
THE ROLE OF AUTHENTIC LEADERSHIP PRACTICES IN THE EFFICIENCY OF HUMAN RESOURCE ENGINEERING: AN ANALYTICAL STUDY OF EMPLOYEES IN THE DHI QAR ELECTRICITY DEPARTMENT

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Abstract

Objective: This study aims to analyze the role of authentic leadership, in its various dimensions, in enhancing the efficiency of human resource engineering practices at the Dhi Qar Electricity Distribution Directorate, a vital government institution in Iraq.

Design/Methodology/Approach: The study adopted a descriptive-analytical approach. Data were collected using a questionnaire designed based on reliable measures from previous literature. The study sample consisted of 227 employees from various job levels within the directorate. Data were analyzed using SPSS v.26 software, employing Pearson correlation tests and multiple regression analysis to test the study hypotheses.

Results: The results showed that the level of authentic leadership practice was moderate (3.64 out of 5), while the level of human resource engineering efficiency was high (3.71 out of 5). The results also revealed a statistically significant positive correlation between authentic leadership and human resource engineering efficiency ($r = 0.476$, $p < 0.01$), and a significant effect of authentic leadership on human resource engineering efficiency ($R^2 = 0.227$, $F = 66.02$, $p < 0.001$). The dimensions of balanced processing ($\beta = 0.251$, $p < 0.05$) and internal ethical perspective ($\beta = 0.228$, $p < 0.05$) showed the most significant impact, while self-awareness and transparency in relationships did not show a direct significant effect.

Authenticity/Value: This study offers a rare theoretical and applied contribution in the Iraqi context, addressing the relationship between authentic leadership and human resource engineering in the public energy sector. It also presents an analytical model that can be generalized to other government institutions and offers practical recommendations for decision-makers on how develop leadership and management practices to improve human resource efficiency and the quality of services provided.

Keywords: Authentic leadership, human resource engineering, human resource efficiency, Dhi Qar Electricity Department, Iraq.

Introduction

Research classification: Field research, analytical study.

Chapter One: Methodological Framework of the Study

1.1 Research Problem

Government institutions in Iraq, including the Dhi Qar Electricity Distribution Directorate, face significant challenges in managing their human resources. These institutions suffer from weak job performance, low productivity levels, and weak organizational loyalty, in addition to the prevalence of some negative practices that affect the quality of services provided to inhabitants. The research problem is highlighted in the main question: Can authentic leadership, as a contemporary leadership style based on honesty, transparency, and ethical commitment, contribute to improving the efficiency of human resource engineering practices in this directorate?

Differences in the cultural and social backgrounds and aspirations of individuals within the organization, and their impact on individual attitudes and task performance, have made the task of leadership extremely difficult (Avolio & Gardner, 2005, p. 319). Several theories have attempted to address these differences by focusing on authenticity and generating a shared identity geared towards achieving the organizational vision and mission (Luthans & Avolio, 2003, p. 243). Authentic leadership embraces these differences, treats everyone with balance, supports followers, and strives to instill trust in others to influence them toward achieving shared goals (Gardner et al., 2011, p. 1122).

Based on a review of previous studies on the topic and the researcher's exploratory questionnaire, the problem lectured in this study can be primarily summarized as the weakness of human resource engineering practices in the Dhi Qar Electricity Distribution Directorate. This weakness may negatively impact employee performance, thus highlighting the potential role of authentic leadership in improving these practices. Therefore, this research attempts, through diagnosis and analysis, to answer several research questions, which can be summarized as follows:

1. What is the level of authentic leadership practice in the Dhi Qar Electricity Distribution Directorate, as perceived by employees?
2. What is the level of efficiency of human resource engineering practices in the directorate?
3. Is there a statistically significant correlation between authentic leadership and the efficiency of human resource engineering?
4. How does authentic leadership contribute to improving the efficiency of human resource engineering practices?

1.2 Significance of the Study

This study is significant because it addresses a vital sector that has received little attention in the Iraqi context, particularly within energy sector institutions, which form a cornerstone of the national economy and the lives of citizens.

First: Theoretical (Academic) Significance

-This study contributes to enriching the scientific literature on the relationship between authentic leadership style and human resource engineering in a relatively under-researched

Iraqi context. This is based on previous studies indicating a scarcity of research addressing this connection in Arab contexts (Alzaharani & Alharbi, 2024, p. 15).

-It offers a comprehensive conceptual framework linking four dimensions of authentic leadership and five dimensions of human resource engineering efficiency, aligning with modern trends in human resource management research (Jiang & Messersmith, 2018, p. 145).

-It provides a scientific reference for researchers and students in the fields of business administration, human resources, and organizational behavior, particularly within the context of government institutions (Guest & Bos-Nehles, 2013, p. 85).

-It contributes to testing the validity of contemporary management theories in a different cultural and organizational context, responding to researchers' calls to expand research into non-Western contexts (Eisenbeiss & Giessner, 2012, p. 76).

Second: Practical (Field) Importance:

-It offers practical recommendations for managers of the Dhi Qar Electricity Distribution Directorate and decision-makers in the Ministry of Electricity on how to develop leadership styles to improve human resource efficiency (Cao et al., 2020, p. 8). - It helps in diagnosing the current state of leadership and human resources practices within the directorate, identifying its strengths and weaknesses.

-It contributes to improving the quality of electricity services provided to citizens by enhancing employee efficiency.

-It offers a model that can be replicated in other government institutions in Iraq.

