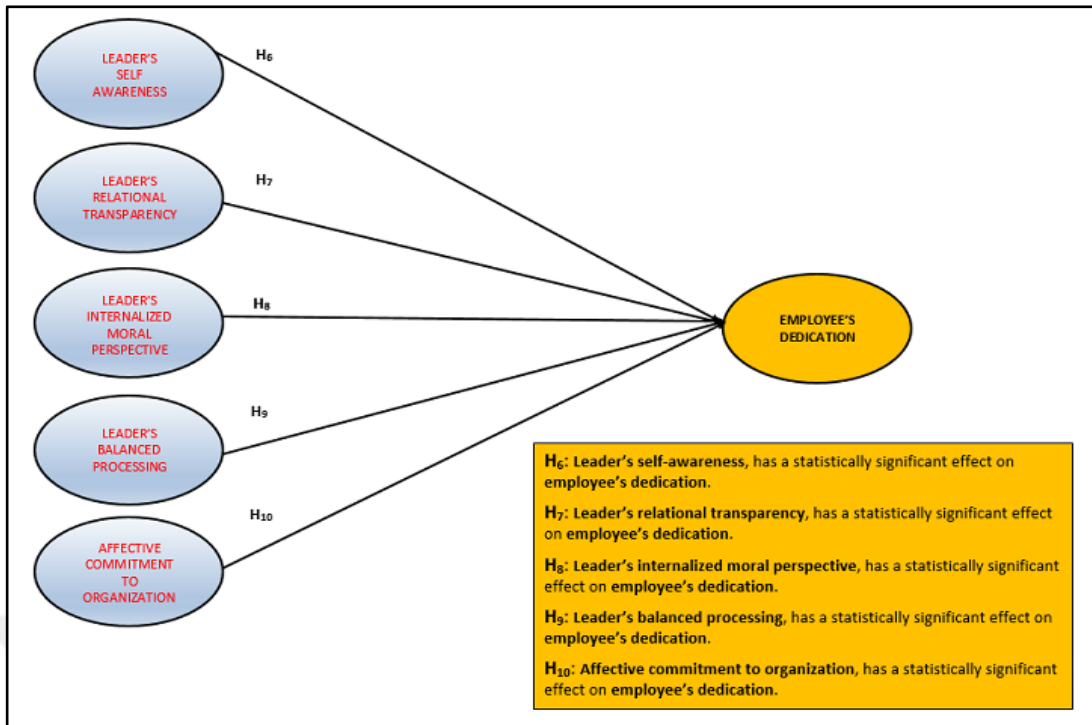
Based on the information above, it is important to show the initial models before factor analysis. The initial models are three models, each one has one different dependent variable, and same independent variables as shown in the next few figures.

**Table 5.9:** The tests of normality

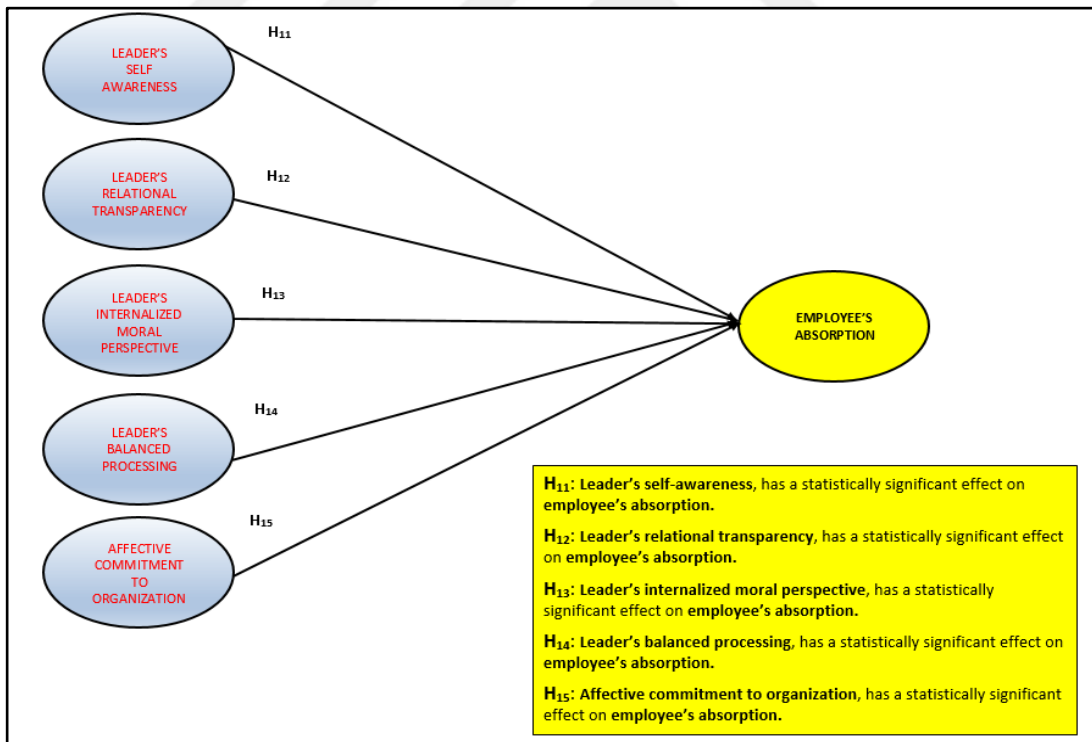
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Item	df	Sig.	Statistic	df	Sig.
Self-awareness	0.268	261	0.000	0.698	261	0.000
Relational transparency	0.151	261	0.000	0.908	261	0.000
Internalized moral perspective	0.167	261	0.000	0.903	261	0.000
Balanced processing	0.161	261	0.000	0.906	261	0.000
Affective commitment	0.101	261	0.000	0.978	261	0.000
Vigor	0.150	261	0.000	0.909	261	0.000
Dedication	0.141	261	0.000	0.918	261	0.000
Absorption	0.082	261	0.000	0.983	261	0.003



