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# DESIGNING AN ETHNOGRAPHIC APPROACH TO AUTHENTIC LEADERSHIP AND ITS RELATIONSHIP WITH THE FIVE T RITUALS AND DYNAMIC CAPABILITIES: AN APPLIED EXPLORATORY STUDY IN AL-FURAT CHEMICALS MANUFACTURING COMPANY IN BABYLON

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## Abstract

This study aims to demonstrate the extent to which the members of the study sample are aware of the importance of authentic leadership in applying the elements of the Five Cs and benefiting from the dynamic capabilities that characterize them in order to develop the company under study. The researcher reached a set of conclusions, and the most important of which are: The opinions of the leaders of Al-Furat Company match their behaviors, in addition to their understanding of the activities and their encouragement of their employees and telling them the truth about some things despite their difficulty. The need for the company's leaders is to enhance the behavior of the informing subordinates of all the difficult facts at work and giving them the appropriate opportunity to defend their core values and adequately listen to their opinions, in addition to taking the note of feedback before making decisions. The lower the level of these behaviors will disturb the relationship between leaders and subordinates as well as create confusion in the psychological environment of the company.

**Keywords:** Ethnographic approach, Authentic leadership, Subordinates, Rituals and dynamic capabilities, Exploratory study, Al-Furat General Company.

## Introduction

The idea of this research arose to clarify the authentic leadership and its relationship to the five rituals and the dynamic capabilities of employees at Al-Furat General Company. The importance of the five skills and dynamic capabilities in this study is based on the fact that changing the importance of the

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five skills and dynamic capabilities leads to a decrease in the awareness of the importance of the five skills and dynamic capabilities. **Job satisfaction, then organizational loyalty declines, and then the employee's desire to leave the job.** Moreover, paying attention to the role of authentic leadership in this relationship may lead to a clearer explanation of the relationship between lack of interest in the five skills and dynamic capabilities. The researcher conducted an exploratory study aimed at obtaining exploratory data on authentic leadership and its relationship to the five-pointed ritual and the dynamic capabilities of employees at Al-Furat General Chemical Manufacturing Company, in addition to helping the researcher to define and crystallize the problem of the study and its questions, and arrive at an accurate formulation of its hypotheses. The exploratory study included a desk study in which secondary data related to authentic leadership, five skills, and dynamic capabilities were collected, in addition to a series of in-depth interviews with a random sample of leaders in the company under study.

The results of the exploratory study confirmed the existence of a relationship between authentic leadership and the five skills on one hand, the existence of a relationship between authentic leadership and dynamic capabilities (according to the responses of 206 sample members, by (13%)) on the other hand, and the lack of sufficient knowledge of employees in the company under study about the concept and dimensions of authentic leadership (according to the answers of 62 sample members, by (83%)). Also, the results verified the concept and dimensions of the five capabilities (according to the responses of 44 of the sample (59%)), the concept and dimensions of dynamic capabilities (according to the responses of 54 of the sample (72%)), and the lack of clarity of the role that it can play: Authentic leadership with its various dimensions to raise the level of interest in skills. The five and dynamic capabilities are according to the answers of 48 individuals from the sample, or 64%. Based on the above, the preliminary results obtained from the survey indicate that there is a deficiency in understanding the role of true leadership and its dimensions, and the important consequences that result from it, both for employees, or for the organization and society. There is an urgent need to study the authentic leadership and its relationship to the five rituals, as well as the dynamic capabilities of Al-Furat General Chemicals Manufacturing Company, the subject of the current study.

The problem of the study can be crystallized by asking the main question, which states: How can an authentic leadership ethnography approach be designed in light of the five T rituals and dynamic capabilities? In order to answer the main question, the sub-questions must be answered:

**First: Study sub-questions:**

1. How can Iraqi organizations in general and the researched organization in particular apply the authentic leadership ethnography approach?

2. What is the relationship between the ethnography of authentic leadership, the Five T rituals, and dynamic capabilities?

**Second: The importance of the study:**

1. It provides an intellectual and cognitive framework between the theoretical concepts of research variables to contribute to supplying the Iraqi library with modern topics, especially leadership, and represents an academic contribution with regard to its theoretical and cognitive aspects.
2. Studies that focused on authentic leadership in Iraqi organizations are very rare in general, so the extent of this style of leadership and its impact on those organizations to achieve their success will be known.