1.3 Study Objectives

In light of the defined research problem and its significance, the core objective of this study is to identify and analyze the impact of authentic leadership dimensions on the efficiency of human resource engineering practices at the Dhi Qar Electricity Distribution Directorate. Furthermore, it aims to achieve the following:

1. To present a theoretical and field study on the nature and role of authentic leadership dimensions in improving the efficiency of human resource engineering practices.
2. To diagnose the levels of authentic leadership dimensions among leaders at the Dhi Qar Electricity Directorate, as perceived by employees.
3. To diagnose the efficiency levels of human resource engineering practices within the Directorate.
4. To conduct a field examination of the correlation and influence between authentic leadership and the efficiency of human resource engineering.
5. To present a set of recommendations and proposals for developing leadership and administrative practices within the Directorate.

1.4 The Study's Hypothetical Model and Hypotheses

A systematic approach to the study problem and its hypotheses requires the construction of a model that expresses the theoretical relationship between the study variables. This model provides initial insights and answers to the hypotheses the researcher formulated to address the research questions. The study model contains two main variables:

The independent variable: Authentic leadership, which comprises four main dimensions according to Walumbwa et al.'s model (2008, p. 95): (self-awareness, balanced processing, internal ethical viewpoint, and transparency in relationships).

The dependent variable: Human resource engineering efficiency, which comprises five main dimensions according to Gill et al.'s classification (2018, p. 309): human resource planning efficiency, job analysis and design efficiency, recruitment and selection efficiency, training and development efficiency, and performance appraisal efficiency.

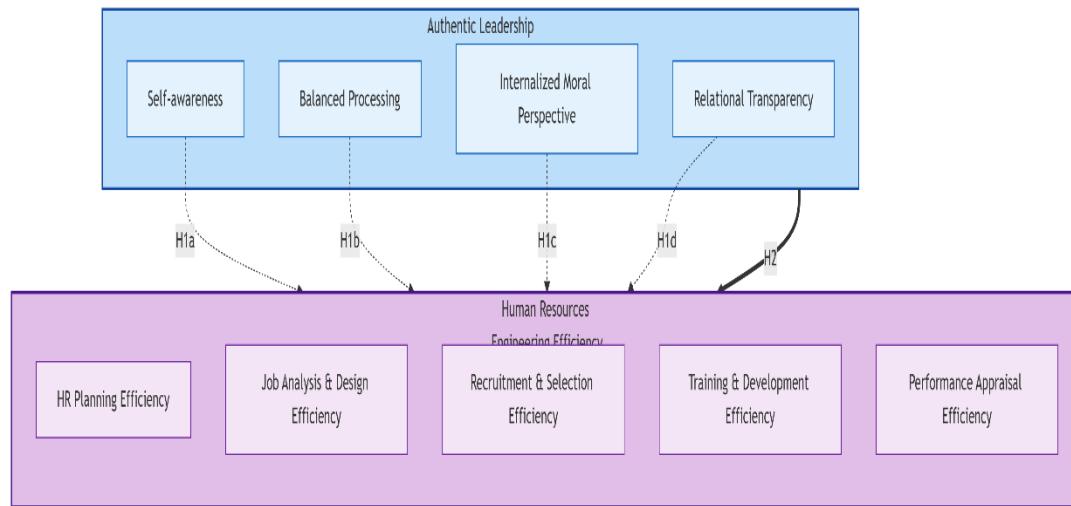


Figure (1) The hypothetical model of the study

-Main Hypotheses

First Main Hypothesis: There is a statistically significant correlation between authentic leadership and the efficiency of human resource engineering in the Dhi Qar Electricity Distribution Directorate.

The following sub-hypotheses stem from this main hypothesis:

1. There is a statistically significant correlation between self-awareness and the efficiency of human resource engineering.
2. There is a statistically significant correlation between balanced processing and the efficiency of human resource engineering.
3. There is a statistically significant correlation between internal ethical perspective and the efficiency of human resource engineering.
4. There is a statistically significant correlation between transparency in relationships and the efficiency of human resource engineering.

Second Main Hypothesis: There is a statistically significant impact of authentic leadership on the efficiency of human resource engineering in the Dhi Qar Electricity Distribution Directorate.

The following sub-hypotheses stem from this main hypothesis:

1. There is a statistically significant impact of self-awareness on the efficiency of human resource engineering.

2. There is a statistically significant impact of balanced processing on the efficiency of human resource engineering.
3. Interior ethical perspective has a statistically significant effect on the efficiency of human resource engineering.
4. Transparency in relationships has a statistically important effect on the efficiency of human resource engineering.

1.5 Study Limitations

The limitations of this study are as follows:

First: Thematic Limitations: These include the dimensions of authentic leadership, namely (self-awareness, balanced processing, internal ethical perspective, and transparency in relationships), according to the model of Walumbwa et al. (2008, p. 95).

-These include the dimensions of human resource engineering efficiency, namely (planning efficiency, job analysis efficiency, recruitment and selection efficiency, training and development efficiency, and performance assessment efficiency), according to the classification of Gill et al. (2018, p. 309).

Second: Geographical Limitations: The geographical scope of the study extends to the Dhi Qar Electricity Distribution Directorate, as it is one of the important service directorates in Dhi Qar Governorate.

Third: Temporal Limitations: The study was conducted during the period from December 3, 2025, to April 1, 2026.

Fourth: Human Limitations: The study sample consisted of employees of the Dhi Qar Electricity Distribution Directorate from various job levels.

1.6 Data Collection Methods

To obtain the necessary data and information for this study, the researcher relied on relevant Arabic and foreign studies, books, these s, and dissertations, as well as online resources, to fulfill the theoretical requirements of the research. The researcher used a questionnaire as the primary tool for gathering data related to the fieldwork.