**Figure 5.2:** The first model



**Figure 5.3:** The second model



**Figure 5.4:** The third mode

## 5.6 Factor and Reliability Analysis

### 5.6.1 Overview

Before running the factor analysis, it is important to understand the preliminary explanations to interpret the results. Specifically, it is important to understand the following:

#### A. KMO Fit Value:

The suitability of the scales for factor analysis depends on the fulfillment of two basic conditions. The first of these is the Kaiser-Meyer-Olkin (KMO) test, which tests whether the sample size is sufficient for factor analysis. A KMO value below 0.50 indicates that data are not suitable for factor analysis. Although it is sufficient for the KMO value to be above 0.50, it is preferred to be 0.70 and above. KMO value between 0.60 and 0.70 is acceptable but considered as mediocre.

#### B. Bartlett Test of Sphericity:

The second condition is that there is a relationship between the scales. The existence of this relationship is tested with the Bartlett Test of Sphericity. This test is based on the rejection of the null hypothesis ( $H_0$ ) ( $p < 0.05$ ), which claims that there is no relationship between the scales (Cohen et al., 2007, p. 570).

#### C. Cronbach's Alpha ( $\alpha$ ) Coefficient for Reliability Test:

Cronbach's Alpha coefficient ( $\alpha$ ), which shows the internal consistency of the items that make up the scales and their sub-dimensions, varies between 0 and 1. As ratio approaches to 1, the internal consistency of the scales increases and thus the reliability of the scales and sub-dimensions increases, otherwise it decreases (Yolsal, 2020, p. 137). The fact that the Cronbach Alpha internal consistency coefficient is low indicates that the scale measures more than one feature at the same time, and the items are not homogeneous among themselves (Tavşancıl, 2014). The interpretation of Cronbach's alpha values is as shown in table (5.10).

#### D. Mean Inter-Item Correlation Values:

Another way to test the internal consistency of the scales and their sub-dimensions is to examine the mean correlation values between the items of the scales and sub-dimensions (Yolsal, 2020, p. 138).

**Table 5.10:** The ranges of Cronbach's alpha values

<b>Value Range</b>	<b>COMMENT</b>
> 0,900	Perfect
> 0,800	Quite Well / Pretty Good
> 0,700	Good & Acceptable
> 0,600	Acceptable Upon Inquiry
≥ 0,500	Insufficient Acceptable Under Specific Circumstances
< 0,500	Unacceptable

**Source:** Gliem & Gliem, (2003).

According to the researchers, a value below 0.10 indicates that the items are insufficient to measure the scale, and a value above 0.50 indicates that some items that make up the scale are unnecessary because they measure the same thing (Piedmont & Hyland, 1993, p. 370). In this context, it is stipulated that this value should be between 0.10 and 0.50.

#### E. Mean Inter-Item Correlation Values:

Another way to test the internal consistency of the scales and their sub-dimensions is to examine the mean correlation values between the items of the scales and sub-dimensions (Yolsal, 2020, p. 138). According to the researchers, a value below 0.10 indicates that the items are insufficient to measure the scale, and a value above 0.50 indicates that some items that make up the scale are unnecessary because they measure the same thing (Piedmont & Hyland, 1993, p. 370). In this context, it is stipulated that this value should be between 0.10 and 0.50.

#### E. Total Variance Explained:

Another factor to be considered while analyzing the results of factor analysis is the ratio of the variance explained by each scale to the total variance amount. In today's studies, it is seen that a rate of 40% or more is accepted (Aksu et al., 2017, p. 59).

### **5.6.2 The results of factor analysis**

All factor analysis performed in this study is based on Principal Component Analysis. The results of factor analysis are as the following:

1. The results of factor and reliability analysis for leader's self-awareness are shown in table (5.11). All items were gathered under a single factor with high factor loadings. KMO-Fit Value, Cronbach Alpha, and the total explained variance are perfect.

**Table 5.11:** Factor and reliability analysis for leader's self-awareness

Items	Factor Loading
SA1	0.912
SA2	0.913
SA3	0.881
SA4	0.890
KMO Fit Value	0.839
Bartlett Test of Sphericity (p<0,05)	0.000
Cronbach's Alpha Reliability ( $\alpha$ )	0.921
Total Variance Explained (%)	80.81

2. The results of factor and reliability analysis for leader's relational transparency are shown in table (5.12). All items were gathered under a single factor as expected and factor loadings are very high. KMO-Fit Value and the Cronbach Alpha reliability are good. The total explained variance is also quite high.

**Table 5.12:** Factor and reliability analysis for leader's relational transparency

Items	Factor Loading
RT1	0.820
RT2	0.808
RT3	0.857
RT4	0.842
KMO Fit Value	0.819
Bartlett Test of Sphericity (p<0,05)	0.000
Cronbach's Alpha Reliability ( $\alpha$ )	0.852
Total Variance Explained (%)	69.26

3. The results of factor and reliability analysis for leader's internalized moral perspective are shown in table (5.13). All items were gathered under a single factor as expected and factor loadings are very high. KMO-Fit Value and the Cronbach Alpha reliability are good. The total explained variance is also quite high.