**Third: Objectives of the study:**

1. Explaining the extent of the impact of the dimensions of authentic leadership on the five D's.
2. Explaining the extent of the impact of the dimensions of authentic leadership on the dynamic capabilities.
3. Explaining the type of interrelation of the dimensions of authentic leadership with each other.

**Fourth: Study hypotheses:**

1. The first hypothesis: Is there a statistically significant correlation at the significance level (1%) between the authentic leadership ethnography approach and the Five T rituals?
2. The second hypothesis: Is there a statistically significant correlation at the significance level (1%) between the ethnographic approach to authentic leadership and the dynamic capabilities?
3. The third hypothesis: Is there a statistically significant impact relationship at the significance level (1%) between the ethnographic approach to authentic leadership and the Five T rituals?
4. Fourth hypothesis: Is there a statistically significant impact relationship at the significance level (1%) between the ethnographic approach to authentic leadership and the dynamic capabilities?

**The second topic: The theoretical framework:**

**The first requirement: Authentic leadership:**

**First: The concept of authentic leadership:**

The concept of "authenticity" can trace its history back to ancient Greece. Ancient Greek philosophers emphasized authenticity as an important state by emphasizing that one is in control of one's own life and the ubiquitous preaching: "Know thyself." Authentic leadership as we know it today has evolved from the history of these terms. It originated in the 1960s as a way to describe how an organization authentically reflects itself through leadership. Some believe that an entire

organization can act as authentically as a single person through responsibility, reactions to uncertainty, and creativity. Others believe that authentic leadership is actually more about how leaders define their role within the organization.<sup>1</sup>

It is difficult to pinpoint the roots of authentic leadership. In 2003, the term received significant attention thanks to the publication of Bill George's book of the same name, which he wrote in response to rampant corporate fraud such as the 2001 Enron scandal. He believed that rather than simply creating more laws in order to force companies to behave, we needed to encourage authentic leaders to take charge and change the company culture.<sup>2</sup>

**Authentic leadership:** It is an expression of our authentic identity as leaders, not the one we expect to be. Let's look at some traits of true leaders. At their core, they have a stable and coherent sense of self. They are aware of their strengths and weaknesses.<sup>4</sup>

### **Second: The importance of authentic leadership**

The importance of authentic leadership is evident in:<sup>5</sup>

1. Authenticity is good for the company: People trust leaders who are true to themselves, but they also appreciate situations in which they can be themselves. True leaders are engaged in the workplace. This fact generates enthusiasm, motivation and engagement among the employees. This psychological safety leads to higher performance among the teams.
2. Authenticity is easier for those who “fit”: Authenticity is easier when the leader “fits” within the organization. People who resemble the mainstream examples of leadership in an organization or industry have less difficulty being authentic.
3. Faking is hard work: No one likes a fake, especially at work. Unreliable managers can tolerate high levels of burnout. When we act in ways that conflict with our values and leadership style, we lose the ability to engage in our work and other activities.

### **Third: Objectives of authentic leadership:**

Researchers and writers have identified the most important goals of authentic leadership in the following points:<sup>6</sup>

1. More adaptable to change: Great leaders must be prepared for anything, especially with the constant disruption in the business world. Although adaptability can be difficult to practice, learning to go (and grow) with the flow is an important business skill. This will help keep your team focused and confident in the face of change while ensuring you keep your eyes on your overall professional goals.
2. Learn to listen: The greatest leaders are often the best listeners, although listening doesn't always mean hearing what someone has to say. On a typical workday, 45% of the day is spent listening, but most humans only listen at a 25% absorption rate.

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3. Focus on building relationships: The best leaders often have strong relationships with their team members. Building relationships with your team members creates a sense of trust and allows you to know their personal strengths and weaknesses.

**Fourth: Dimensions of authentic leadership:**

**The first dimension: Self-awareness:** Self-awareness has been cited as the most important ability for developing leaders, according to the authors of "How to Become a Better Leader," published in the MIT Sloan Management Review. Successful leaders know where their natural tendencies lie and use this knowledge to enhance or compensate for those tendencies.