The questionnaire was designed based on several theoretical and applied studies that addressed indicators for measuring the dimensions of authentic leadership (Walumbwa et al., 2008, p. 102) and indicators for measuring the effectiveness of human resource engineering (Gill et al., 2018, p. 314). The study adopted the five-point Likert scale due to its advantages in the measurement process, with responses ranging from strongly agreeing (5), agreeing (4), neutral (3), disagreeing (2), and strongly disagreeing (1). The questionnaire was reviewed by a number of experts specializing in business administration, as well as specialists in the Arabic language, to ensure the validity and suitability of the items and to guarantee the accuracy of the wording in measuring the extents. It was then distributed to a pilot sample for pre- and post-testing. Cronbach's alpha coefficient was used to determine the correctness of the responses of the study participants, and the reliability coefficient was (0.89). Thus, the survey achieved certain levels of reliability. Acceptable in terms of measurement reliability.

1.7 Study Population and Sample

First: Study Population

The study population represents the primary source of data for the field test. Employees of the Dhi Qar Electricity Distribution Directorate were selected as the research population for several reasons, including:

1. The directorate is a vital service institution providing essential services to citizens in Dhi Qar Governorate.
2. The directorate faces significant challenges in managing its human resources, making it a suitable environment for studying the relationship between authentic leadership and the efficiency of human resource engineering.
3. The diversity of the directorate's human resources in reports of qualifications, specializations, and experience provides fertile ground for studying various organizational phenomena.

Second: Study Sample

In line with the study's objectives, the researcher distributed questionnaires to the sample members. (250) questionnaires were distributed to the directorate's managers, department heads, division heads, and main units. (227) questionnaires were found to be valid for statistical analysis, with a response rate of (90.8%), which is considered acceptable. Field Research (Hair et al., 2019, p. 165)

Demographic Characteristics of the Study Sample:

Gender: The sample consisted of 227 employees of the Directorate, of whom 131 were male (57.7%) and 96 were female (42.3%). This indicates a close gender balance and reflects the Directorate's commitment to employing both genders.

Age: The study sample was distributed across three age groups. The highest percentage of respondents was in the 31-40 age group (48.5%), followed by the 30 and under age group (32.2%), then the 41-50 age group (14.1%), and finally the 50 and over age group (5.2%). These percentages confirm that the majority of respondents in the Directorate are young and middle-aged.

Educational Level: The responses of the sample members revealed that most of the respondents hold a degree. Bachelor's degree holders constituted the largest group (43.6%), followed by diploma holders (31.3%), then master's and doctoral degree holders (15.4%), and finally those with a preparatory certificate or lower (9.7%). This indicates that the employees in the directorate possess good academic qualifications, enabling them to answer the questionnaire items accurately.

Years of Service: The results showed that the distribution of the sample members according to years of service in the directorate revealed that the majority (59.5%) have six years or more of experience, indicating that the surveyed sample possesses sufficient experience and knowledge to perform the functional activities in the directorate.

Chapter Two: Theoretical Framework

2.1 Authentic Leadership

2.1.1 The Concept of Authentic Leadership

The concept of authenticity originates from the ancient Greek word "authento," meaning complete possession of authority (Kernis & Goldman, 2006, p. 294). The multiple meanings of "authentic" refer to someone who possesses genuine authority, as opposed to something false, deceitful, counterfeit, or fabricated. They uphold what is true and authentic (Avolio & Gardner, 2005, p. 319). Authenticity signifies trustworthy authority that possesses credibility and real right.

Leadership is one of the most important organizational marvels, and its concept has evolved alongside organizational thought, from classical theories through traditional theories to modern theories (Cannon, 2014, p. 4).

Contemporary leadership models are observed to focus on future-oriented aspects, motivating followers and preparing them intellectually to face a changing environment (Avolio et al.). (2009, p. 424). Authentic leadership is one of the contemporary leadership styles, and it was addressed by writers and researchers at the beginning of the new millennium as values-based leadership with ethical content (Iqbal et al., 2018, p. 3).

Recent studies indicate that the emergence of authentic leadership was a result of the appearance of unethical behaviors, which drew the care of researchers to the concept of values-based leadership, which they termed authentic leadership. The roots of authentic leadership theory lie in positive organizational behavior and ethical considerations, as well as transformational leadership (Bishop, 2013, p. 7).

Walumbwa et al. (2008, p. 94) defined authentic leadership as "a style of leadership behavior that is based on and promotes both positive psychological capabilities and a positive ethical climate to foster greater self-awareness, an internal ethical perspective, balanced information processing, and transparency in relationships on the part of leaders working with subordinates, thereby promoting positive self-development."

Other definitions indicate that authentic leadership It is more than just a leadership style; it involves more than just a sense of satisfaction or a precise understanding of self. Authentic leadership is about the true self, and defining its components is challenging because it relies heavily on personal perception (Bishop, 2013, p. 8).

Authentic leadership also involves an ethical perspective where behavior is guided by the leader's core values, experiences, thoughts, and feelings, rather than being dictated by external pressure (Pope, 2018, p. 17).

Contemporary researchers emphasize that what distinguishes authentic leadership is that it stems from positive approaches within leadership theories, encompassing the positive aspects of transformational, service, and charismatic leadership (Kim, 2014, p. 17). An operational definition of authentic leadership can be given as "leadership that possesses sufficient self-awareness, is fundamentally based on open communication with others, and has a strong ethical and values-based perspective when making decisions, taking into account a balanced processing of information before making decisions."