4. The results of factor and reliability analysis for leader's balanced processing are shown in table (5.14). All items were gathered under a single factor as expected and factor loadings are very high. KMO-Fit Value is acceptable and the Cronbach Alpha reliability is good. The total explained variance is also quite high.

**Table 5.13:** Factor and reliability analysis for leader's internalized moral perspective

Items	Factor Loading
IMP1	0.824
IMP2	0.831
IMP3	0.795
IMP4	0.854
KMO Fit Value	0.817
Bartlett Test of Sphericity (p<0,05)	0.000
Cronbach's Alpha Reliability ( $\alpha$ )	0.845
Total Variance Explained (%)	68.28

**Table 5.14:** Factor and reliability analysis for leader's balanced processing

Items	Factor Loading
BP1	0.837
BP2	0.804
BP3	0.831
BP4	0.833
KMO Fit Value	0.758
Bartlett Test of Sphericity (p<0,05)	0.000
Cronbach's Alpha Reliability ( $\alpha$ )	0.852
Total Variance Explained (%)	68.30

5. The results of factor and reliability analysis for affective commitment to the organization are shown in table (5.15). Unfortunately, all items could not be gathered as a single factor, barely clustered in 3 components (factors). Component 1 cannot be a factor because some items have positive (AC2, AC5; 0.624 and 0.582 respectively) and some others have negative (AC1 and AC3; -.467 and -.498 respectively) factor loads.

The Component 3 (AC1, AC3 and AC5) seems to be a factor of 3 items at first glance. However, when looked carefully, it has been seen that the loads of these items distributed to Component 1 are unacceptably high (For AC1: Factor load distributed to Component 3 is 0.516 but it's factor load to Component 1 is also -.467 which is very high).

Same obstacle exists for AC3 (0.514 to Component 3, but also -.498 to Component 1) and for AC5 (0.446 to Component 3, but also 0.582 to Component 1). Because of these problems, affective commitment (to the organization) as independent variable is excluded from the study after factor analysis.

**Table 5.15:** Factor and reliability analysis for affective commitment

	Component		
	1	2	3
AC1	- 0.467		0.516
AC2	0.624		
AC3	-0.498		0.514
AC4		0.625	
AC5	0.582		0.446
AC6		-0.768	

6. The results of factor and reliability analysis for employee's vigor are shown in table (5.16). All items were gathered under a single factor as expected and factor loadings are very high. KMO-Fit Value and the Cronbach Alpha reliability are just below the range of perfection (0.889 and 0.896 respectively) which is 0.900. The total explained variance is also quite high.

**Table 5.16:** Factor and reliability analysis for employee's vigor

Items	Factor Loading
V1	0.800
V2	0.794
V3	0.751
V4	0.875
V5	0.821
V6	0.824
KMO Fit Value	0.889
Bartlett Test of Sphericity (p<0,05)	0.000
Cronbach's Alpha Reliability ( $\alpha$ )	0.896
Total Variance Explained (%)	65.88

7. The results of factor and reliability analysis for employee's dedication are shown in table (5.17). All items were gathered under a single factor as expected and factor loadings are very high.

KMO-Fit Value and the Cronbach Alpha reliability are good. The total explained variance is also quite high.

**Table 5.17:** Factor and reliability analysis for employee's dedication.

Items	Factor Loading
D1	0.803
D2	0.766
D3	0.787
D4	0.800
D5	0.838
D6	0.700
KMO Fit Value	0.870
Bartlett Test of Sphericity (p<0,05)	0.000
Cronbach's Alpha Reliability ( $\alpha$ )	0.873
Total Variance Explained (%)	61.39

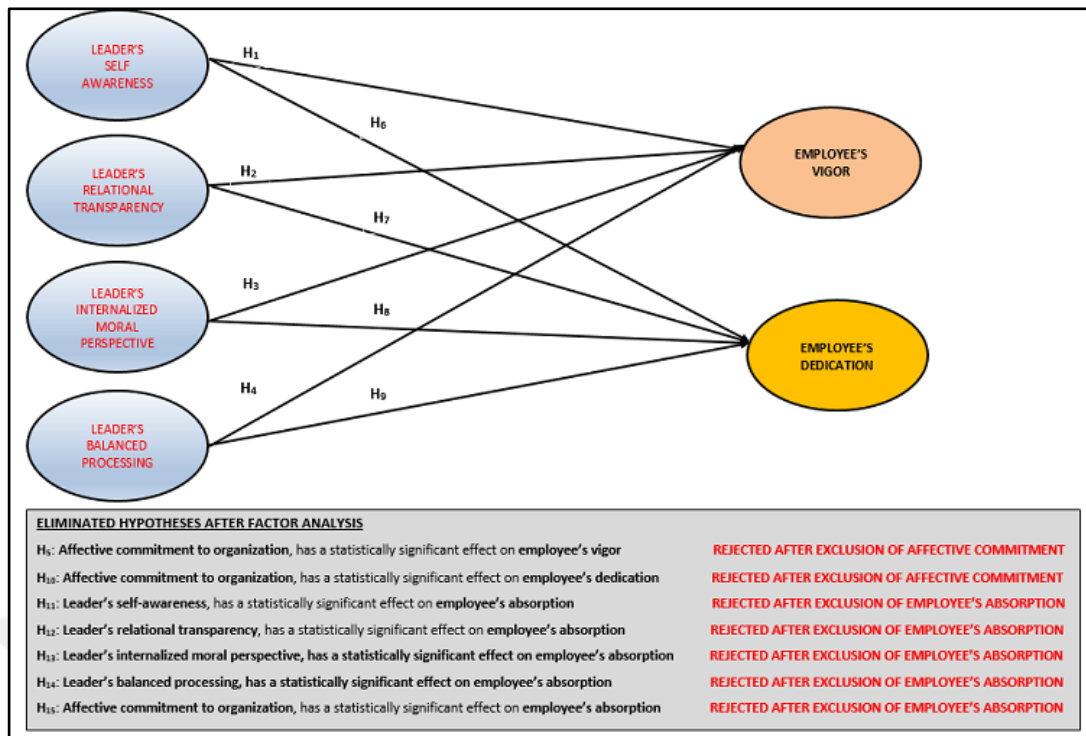
8. The results of factor and reliability analysis for employee's absorption are shown in table (5.18). Unfortunately, all items could not be gathered as a single factor, barely clustered in 2 components (factors). Component 1 cannot be a factor, because A1 has a factor load of 0.600 to Component 2 which is higher than of the factor load to Component 1. A4 and A5 have also opposite factor loads which are 0.669 and - .636 respectively. Component 2, though, seems to gather A1 and A2 under a single factor.