A study also found that the self-awareness affects the corporate profits. In a study of the stock performance of 486 publicly traded companies, Korn/Ferry International found that the companies with a strong financial performance tended to have employees with higher levels of self-awareness than companies with poor performance.<sup>7</sup>

**The second dimension: Balanced processing of information:** Leaders do not distort, exaggerate or ignore information and objectively analyze all important data before making a decision. Balanced processing concerns all objective and unbiased information before making a decision. It involves self-regulation, which means controlling one's behavior according to one's personality while maintaining clear and open relationships with subordinates and co-workers. It relates to internal processes, balanced management of information, transparency of relationships and authentic behavior. Balanced therapy includes careful perception of insights derived from ego-based defense mechanisms and self-evaluation.<sup>8</sup>

**The third dimension: The ethical perspective:** Internal moral perspective means doing the right thing, which is related to an integrated internal self-regulation process guided by internal moral standards and values according to which a true leader acts even in the face of challenges that arise from collective situations, organizational or cultural. The internal moral values in each situation are defined as moral, meaning that the individual makes moral decisions and engages in moral behavior consistent with personal values.<sup>9</sup>

**Fourth Dimension: Transparency of Relationships:** Transparency in relationships means that the leader is his truth and not a liar or distorted by denying it and openly sharing impurities of feelings, information, facts and opinions, in addition to his admission of the mistakes he makes, which increases the trust. Openness and clarity build good relationships between senior management and employees who listen, which contribute to the formation of a collective vision that enhances the cooperation and the work in one team.<sup>10</sup>

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**The second requirement: The S5:**

**First: The concept of the S5:**

The S5 concept may seem a bit abstract at this point, but it's actually a very practical tool that anyone in the workplace can get involved with.<sup>11</sup>

The steps of the S5 concept include reviewing the items in the workspace, removing what is unnecessary, organizing the items, cleaning, performing maintenance, and making sure these things become habits. These steps should occur in this order, and there should be a plan in place to perform the tasks associated with these steps on a regular basis. At the end of the S5 app, you'll see highlighted things, like policy booklets, a glow-in-the-dark bar or a luminous strip on the floor, colored boxes, red signs, and S5 walkers. In the end, they should all add up to efficiency.<sup>12</sup>

**The Five T's:** It is a workplace organization method that uses a list of five Japanese words:

**S5:** It is a simple tool to organize your workplace in a clean, efficient and safe way to enhance your productivity, visual management and to ensure uniform work input.<sup>13</sup>

**The Five Ta's:** It is a cyclical methodology: Sorting, arranging, shining, unifying, and maintaining the cycle. This leads to continuous improvement.<sup>14</sup>

**Second: The importance of the S5:**

The importance of the five Ta's is evident in the following points:<sup>15</sup>

1. Creating space within the company by removing unnecessary tools and equipment
2. Reducing the waste from unnecessary movement by organizing the work space
3. Reducing the downtime and improve the quality by constantly maintaining equipment

**Third: Five S objectives:**

1. Developing individuals and motivating them to adopt the ideas of continuous improvement (Kaizen) in the workplace.
2. Building a good work team through the group participation process.
3. Developing administrators and supervisors to exercise practical leadership.
4. Improving the infrastructure and preparing it to apply the advanced technical methods of the KAIZAN program for continuous improvements.<sup>16</sup>

**Fourth: The dimensions of S5:**

- The first stepL Sort: It is the first step in any S5 process. The term sorting is originally derived from the Japanese word Seiri. Each step in the S5 process has an associated goal that can be specifically defined to help guide efforts. For the sorting step, the goal is to remove unnecessary items from the room, station, or space being organized. Furthermore, the screening phase also aims to provide a clean slate on which the other four steps can be built and executed.<sup>17</sup>

- The second step: order: From the concept of S5, it is "Set in Order", which is derived from the Japanese term Seiton. This phase focuses on returning items

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deemed essential in the sorting phase to the workstation or area in a specific and well-organized manner. Most importantly, Set in Order is about finding the most efficient and rational homes for tools and items in that area.<sup>18</sup>

• **Step Three: Cleaning/Seiso:** From the concept of S5 is Shine, or “seiso”, which means “cleanliness”. While the steps one and two clear out space and tidy the area for efficiency, this step attacks the dirt and grime that inevitably accumulates beneath the clutter, and works to prevent it from coming back.<sup>19</sup>