2.1.2 The Importance of Authentic Leadership

The importance of authentic leadership stems from its impact on numerous organizational aspects. It positively influences the psychology of subordinates, fostering self-confidence, transparency, shared goal, and a focus on follower development (Laguerre, 2010, p. 25). Recent studies have confirmed a positive relationship between authentic leadership and optimism, a dimension of psychological capital and organizational culture (Stander & Stander, 2015, p. 11).

Authentic leadership enhances employee motivation by building transparent, positive, supportive, and purposeful relationships with them, driving them toward innovation (Mubarak & Noor, 2018, p. 4). Furthermore, leader's credibility and trustworthiness make them a highly valued role model for followers, who strive to emulate and imitate them (Kim, 2014, pp. 23-24). An authentic leader can serve as a positive example, enabling both the leader and followers to build genuine relationships, resulting in positive work attitudes such as commitment. (Mubark & Noor, 2018, p. 5)

Researchers have identified the importance of authentic leadership through four key aspects (Makhmoor, 2018, p. 4):

- 1- Authentic leaders play a key role the organization's values, focusing on the strengths of their followers rather than their weaknesses, and working to enhance these strengths as they are directly related to their job performance.
- 2- They help individuals accomplish their tasks more efficiently and with greater accountability by instilling hope in them.
- 3-Authentic leaders inspire optimism linked to their own success and the success of their followers.
- 4-Authentic leaders demonstrate resilience in the face of difficulties and learn from them.

2.1.3 Similarities and Differences Between Authentic Leadership and Other Positive Leadership Styles

Authentic leadership is one of the most important contemporary leadership styles. Five positive leadership styles have contributed to the development and growth of authentic leadership, and researchers have increasingly focused on the overlap between authentic leadership and other leadership styles (Avolio & Gardner, 2005, p. 320).

Authentic Leadership and Transformational Leadership: Studies indicate that the four dimensions of authentic leadership are integrally linked transformational leadership. The primary driver for the development of authentic leadership was its role as a leadership style that fosters positive organizational behaviors such as optimism, resilience, and hope (Walumbwa et al., 2008, p. 95). The characteristics of transformational leadership are also characteristics of authentic leadership, as transformational leaders possess an optimistic and ethical outlook that supports and empowers their followers (Kim, 2014, p. 22). However, authentic leadership differs from transformational leadership in that transformational leaders must possess the characteristics of authentic leadership, while authentic leadership is not necessarily transformational (Kim, 2014, p. 24).

Authentic and Servant Leadership: There are similar characteristics between servant and authentic leadership, as both lead through personal judgment and a genuine desire to serve

and help followers. Though, The difference lies in the fact that servant leadership prioritizes the benefit of followers and, to that end, tries to satisfy their needs and desires, while authentic leadership may not respond to followers' desires as much as it tries to demonstrate its authenticity and self-realization to followers (Kim, 2014, p. 23).

Authentic and Charismatic Leadership: Charismatic leadership influences followers by motivating them and enabling them to perform better. Charismatic leaders use rhetoric to influence their followers (George, 2015, p. 20). In authentic leadership, self-awareness of values and a personal moral outlook influence followers. Authentic leadership may not be charismatic, but it aims to build lasting, meaningful relationships based on values and hard work to achieve the organization's strategic goals (George, 2015, p. 20).

2.1.4 Dimensions of Authentic Leadership

Previous research on the dimensions of authentic leadership has varied. Some initial studies identified only four dimensions (Kernis, 2003, p. 13), while others identified five (Tuttle, 2009, p. 45). Most contemporary researchers agree that authentic leadership comprises four main dimensions (Elrehail et al., 2018, p. 35; Anderson, 2018, p. 12; Iqbal et al., 2019, p. 3):

1. Self-Awareness

Self-awareness is a key aspect of authentic leadership. It is essential for acquiring authenticity and is achieved through self-reflection on one's actions and thoughts and their impact on the leader's actual behavior (Nkwabi, 2017, p. 9).

Self-awareness is essential for authentic leadership. Self-awareness is defined as "the ability to understand one's own talents, strengths, and values, as well as one's desires and beliefs" (Sercan, 2014, p. 42). Researchers emphasize that self-awareness is the foundation for all other dimensions of authentic leadership, and that an authentic leader must possess it, as self-knowledge is essential for demonstrating the other three dimensions of authentic leadership (Davidson, 2017, p. 8).

Self-awareness refers to the extent to which a leader understands their limitations, strengths, and how these influence others (Elrehail et al., 2018, p. 35). It is linked to an individual's awareness of their strengths, weaknesses, values, and experiences (Iqbal et al., 2019, p. 3). True leaders possess a consistent sense of self-knowledge (Saeed, 2019, p. 50).

2. Balanced Processing

Balanced processing refers to gathering relevant information and considering diverse perspectives, both positive and negative, before making important decisions (Laschinger & Fida, 2013, p. 2). This approach is evident in leaders who objectively analyze facts and data both internally (self-analysis) and externally (considering constructive criticism from others). A true leader doesn't disregard any information and takes into account the viewpoints of those they lead before making decisions, while also minimizing bias (George, 2015, p. 22).

A leader must be able to consider everything before making any decision (Davidson, 2017, p. 8). Balanced processing relates to how decisions are made based on information and data, and how this information is monitored before a decision is made (Elrehail et al., 2018, p. 35). Balanced approach involves the leader focusing on an objective and transparent analysis of

all relevant information before making a decision and interacting with others (Anderson, 2018, p. 15).