**Table 5.18:** Factor and reliability analysis for employee's absorption

Items	Factor Loading
A1	0.739
A2	0.739
KMO Fit Value	0.500
Bartlett Test of Sphericity (p<0,05)	0.135
Cronbach's Alpha Reliability ( $\alpha$ )	0.170
Total Variance Explained (%)	54.63

After the elimination of A3, A4 and A5 and assuming that that Absorption independent variable consists of just 2 items, factor analysis is conducted again. Nevertheless the results of KMO-Fit Value, Cronbach Alpha Reliability and Barlett Test of Sphericity are unacceptable.

Therefore, (employee's) absorption dependent variable is also excluded from the study after factor analysis. Based on the factor analysis results, the interim model is as shown in figure (5.5).



**Figure 5.5:** The interim model after factor analysis

## 5.7 The Regression Analysis

This section tests the study hypotheses. Specifically, it tests the impact of AL and AC on WE. Three different regression models test the study hypotheses as following:

### 5.7.1 The Regression with (Vigor) as dependent variable (model 1)

H<sub>0</sub> (Absence) Hypothesis: If Sig (p) < 0.05, the null hypothesis is rejected, that means at least one or more of the independent variables is/are statistically significant in explaining the dependent variable. In this context, it is seen that at least one or some or all of the 4 independent variables explain the dependent variable (employee's vigor. The results of ANOVA of model (1) are shown in table (5.19). The estimated regression coefficients of model (1) are shown in table (5.20).

**Table 5.19:** ANOVA (Analysis of variance)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	<b>Regression</b>	133.833	4	33.458	206.813	0.000b
	<b>Residual</b>	41.416	256	0.162		
	<b>Total</b>	175.249	260			

a. Dependent Variable: vigor

b. Predictors: (Constant), balanced processing, self-awareness, relational transparency, internalized moral perspective.





**Table 5.20:** The results of the regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	<b>(Constant)</b>	0.478	0.187		2.556	0.011
	<b>Self-awareness</b>	-0.038	0.030	-0.039	-1.277	0.203
	<b>Relational transparency</b>	0.308	0.066	0.313	4.644	0.000
	<b>Internalized moral perspective</b>	0.394	0.070	0.389	5.639	0.000
	<b>Balanced processing</b>	0.217	0.064	0.212	3.409	0.001

a. Dependent Variable: vigor

b. Predictors: (Constant), balanced processing, self-awareness, relational transparency, internalized moral perspective

At this point, the significance (sig =p) value of each independent variable that is expected to explain the dependent variable is checked. Sig. (p) variables with a value of less than 0.05 explain the dependent variable significantly; It is determined that variables with this value equal to or greater than 0.05 do not have a statistically significant effect on the dependent variable. Looking at the results, 3 variables sig. (p) values were found to be smaller than 0.05 whereas sig (p) value of self-awareness was found greater than 0.05.

- 1:  $p_{\text{self-awareness}} = 0.203 > 0.050$   (Rejection of H<sub>1</sub>)
- 2:  $p_{\text{relational transparency}} = 0.000 < 0.050$   (Acceptance of H<sub>2</sub>)
- 3:  $p_{\text{internalized moral perspective}} = 0.000 < 0.050$   (Acceptance of H<sub>2</sub>)
- 4:  $p_{\text{balanced processing}} = 0.001 < 0.050$   (Acceptance pf H<sub>4</sub>)

In this context, H<sub>1</sub> is rejected whereas H<sub>2</sub>, H<sub>3</sub> and H<sub>4</sub> are accepted, since leader's relational transparency, internalized moral perspective and balanced processing, have a statistically significant effect on (employee's) vigor. At this point, this self-awareness variable is removed from the model and the regression analysis is repeated. The new results of ANOVA and the estimated regression coefficients of model (1) are shown in tables (5.21) and table (5.22).