• **Step 4: Consolidation/Seiketsu:** The first three steps of the S5 concept cover the basics of clearing, organizing and cleaning the work space; on their own, these steps will provide short-term benefits. The fourth step is standardization, or “seiketsu,” which simply means standardization. By writing down what is done, where, and by whom, you can incorporate new practices into regular work procedures. This paves the way for long-term change.<sup>20</sup>

• **Step 5: Stabilization/Sustainability:** The S5 software is “stabilization,” or “shitsuki,” which literally means “discipline.” The idea here is continued commitment. It is important to follow through on the decisions you have made – constantly returning to previous steps of the S5 concept, in a continuous cycle. Never “once and done.”<sup>21</sup>

### **Third requirement: Dynamic Capabilities:**

#### **First: The concept of Dynamic Capabilities:**

The main assumption of this framework is that an organization's core competencies should be used to create short-term competitive positions that can be developed into long-term competitive advantage. Nelson and Winter, in their 1982 book *An Evolutionary Theory of Economic Change*, link the growth of the concept of dynamic capabilities to the resource-based view of the firm and the concept of “routines” in evolutionary theories of organization. Dumas and Schoder described it as a bridge between the economics-based strategy literature and the evolutionary approaches to organizations.<sup>22</sup>

Dynamic capabilities: The teamwork through which an organization systematically creates and adjusts the operating procedures in an effort to improve the effectiveness. The organization's ability is to meaningfully create, expand, or modify its resource base.<sup>23</sup>

Dynamic capabilities are defined as “the prior organizational and strategic actions by which the managers change their resource base—acquire and remove the resources—to create new value-creating strategies”.<sup>24</sup>

#### **Second: The importance of dynamic capabilities:**

The importance of dynamic capabilities is evident in the following points:<sup>25</sup>

1. Improving the capabilities that make the systems able to determine the speed, range, and how they will be in the future.

2. Identifying the opportunities and threats and finding appropriate ways through which the organization can achieve a competitive advantage and ensure its sustainability.
3. Dynamic capabilities help the organization achieve excellence and success in the market, which contributes to obtaining ISO certificates from the International Organization for Standardization.

**Third: Objectives of dynamic capabilities:**

Dynamic capabilities have many goals, including: **26**

1. They provide a different perception of their importance to the success of the organization.
2. They identify supporting activities aimed at intentionally reshaping the resource base.
3. They provide the organization with the opportunity to adapt to changing operating conditions.
4. They adapt to changes in the environment.

**Fourth: Dimensions of dynamic capabilities:**

**The first dimension: The ability to learn:** These days, expanding the base of knowledge and skills is more of a requirement than a choice. It is now important to learn how to learn and equip yourself with the qualities that will ensure your success in the 21st century. Here comes the role of learning skills.<sup>27</sup>

**The second dimension: Integration Capability:** The purpose of the integration architecture is to provide a management structure to enable and ensure that the integration capability (interconnections, interfaces, relationships, and dependencies) of the business, process, information, IT capabilities, and system and service offerings of the organization is controlled, balanced, and aligned with the mission and needs of the organization as a whole.<sup>28</sup>

**The third dimension: Coordination ability:** Coordination is the ability to repeatedly execute a series of movements smoothly and accurately. This may include the senses, muscle contractions and joint actions.

Everything we participate in requires the ability to coordinate our limbs to achieve a successful outcome - from walking to the more complex movements of sporting events such as the pole vault.<sup>29</sup>

**Fourth Dimension: Sensing Capacity:** Sensing capabilities refer to the company's ability to sense market opportunities before competitors. This skill can be developed by using data, analytics, and technology to survey emerging trends, discover customer needs, and identify threats from other businesses. Sensing capabilities can help companies quickly develop products or services that meet the changing needs of customers, as well as identify threats before they become



serious competitive issues. Companies can also use sensing capabilities to anticipate new markets and develop strategies to enter them before others.<sup>30</sup>

**The third topic: The practical aspect:**

**1. Analysis of the correlation between the study variables:**

**A.** Analyzing the nature of the correlations between the dimensions of authentic leadership (together) and the dimensions of the five Ts (together).

To test the first main hypothesis, which states (there is no significant correlation between the dimensions of authentic leadership and the five Cs at the overall level in the organization under the investigation), we use Pearson correlation coefficients to obtain the results as in the Table 1.