3. The Intrinsic Ethical Perspective

The intrinsic ethical perspective is defined as "a leader's ability to withstand external pressures by adhering to their own ethical standards and values" (Coxen et al., 2016, p. 2). It refers to the degree to which an individual recognizes themselves as an ethical person, and as such, the ethical perspective is an individual's commitment to and sense of self (Crawford, 2015, p. 13). The intrinsic ethical perspective indicates that a leader views their role as one that includes ethical responsibility towards stakeholders, allowing the authentic leader to understand and evaluate ethical issues, as well as to draw upon past experiences in dealing with ethical matters at work (Al-Bardan, 2017, p. 40). The intrinsic ethical perspective, the actions of a leader guided by ethical values and principles are deeply rooted and do not stem from external pressures, whether from colleagues, the organization, or society (Mubark & Noor, 2018, p. 3). Studies indicate that authentic leaders are respected and demonstrate equality, patience, virtue, clarity, and integrity. And sacrifice in relationships with subordinates (Saeed, 2019, p. 220).

4. Transparency in Relationships

Transparency in relationships is defined as "sharing information in an open manner and expressing subjective truths through feelings while attempting to minimize inappropriate emotions" (Walumbwa et al., 2008, p. 95). Transparency in relationships reflects the degree to which a leader presents their authentic self to others (as opposed to a false or distorted self), shares information openly, expresses genuine feelings and updates, and fosters openness with others, Providing them with an opportunity to anticipate their thoughts, challenges, and opinions (Rego et al., 2012, p. 13).

Transparency in relationships includes leaders sharing their thoughts and feelings and encouraging others to share their thoughts and opinions (Laschinger & Fida, 2013, p. 2). Transparency in relationships refers to a leader's ability to share information openly and present themselves in a humble manner (Stander & Stander, 2015, p. 8). Leaders can demonstrate high levels of transparency, which increases the trust of their followers and thus positively influences them to act appropriately (Nkwabi, 2017, p. 9).

2.2 Human Resource Engineering

2.2.1 The Concept of Human Resource Engineering

Recent studies indicate that the effectiveness of human resource systems depends not only on the design of practices by senior management, but also significantly on how these practices are implemented by line managers and how employees perceive them (Bos-Nehles et al., 2017, p. 322). This is where human resource engineering comes in, as a systematic application of engineering principles and behavioral knowledge to design and improve human resource management systems and processes with the aim of increasing efficiency, productivity, and job satisfaction (Gill et al., 2018, p. 306).

Human resource engineering is defined as "the systematic application of engineering principles and behavioral knowledge to design and improve human resource management systems and processes, including workforce planning, job analysis and design, recruitment and selection, training and development, and performance appraisal" (Jiang & Messersmith, 2018, p. 148). The importance of human resource engineering lies in its aim to align formal HR practices with their actual implementation by direct managers and employees' perceptions of them (Guest & Bos-Nehles, 2013, p. 82). There is often a gap between the practices intended by HR management and those actually implemented, and this is what HR engineering seeks to address by designing systems and procedures that ensure consistency, transparency, and objectivity in all HR management processes (Nishi & Wright, 2008, p. 82). 7))

2.2.2 Dimensions of Human Resource Engineering Efficiency

Human resource engineering efficiency encompasses five main dimensions (Gill et al., 2018, p. 309; Cao et al., 2020, p. 4):

1. Human Resource Planning Efficiency:

Planning efficiency relates to an organization's ability to analyze current and future needs for human skills and competencies and develop appropriate plans to meet these needs (Becker & Huselid, 2006, p. 901). This efficiency includes:

- A thorough analysis of the organizational structure and job requirements.
- Forecasting future workforce needs.
- Developing succession planning for leadership positions.
- Linking planning to the organization's budgets and strategic plans.

2. Job Analysis and Design Efficiency:

Job analysis and design efficiency relates to an organization's ability to develop accurate and specific job descriptions that define the responsibilities, tasks, authorities, and organizational relationships for each job (Morgeson & Dierdorff, 2011, p. 49). This includes:

- Analyzing the tasks and responsibilities associated with each job.
- Defining the job's knowledge, skills, and abilities.
- Designing a clear and specific organizational structure.
- Regularly updating job descriptions to reflect changes.

3. Recruitment and Selection Efficiency:

Recruitment and selection efficiency relates to an organization's ability to develop and implement objective mechanisms for selecting the best candidates to meet job requirements (Breugh, 2017, p. 414). This includes:

- Designing transparent and fair recruitment procedures.
- Using objective selection tools (tests, structured interviews).
- Evaluating candidates based on their competencies, not personal relationships.
- Ensuring a match between the candidate's abilities and the job requirements (Person-Job Fit).

4. Training and Development Efficiency:

Training and development efficiency relates to an organization's ability to design and implement training programs based on actual needs and to measure their return on investment (Aguinis & Kraiger, 2009, p. 452). This includes:

- Systematically identifying training needs.
- Designing training programs that meet the needs of employees and the organization.
- Using diverse and appropriate training methods.
- Evaluating the effectiveness of training programs and measuring return on investment.

5. Performance Appraisal Efficiency:

Performance appraisal efficiency relates to an organization's ability to develop fair, transparent, and objective performance appraisal systems that are linked to incentives and professional development (Aguinis, 2019, p. 87). This includes:

- Designing objective and measurable performance appraisal criteria.
- Training managers in objective performance appraisal skills.
- Linking appraisal results to incentives, promotions, and training.
- Providing constructive feedback to employees about their performance.

2.2.3 The Role of Authentic Leadership in Enhancing the Efficiency of Human Resource Engineering

Recent studies indicate that authentic leadership plays a pivotal role in enhancing the effectiveness of human resource systems through several mechanisms (Gill et al., 2018, p. 312; Karam et al., 2017, p. 109):

First: Reducing the Gap Between Intended, Implemented, and Perceived Practices: There is often a discrepancy between HR practices as intended by HR management, how they are implemented by line managers, and how they are perceived by employees (Nishii & Wright, 2008, p. 5). Authentic leaders can contribute to reducing this gap through (Gill et al., 2018, p. 313):

- Commitment to implementing HR policies as intended.
- Open and transparent communication with employees about HR policies.
- Building trust and credibility in HR practices.