**Table 5.21:** ANOVA (Analysis of variance)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	<b>Regression</b>	133.570	3	44.523	274.534	0.000 <sup>b</sup>
	<b>Residual</b>	41.680	257	0.162		
	<b>Total</b>	175.249	260			

a. Dependent Variable: vigor

b. Predictors: (Constant), balanced processing, relational transparency, internalized moral perspective.

**Table 5.22:** The results of the regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	<b>(Constant)</b>	0.307	0.130		2.354	0.019
	<b>Relational transparency</b>	0.320	0.066	0.324	4.857	0.000
	<b>Internalized moral perspective</b>	0.386	0.070	0.382	5.543	0.000
	<b>Balanced processing</b>	0.216	0.064	0.211	3.385	0.001

a. Dependent Variable: vigor

b. Predictors: (Constant), balanced processing, relational transparency, internalized moral perspective.

As a result, of repeated regression analysis, all independent variables included in the model had Sig. (p) values less than 0.05. It means that 3 independent variables (relational transparency, internalized moral perspective and balanced processing of the leader) are statistically meaningful for the dependent variable (employee's vigor).

Standardized Beta Coefficients numbers in the Coefficients table enlighten us on the model contributions of the independent variables. When we look at these coefficients, it is seen that the both leader's internalized moral perspective and relational transparency have a strong impact on employee's vigor.

That is,  $\beta_{\text{internalized moral perspective}} = 0.382$ ;  $\beta_{\text{relational transparency}} = 0.324$ . On the other hand, leader's balanced processing, has a relatively limited and less effect on employee's vigor ( $\beta_{\text{balanced processing}} = 0.211$ ).

One of the important aspects of regression analysis is the Power Analysis (R<sup>2</sup> Interpretation). The R<sup>2</sup> is a statistic that will give some information about the goodness of fit of a model. In regression, the R<sup>2</sup> coefficient of determination is a statistical measure of how well the regression predictions approximate the real data points. An R<sup>2</sup> of 1 indicates that the regression predictions perfectly fit the data. The

information regarding the interpretation of the R<sup>2</sup> value obtained are shown in table (5.23). The table shows, for example, when R<sup>2</sup> > 0.67, it means that the independent variables have strong power to explain the dependent variable (Hair et al., 2011).

**Table 5.23:** The ranges of interpretation R<sup>2</sup>

Combined Comment	R <sup>2</sup> Value
Very Weak	R <sup>2</sup> < 0,19
Quite Weak	0,19 ≤ R <sup>2</sup> < 0,25
Weak	0,25 ≤ R <sup>2</sup> < 0,33
Weak – Moderate	0,33 ≤ R <sup>2</sup> < 0,50
Moderate	0,50 ≤ R <sup>2</sup> < 0,67
Moderate – Substantial (Strong)	0,67 ≤ R <sup>2</sup> < 0,75
Absolute Substantial (Strong)	R <sup>2</sup> > 0,75

Source: (Hair et al., 2011).

The model (1) summary is shown in table (5.24). When the model summary is looked at, the R<sup>2</sup> value, which expresses the explanatory power of the 3 independent variables for the dependent variable, is 0.762. This value shows that the explanatory power of the model is absolute strong: Leader's balanced processing, relational transparency and internalized moral perspective, explain the dependent variable (employee's) vigor very strongly.

**Table 5.24:** The model (1) summary

Model	R	R <sup>2</sup>	Adjusted (R <sup>2</sup> )	Std. Error
1	0.873 <sup>b</sup>	0.762	0.759	0.40271

a. Dependent Variable: vigor

b. Predictors: (Constant), balanced processing, relational transparency, internalized moral perspective

When the model summary is looked at, the R<sup>2</sup> value, which expresses the explanatory power of the 3 independent variables for the dependent variable, is 0.762. This value shows that the explanatory power of the model is absolute strong. That is, leader has balanced processing, relational transparency and internalized moral perspective; explain the dependent variable (employee's) vigor very strongly. The model power of explanation is strong.

### 5.7.2 The Regression with (Dedication) as dependent variable (model 2)

H<sub>0</sub> (Absence) Hypothesis: It is seen that at least one or some or all of the 4 independent variables explain the dependent variable (employee's) dedication. The

results of ANOVA of model (2) are shown in table (5.25). The estimated regression coefficients of model (1) are shown in table (5.26).

**Table 5.25:** ANOVA (Analysis of variance)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	<b>Regression</b>	110.318	4	27.579	198.728	0.000 <sup>b</sup>
	<b>Residual</b>	35.527	256	0.139		
	<b>Total</b>	145.845	260			

a. Dependent Variable: dedication

b. Predictors: (Constant), balanced processing, self-awareness, relational transparency, internalized moral perspective.





**Table 5.26:** The results of the regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	<b>(Constant)</b>	0.964	0.173		5.558	0.000
	<b>Self-awareness</b>	0.169	0.061	0.187	2.742	0.007
	<b>Relational transparency</b>	-0.056	0.065	-0.060	-0.860	0.391
	<b>Internalized moral perspective</b>	0.702	0.059	0.753	11.905	0.000
	<b>Balanced processing</b>	-0.054	0.028	-0.061	-1.966	0.050

a. Dependent Variable: dedication

b. Predictors: (Constant), balanced processing, self-awareness, relational transparency, internalized moral perspective.

At this point, the significance (sig =p) value of each independent variable that is expected to explain the dependent variable is checked. Sig. (p) variables with a value of less than 0.05 explain the dependent variable significantly; It is determined that variables with this value equal to or greater than 0.05 do not have a statistically significant effect on the dependent variable. Looking at the results, 2 variables sig. (p) values were found to be smaller than 0.05 as following:

- 1: pself-awareness = 0.050 = 0.050  (Rejection of H6)
- 2: prelational transparency = 0.007 < 0.050  (Acceptance of H7)
- 3: pinternalized moral perspective = 0.391 > 0.050  (Rejection of H8)
- 4: pbalanced processing = 0.000 < 0.050  (Acceptance pf H9)

In this context, H6 and H8 are rejected whereas H7 and H9 are accepted, since leader's relational transparency and balanced processing, have a statistically significant effect on (employee's) vigor. At this point, these self-awareness and internalized moral perspective variables are removed from the model and the regression analysis is repeated. The new results of ANOVA and the estimated regression coefficients of model (2) are shown in tables (5.27) and table (5.28).

**Table 5.27:** ANOVA (Analysis of variance)

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	<b>Regression</b>	109.633	2	54.816	390.544	0.000 <sup>b</sup>
	<b>Residual</b>	36.213	258	0.140		
	<b>Total</b>	145.845	260			

a. Dependent Variable: dedication

b. Predictors: (Constant), balanced processing, relational transparency

**Table 5.28:** The results of the regression

<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	<b>(Constant)</b>	0.701	0.120		5.843	0.000
	<b>Relational transparency</b>	0.150	0.051	0.167	2.938	0.004
	<b>Balanced processing</b>	0.673	0.053	0.722	12.676	0.000

a. Dependent Variable: dedication

b. Predictors: (Constant), balanced processing, relational transparency

Standardized Beta Coefficients numbers in table (5.29) enlighten us on the model contributions of the independent variables. When we look at these coefficients, it is seen that the leader's balanced processing has an absolute strong impact on employee's dedication ( $\beta_{\text{balanced processing}} = 0.722$ ) On the other hand, leader's relational transparency, has a very limited effect on employee's dedication ( $\beta_{\text{relational transparency}} = 0.167$ ).

The model (2) summary is shown in table (5.29). When the model summary is looked at, the  $R^2$  value, which expresses the explanatory power of the 3 independent variables for the dependent variable, is 0.762. This value shows that the explanatory power of the model is absolute strong: Leader's balanced processing, relational

transparency and internalized moral perspective, explain the dependent variable (employee's) vigor very strongly.

**Table 5.29:** The model (2) summary

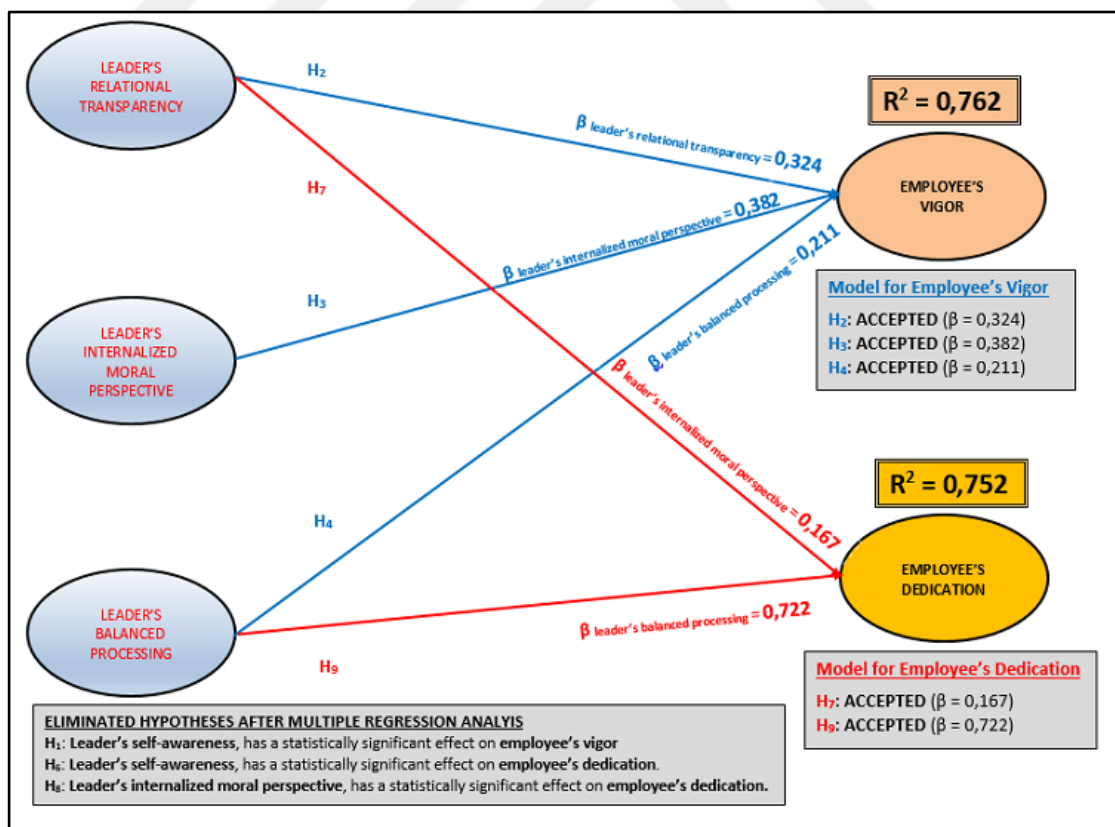
Model	R	R <sup>2</sup>	Adjusted (R <sup>2</sup> )	Std. Error
1	0.867 <sup>b</sup>	0.752	0.750	0.37464

a. Dependent Variable: dedication

b. Predictors: (Constant), balanced processing, relational transparency

When the model summary is looked at, the R<sup>2</sup> value, which expresses the explanatory power of the 3 independent variables for the dependent variable, is 0.752. This value shows that the explanatory power of the model is absolute strong. That is, leader's balanced processing and relational transparency explain the dependent variable (employee's) dedication very strongly.