Second: Enhancing Transparency and Objectivity in Human Resources Practices:

Authentic leaders contribute to enhancing transparency and objectivity in human resources practices through (Cao et al., 2020, p. 6):

- Applying objective criteria in recruitment and selection.
- Using balanced assessment in performance evaluation and decision-making.
- Disclosing information related to human resources policies and procedures.
- Adhering to ethical standards in all human resources practices.

Third: Building Trust and Credibility in the Human Resources System:

Authentic leaders contribute to building trust and credibility in the human resources system through (Karam et al., 2017, p. 114):

- Leading by example in adhering to human resources policies and procedures.
- Demonstrating integrity and honesty in handling human resources issues.

- Treating all employees fairly and equally.
- Defending the interests of employees while safeguarding the interests of the organization.

Fourth: Fostering a Supportive Human Resources Organizational Culture:

Authentic leaders contribute to fostering a supportive human resources organizational culture through (Yasin et al., 2020, p. 5):

- Encouraging open and honest communication.
- Appreciating diversity and individual differences.
- Supporting employees' professional development.
- Creating a psychologically safe work environment.

The results indicate that authentic leadership significantly contributes to enhancing the effectiveness of human resources systems, especially when it comes to implementing high-performance work systems (Cao et al., 2020, p. 8). Authentic leaders not only possess the internal capabilities, such as leadership integrity, that contribute to the effective implementation of human resources practices, but they also enable employees to perceive the "legitimacy, credibility, and authenticity" of human resources practices (Gill et al., 2018, p. 315).

Chapter Three: The Applied Aspect of the Study

3.1 Description and Diagnosis of the Study Variables

3.1.1 Description of the Dimensions of Authentic Leadership

This section describes the dimensions of authentic leadership identified in the theoretical framework and adopted in the education model, Namely: self-awareness, balanced processing, internal ethical perspective, and transparency in relationships.

Table (1): Arithmetic Means and Standard Deviations of the Measurement Indicators for the Dimensions of Authentic Leadership

Dimension	Mean	Standard Deviation
Self-awareness	3.52	1.087
Balanced approach	3.48	1.075
Internal ethical perspective	4.18	0.801
Transparency in relationships	3.38	0.895
Overall index	3.64	0.967

First: Self-Awareness: Most respondents in the Dhi Qar Electricity Distribution Directorate agreed that indicators of self-awareness are present among the directorate's administrative leaders, with a mean score of 3.52 and a standard deviation of 1.087. This indicates that the directorate's administrative leaders possess self-awareness regarding their goals, weaknesses, and strengths, a conclusion consistent with the findings of Alzahrani & Alharbi (2024, p. 18) on the importance of self-awareness in authentic leadership.

Second: Balanced Processing: Most respondents agreed that the directorate's administrative leaders possess the characteristic of balanced processing, with a mean score of 3.48 and a standard deviation of 1.075. This indicates that the surveyed administrative leaders process information in a balanced manner before making any decision, which aligns with the findings of Walumbwa et al. (2008, p. 104), which emphasized the importance of balanced processing in authentic leadership.

Third: Internal Ethical Perspective: The data in the table reflects the respondents' opinions regarding the adoption of an internal ethical perspective by the leadership of the studied organizations. It shows that the respondents' answers tend towards agreement, with the majority strongly agreeing on the presence of an interior ethical perspective within the directorate, with a mean of 4.18 and a standard deviation of 0.801. This the highest percentage of agreement among respondents, indicating that the administrative leadership in the directorate possesses a relatively high level of ethical perspective. This result is consistent with the findings of Coxen et al. (2016, p. 8).

Fourth: Transparency in Relationships: The data in the table shows that the responses of the study sample regarding transparency in relationships among the administrative leadership in the directorate achieved a mean of 3.38 and a standard deviation of 0.895. This indicates a relative agreement that the administrative leadership possesses transparency in relationships in terms of sharing information and telling the truth.

The results show that the order of importance of the dimensions of authentic leadership, according to the opinions of the respondents, indicates that the focus of the leadership in the Dhi Qar Electricity Directorate is on the internal ethical perspective in the first place, followed by self-awareness the second place, then balanced handling in the third place, and finally transparency in relationships.

3.1.2 Description of Human Resource Engineering Efficiency

Table (2): Arithmetic means and standard deviations of the dimensions of human resource engineering efficiency

Dimension	Mean	Standard Deviation
Training and Development Efficiency	3.91	0.887
Human Resource Planning Efficiency	3.85	0.924
Job Analysis and Design Efficiency	3.76	0.898
Performance Evaluation Efficiency	3.62	1.003
Recruitment and Selection Efficiency	3.43	1.156
Overall Indicator	3.71	0.807

The table above shows that the respondents agree on the efficiency of human resource engineering practices at the Dhi Qar Electricity Distribution Directorate. The overall efficiency index reached (3.71) with a standard deviation of (0.807) and a relative importance

of (74.2%), indicating a high level of efficiency. Analysis of the dimensions reveals the following:

1. Training and Development Efficiency: This received the highest mean score (3.91) with a standard deviation of (0.887), indicating a high level of training and development efficiency within the directorate and reflecting its commitment to investing in the development of its employees' capabilities and skills.

2. Human Resource Planning Efficiency: This received a mean score (3.85) with a standard deviation of (0.924), indicating a high level of planning efficiency and reflecting the directorate's ability to analyze human resource needs and align them with strategic plans.

3. Job Analysis and Design Efficiency: The mean score was 3.76 with a standard deviation of 0.898, indicating a high level of job analysis and design efficiency. This reflects the clarity of job descriptions and the precise definition of responsibilities and authorities.

4. Performance Evaluation Efficiency: The mean score was 3.62 with a standard deviation of 1.003, indicating a high-medium level of recital evaluation system efficiency. This reflects the presence of clear evaluation mechanisms and their link to incentives and promotions.

5. Recruitment and Selection Efficiency: The mean score was 3.43 with a standard deviation of 1.156. This is the lowest of the averages but still within the high-medium level, indicating the presence of transparent and fair staffing procedures with potential for further development.

3.2 Testing the Study Model and its Hypotheses

This section is divided into two main axes to identify the nature of the correlation and influence relationships between the study variables using a range of statistical methods and tools.

3.2.1 Analyzing the Correlation Relationships between Authentic Leadership Dimensions and Human Resource Engineering Efficiency

To identify the nature of the correlation relationships between authentic leadership dimensions and human resource manufacturing efficiency in the Dhi Qar Electricity Distribution Directorate, Pearson's correlation coefficient was used.

Table (3): Correlation Relationships between Authentic Leadership Dimensions and Human Resource Engineering Efficiency

<i>independent variable</i>	<i>The dependent variable: Human resource engineering efficiency</i>
<i>Self-awareness</i>	0.352**
<i>Balanced approach</i>	0.458**
<i>Internal ethical perspective</i>	0.441**
<i>Transparency in relationships</i>	0.428**
<i>The overall indicator of authentic leadership</i>	0.476**

*N = 227, ** P ≤ 0.01*

Table (3) indicates significant positive correlations between the dimensions of authentic leadership and the efficiency of human resource engineering in the Dhi Qar Electricity Distribution Directorate, with a correlation coefficient of (0.476) for the overall index. This confirms the first main hypothesis and all its sub-hypotheses.

The correlations are detailed below:

1-Correlation between self-awareness and human resource engineering efficiency: The correlation coefficient was (0.352), which is significant at the (0.01) level. This indicates that higher levels of self-awareness among administrative leaders are associated with higher efficiency in human resource engineering. This finding is consistent with the findings of Karam et al. (2017, p. 120).

2- Correlation between balanced management and human resource engineering efficiency: This achieved the highest correlation coefficient of (0.458), indicating that attention to balanced management is powerfully linked to the efficiency of human resource engineering practices. This aligns with the findings of Cao et al. (2020, p. 9).

3-Correlation between internal ethical perspective and human resource engineering efficiency: The correlation value was 0.441, indicating a strong correlation between ethical perspective and human resource efficiency. This finding is consistent with the study by Gill et al. (2018, p. 317).

4-Correlation between transparency in relationships and human resource engineering efficiency: The correlation value was 0.428, a significant value at the 0.01 level, and is consistent with findings of the study by Yasin et al. (2020, p. 8).

3.2.2 Analysis of the Impact of Authentic Leadership on Human Resource Engineering Efficiency

To test the second main hypothesis regarding the impact of authentic leadership on the efficiency of human resource engineering, multiple linear regression analysis was used.

Table (4): Impact of Authentic Leadership on Human Resource Engineering Efficiency

<i>Independent variable</i>	<i>β</i>	<i>Calculated T</i>	<i>Sig.</i>	<i>R²</i>	<i>Calculated F</i>
<i>Authentic leadership</i>	0.476	8.125	0.000	0.227	66.02

N = 227, Tabular F = 3.89, Tabular T = 1.97

The data in Table (4) indicates a significant impact of authentic leadership on the efficiency of human resource engineering in the Dhi Qar Electricity Distribution Directorate. The calculated F-value (66.02) is greater than the critical value of (3.89) at a significance level of (0.000), and the coefficient of determination (R²) is (0.227). This indicates that (22.7%) of the change in human resource engineering efficiency is attributable to authentic leadership, while the remaining (77.3%) is explained by other factors not included in this investigation.

This result is consistent with the findings of Gill et al. (2018, p. 316) regarding the impact of authentic leadership on the effectiveness of human resource systems.

Table (5): The impact of authentic leadership dimensions on the efficiency of human resource engineering

<i>Independent variable</i>	<i>B</i>	<i>Calculated T</i>	<i>Sig.</i>
<i>Self-awareness</i>	0.048	0.637	0.525
<i>Balanced processing</i>	0.251	2.115	0.035*
<i>Internal ethical perspective</i>	0.228	2.221	0.027*
<i>Transparency in relationships</i>	0.112	1.243	0.215

$P \leq 0.05$, Tabular T = 1.97

Based on the above, the analysis reveals the importance of both the balanced approach and the internal ethical perspective as dimensions of authentic leadership, due to their significant impact on the effectiveness of human resource engineering. In contrast, self-awareness and transparency in relationships did not show a significant impact on the effectiveness of human resource engineering within the department.

This finding aligns with the results of Cao et al. (2020, p. 10) regarding the importance of the balanced approach and the ethical perspective in enhancing the effectiveness of human resource practices. It also aligns with the findings of Karam et al. (2017, p. 122), which emphasized the pivotal role of these two dimensions in the relationship between authentic leadership and human resource practices.

Chapter Four: Conclusions and Recommendations

4.1 Conclusions

1- The study results showed that the level of authentic leadership practice in the Dhi Qar Electricity Distribution Directorate was moderate, with an overall index of (3.64 out of 5). This reflects a growing consciousness of the importance of this leadership style, but a gap remains that can be addressed to reach the desired level of authentic leadership. Internal ethical perspective scored highest among the dimensions of authentic leadership, reflecting leaders' commitment to ethical values and values. Transparency in relationships, however, was lowest, indicating a relative weakness in leaders' openness and information sharing with subordinates.