In short, this section presented all results of regression analysis. The results showed that there are significant relationships between the dependent and independent variables. Based on these results, the final model after multiple regression analysis is shown in figure (5.6).



**Figure 5.6:** Final model after multiple regression analysis

## 5.8 The Discussion

This study analyzed the relationships between authentic leadership (AL), affective commitment (AC), and work engagement (WE). Specifically, it statistically tests the impacts of authentic leadership and affective commitment on work engagement in a sample of Iraqi manufacturing companies. In general, the results of this study showed that the sample is good. That is because it has high number of participants who have high level of education and work experiences. The sample has balanced percentage of male and female, which indicates no sex bias. The participants in the sample have a variety of work positions, which can enhance the quality of information gathered from them.

The data of this study provided information on the study dimensions, which (AL), (AC), and (WE). The data was collected from a sample of manufacturing companies in Iraq. The results showed that the data was reliable and good to use for testing the study hypotheses.

The factor analysis used in this study is based on principles component analysis. The results indicated that AL has four component extracted from factor analysis. The four factor of AL are the independent variable.

The results indicated that no component could be extracted from factor analysis of AC. Therefore, AC was removed from the analysis. The results indicated that WE has three component extracted from factor analysis. These components are the dependent variable. The factor loading for all extracted factors are high. The total variance explaining and other indicators showed that the factor analysis was in good fit.

The results showed that there are significant correlations between the study variables. That means, the null hypothesis ( $H_0$ ) is rejected, and most of the study hypotheses are accepted. In general, AL has a statistically positive and significant effect on the WE. Specifically:

- When Leaders' Relational Transparency increases, the employees' vigor increases by (0.324 unit of measure).
- When Leaders' Internalized Moral Perspective increases, the employees' vigor increases by (0.382 unit of measure).

- When Leaders' Balanced Processing increases, the employees' vigor increases by (0.211 unit of measure).
- When Leaders' Relational Transparency increases, the employees' dedication increases by (0.167 unit of measure).
- When Leaders' Balanced Processing increases, the employees' dedication increases by (0.722 unit of measure).

The results showed that the  $R^2$  values of the models, which expresses the explanatory power of the independent variables for the dependent variable, were very high (around 0.75). The value of  $R^2$  show that the explanatory power of the models are strong. In other words, AL explains the dependent variable of WE strongly.

Based on the literature, applying AL and AC are expected to positively affect the WE. For example, Wong, and Wong (2017) tested the effect of AC on the TI. Wong, and Wong (2017) found that AC has a negative and significant effect of AC on TI. Therefore, this result is in line with the literature. One most common explanation to this result is the positive feeling of employees.

Affective commitment is found when an employee feels like their personal values and priorities are in line with the company's mission and feel at home in the company. All of these issues can lead employees to stay in the same company, which reduce the turnover.

Theoretically, the job satisfaction is expected to reduce the turnover intention. For example, Wirawan et al., (2020) stated based on the results that AL has positive and significant impact on WE. Therefore, this result is in line with the literature.

The explanation to this result is that increasing the when leaders have good behavior and treat their employees well; the employees will be energetic and dedicated to their work and immersed to their work. That can lead to high level of positive behavior or work engagement. It can also lead to positive work-related outcomes. The result of this study is in line with the literature.

Poon (2013) found that employers could promote employees' work engagement by ensuring increasing their level of affective commitment. When the employees' emotional attachment to their organization is high, their level of work engagement

will be high. Unfortunately, this study could not test this idea since AC was removed because of the data limitation.



## 6. CONCLUSION

Modern work environment has shown that work engagement is one of the most important factors of businesses success. The businesses success depends on the cooperation of all employees working in their facilities. Therefore, it is important to engage employees in work. The process of employee engagement allowing the employees to know how they work, making suggestions for improving work. The goal of many companies now is to empower employees and give them a stake in decisions that directly affect their jobs.

Hiring employees and providing them with salaries is not sufficient. Every business owner wants their employees to appear in a work full of purpose and passion. Employees need motivation and participation in their role to ensure high performance and profitable business results. Employee engagement is a structured approach designed by companies to keep their employees committed to their companies' goals and values. Management must make every effort to engage its employees, who will also work towards their individual goals and success.

The Iraqi textile companies started using different strategies and programs to improve their employees' work engagement. However, some problems facing these companies when applying the strategies and programs. The important problem is the lack of evaluation to these programs.

The purpose of the study is to evaluate the effectiveness of these strategies and programs in a sample of Iraqi textile companies. More specifically, it test the effects of authentic leadership (AL) and affective commitment (AC) on work engagement (WE) in Iraqi companies. The importance of this study is that it can help decision makers of Iraqi companies to understand the concepts of authentic leadership, affective commitment, and work engagement. In addition, to understand their role in their operation systems. It can also help them developing the work environment in these companies. The study contribution is that it could add to the literature an analytical method to test the effects of authentic leadership and affective

commitment on the work engagement in Iraq. That can be used for future research that may apply on different companies in Iraq.

This study was applied on four of textile companies in Iraq. These companies are important since they have big share of Iraqi apparel markets in Iraq. These companies are working under high competition market, and concerning with satisfying their customers' needs and providing the best products to them. Based on the companies' reports, they reported that they have adopted different strategies to improve their employees' work engagement. They also started different programs and strategies for developing their employees' work engagement through the authentic leadership and affective commitment. They try dealing with challenges to raise the level of their employees' work engagement.

The population of the study was 500 employees. They were the companies' top managers, and employees who are working in different positions. A random sample method was used to draw a sample. Based on the Slovin's formula, and the sample size used was 261.

The questionnaire method was used in this study to collect data. The questionnaire was used to collect information about AL, AC, and WE, and demographic information about the respondents. Using SPSS 17.0 software, all the necessary statistical tests and analyses including factor analysis and regression analysis were done. The results of this study showed that, in general, AL has a statistically positive and significant effect on the WE. However, AC was removed from analysis due to data limitation.

The study concludes that AL in the textile companies in Iraq can enhance the WE. The study concludes that these results support the study hypotheses, and in line with the literature. The study concludes that fixing the data limitation may bring good results regarding the effect of AC on WE.

Based on that, the study **suggests** that the textile companies in Iraq should keep applying strategies and programs. They may also add other methods to improve their employees' WE.

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## APPENDICES

### Appendix A: Questionnaire form

**Table A.1:** A copy of the study questionnaire

<b>PART 1: Background Information</b>	
Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/>
Age	<input type="checkbox"/> 18 - 30 <input type="checkbox"/> 31 – 40 <input type="checkbox"/> 41 – 50 <input type="checkbox"/> More than 51
Highest academic level	<input type="checkbox"/> High school <input type="checkbox"/> Diploma <input type="checkbox"/> BA (4 years collage) <input type="checkbox"/> Master Degree <input type="checkbox"/> PhD Degree
Designation in the organization	<input type="checkbox"/> Manager <input type="checkbox"/> Employee
Working Experience with this organization	<input type="checkbox"/> 1-3 year <input type="checkbox"/> 4-10 year <input type="checkbox"/> 11-15 year <input type="checkbox"/> More than 15 year

**Table A.1:** (Cont.) A copy of the study questionnaire

<b>PART 2: The Authentic Leadership</b>					
In this part, you have five options that represent the degree of your answer. Please select only one option for each question about the authentic leadership in your organization.					
<b>Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Normal</b>	<b>Agree</b>	<b>Strongly agree</b>
1. My leader solicits feedback for improving his/her dealings with others.					
2. My leader clearly states what he/she means.					
3. My leader shows consistency between his/her beliefs and actions.					
4. My leader asks for ideas that challenge his/her core beliefs.					
5. My leader describes accurately the way that others view his/her abilities. (S)					
6. My leader admits mistakes when they occur.					
7. My leader uses his/her core beliefs to make decisions.					
8. My leader carefully listens to alternative perspectives before reaching a conclusion.					
9. My leader shows that he/she understands his/her strengths and weaknesses.					
10. My leader openly shares information with others.					
11. My leader resists pressures on him/her to do things contrary to his/her beliefs.					
12. My leader objectively analyzes relevant data before making a decision.					
13. My leader is clearly aware of the impact he/she has on others.					
14. My leader expresses his/her ideas and thoughts clearly to others.					
15. My leader is guided in his/her actions by internal moral standards.					
16. My leader encourages others to voice opposing points of view					

**Table A.1:** (Cont.) A copy of the study questionnaire

<b>PART 3: Affective commitment</b>					
In this part, you have five options that represent the degree of your answer. Please select only one option for each question about the Affective commitment in your organization.					
<b>Question</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Normal</b>	<b>Agree</b>	<b>Strongly agree</b>
1. I would be happy to spend the rest of my career with this organization.					
2. I really feel that this organization's problems are my own.					
3. I feel a strong sense of belonging to my organization.					
4. I feel "emotionally attached" to this organization.					
5. I feel like "part of the family" at this organization.					
6. This organization has a great deal of personal meaning to me.					

**Table A.1:** (Cont.) A copy of the study questionnaire

<b>PART 4: Work Engagement</b>					
In this part, you have five options that represent the degree of your answer. Please select only one option for each question about <b>work engagement</b> in your organization					
<b>Question</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Normal</b>	<b>Agree</b>	<b>Strongly agree</b>
1. At my work, I feel that I am bursting with energy					
2. I find the work that I do full of meaning and purpose					
3. Time flies when I'm working					
4. At my job, I feel strong and vigorous					
5. I am enthusiastic about my job					
6. When I am working, I forget everything else around me					
7. My job inspires me					
8. When I get up in the morning, I feel like going to work					
9. I feel happy when I am working intensely					
10. I am proud on the work that I do					
11. I am immersed in my work					
12. I can continue working for very long periods at a time					
13. To me, my job is challenging					
14. I get carried away when I'm working					
15. At my job, I am very resilient, mentally					
16. It is difficult to detach myself from my job					
17. At my work I always persevere, even when things do not go well					

## **RESUME**

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### **EDUCATION:**

- BA in Business Administration from Al Qadisia university, 2011-2012.

### **WORK EXPERIENCE:**

- Manager in private company for 3 years.