2- The efficiency of human resource engineering in the directorate was high (3.71 out of 5), reflecting the directorate's commitment to emerging human resource management systems and procedures. Training and development efficiency ranked first, reflecting the directorate's commitment to investing in developing its employees' capabilities and skills. Recruitment and selection efficiency, on the other hand, was lowest, indicating challenges in talent acquisition processes that require serious intervention to improve these practices.

3. The results of the field analysis demonstrated a statistically significant positive correlation between authentic leadership and the efficiency of human resource engineering. The overall correlation coefficient was 0.476 at a significance level of 0.01. This means that any

improvement the equal of authentic leadership practice is positively correlated with an improvement in the efficiency of human resource engineering practices within the directorate, confirming that authentic leadership represents a crucial strategic approach to human resource development.

4. The regression analysis results showed a significant effect of authentic leadership on the efficiency of human resource engineering. The coefficient of determination ($R^2 = 0.227$) indicated that authentic leadership explains 22.7% of the variance in human resource efficiency. The dimensions of balanced treatment and internal ethical perspective were found to be the most influential in achieving this efficiency, suggesting that strengthening these two dimensions in leaders' behavior will directly and effectively contribute to improving human resource practices.

5. Neither self-awareness nor transparency in relationships demonstrated a significant impact on the efficiency of human resource engineering within the directorate. This can be explained by the possibility that the influence of these two dimensions may be indirect, mediated through other dimensions, or that the actual practices of these dimensions within directorate's environment still require further development to achieve the desired impact. This necessitates focusing on developing these aspects as a means to enhance the overall effectiveness of authentic leadership.

6. The disparity in the level of practice of authentic leadership dimensions, as well as the disparity in the efficiency of human resource engineering dimensions, reflects a significant opportunity to develop the less focused aspects, particularly transparency in relationships and balanced management, on the one hand, and efficiency in recruitment, selection, and performance assessment, on the other. Furthermore, the high level of training and development indicates a strong infrastructure upon which Build for the development of the remaining dimensions.

4.2 Recommendations

1. The Directorate's management must prioritize strengthening authentic leadership practices, particularly regarding the dimensions of balanced management and internal ethical perspective, given their positive impact on human resource efficiency. This can be achieved by training leaders in objective information analysis skills and gathering opinions from all stakeholders before making results, and by reinforcing ethical commitment through clear codes of conduct and effective accountability mechanisms.

2. Transparency in relationships and self-awareness among leaders should be fostered through specialized training programs and 360-degree feedback. Open information sharing policies and the expression of individual truths should be adopted, and leaders should be encouraged to be open with their subordinates and establish effective communication channels that allow open and honest interaction. Developing these two dimensions will positively impact the other dimensions of authentic leadership.

3. The Directorate's recruitment and selection processes should be redesigned to be based on competencies and capabilities rather than personal relationships. Objective selection mechanisms such as structured tests and interviews should be adopted, and a transparent electronic performance evaluation organization should be developed to ensure objectivity

and link evaluation results to incentives, promotions, and training. Constructive feedback should also be provided employees regarding their performance. 4. Continue developing the training and development efficiency that has reached the highest level, focusing on measuring the return on investment in training programs, designing clear career paths linked to continuing professional development programs, periodically updating job descriptions to ensure clarity of responsibilities, authorities, and organizational relationships, and developing an integrated human resources information system that connects all dimensions. 5. Link the performance evaluation of leaders in the directorate to their success in implementing fair and transparent human resources engineering practices, adopting key performance indicators that measure the extent which leaders adhere to the principles of authentic leadership in their dealings with personnel affairs, activating internal control mechanisms ensure compliance with professional standards, and adopting the principle of leading by example so that leaders are the first to adhere to human resources policies and procedures. 6. Encourage a culture of open communication regarding human resources policies and procedures by holding regular meetings and discussing challenges and opportunities with the participation of all job levels, mixing authentic leadership standards into the preparation and qualification programs for middle and senior leadership in the directorate and the Ministry of Electricity, and working to create a supportive work environment that enhances leaders' ability to apply the principles of authentic leadership in their daily practices.

4.3 Proposals for Future Studies

1. Conduct future studies to examine the role of authentic leadership in other organizational variables such as job security, organizational commitment, creative behavior, job satisfaction, and employee well-being. Will broaden the scope of research and contribute to building a more comprehensive picture of the effects of authentic leadership in organizations, especially in the Iraqi context, which still requires further field studies.
2. Study the impact of authentic leadership on mediating variables such as organizational trust, organizational climate, and psychological capital in relation to human resource efficiency. Use advanced path analysis models such as structural equation modeling to understand the Mediating mechanisms that explain how authentic leadership affects human resource efficiency, thus opening the door to more precise and effective management interventions.
3. Conduct a comparative study between public and private institutions on the impact of authentic leadership on human resource efficiency, as well as a comparative study between different sectors such energy, health, and education. This will identify differences in the nature of the relationship between the two variables in different organizational contexts, which will help in designing development programs that are appropriate to the specific characteristics of each context. 4- Using diverse research methods such as longitudinal studies that follow the same sample over multiple time periods to reveal the direction the causal relationship between variables, qualitative studies that rely on in-depth interviews and content analysis to reveal the precise and deep mechanisms that explain the relationship

between authentic leadership and human resource efficiency, in addition to mixed studies that combine quantitative and qualitative approaches.

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