**Table (1): Pearson correlation coefficients**

Indicator	S5	Dependent variable Independent variable
R	*0.724	Dimensions of authentic leadership
P(sig)	0.000	

The results shown in the table are that the value is 0.000, which is smaller than (1%). This indicates the existence of a statistically significant correlation between the dimensions of authentic leadership combined, which are represented by (self-awareness, internal moral perspective, transparency of relationships, and balanced treatment) and between the five dimensions of the Ts (classification and arrangement). And, the value of the correlation coefficient is equal to (r=0.724) and at a significant level (1%). Also, this value shows the significance and strength of the relationship between the two variables, as well as this indicates that the greater the authentic leadership, the greater the use of the five T's, which depicts the rejection of the first main hypothesis. The alternative hypothesis is acceptable if it explains that the authentic leadership has a role in the five Cs.

**B.** Analyzing the nature of the correlation between the dimensions of authentic leadership (individually) and the dimensions of dynamic capabilities (combined).

This analysis is based on testing the first sub-hypothesis emanating from the first main hypothesis and does not state that there is no significant correlation between each dimension of authentic leadership (individually) and the dimensions of dynamic capabilities (combined). See Table 2.

**Table (2): Results of the correlations between the dimensions of authentic leadership (individually) and the dimensions of dynamic capabilities (combined)**

Indicator	Dimensions of authentic leadership				Independentvariable
	Balanced processing	Transparency of relationships	Internal moral perspective	self consciousness	Dependentvariable
R	*0.65	*0.67	*0.64	*0.62	Dynamic capabilities
P(sig)	0.000	0.000	0.000	0.000	

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The results of Table (2) reveal that the value of P (Sig) is equal to (0.000) for each value of the correlation, which indicates the existence of statistically significant correlations between the dimensions of authentic (individual) leadership, represented by (self-awareness, internal ethical perspective, transparency of relationships, processing is balanced) and the dimensions of dynamic capabilities (combined) as follows:

**a.** There is a significant correlation between the dimension of self-promise, one of the dimensions of authentic leadership, and the dimensions of the five Ts (combined) in the investigated company, as the value of the correlation coefficient between them has reached (0.62) with a significant value (0.000) and a significant level (1%)

**b.** There is a statistically significant correlation between the dimension of the internal ethical perspective and the dimensions of dynamic capabilities (combined) in the investigated company, as the value of the correlation coefficient between them has reached (0.64) with a significant value (0.000) and a significant level (1%).

**c.** There is a statistically significant correlation between the dimension of the transparency of relationships and the dimensions of dynamic capabilities (combined) in the investigated company. The value of the correlation coefficient between them has reached (0.67) with a significance of (0.000) and a significant level of (1%).

**d.** There is a statistically significant correlation between the processor dimensions balanced and the dimensions of dynamic capabilities combined in the investigated company. The value of the correlation between them has reached (0.67) with a significance of (0.000) and at a significant level (1%).

The results of the correlation analysis evince the highest ability of each dimension of authentic leadership in explaining the dynamic capabilities. The Balanced Processor dimension achieved the highest correlation value with dynamic capabilities, followed by the transparency dimension, relationships, then perspective, moral income, and finally self-awareness. Thus, we reject the first sub-hypothesis emanating from the first main hypothesis, which states that there is no significant correlation between each dimension of authentic leadership (individually) and the dynamic capabilities (combined) in the researched company, and accepting the alternative hypothesis that indicates that there is a significant correlation between each dimension of authentic leadership (individually) (and the dynamic capabilities (combined) in the researched company.

## **2. Analysis of the influence relationship between the study variables:**

**A.** Analysis of the impact of authentic leadership (alone) on the five dimensions of the Ts (combined) in the researched company:

The content of this analysis expresses the testing of the sub-hypotheses emanating from the third main hypothesis. See Table 3.

**Table (3): Results of the dimensions of authentic leadership (individually) on the five dimensions of the Ts (combined)**

T		S5			R <sup>2</sup>	Sig	Variable Approved Independent variable
Tabulation	Calculated	Beta	F				
			Tabulation	Calculated			
2.37	12.4	0.935	6.964	153.80	0.58	0.00	Authentic leadership
2.37	7.5	0.66	6.964	57.18	0.34	0.00	Self-conscious
2.37	7.4	0.52	6.964	55.41	0.34	0.00	Internal moral perspective
2.37	10.2	0.7	6.964	105.86	0.49	0.00	Transparency of relationships
2.37	9.5	0.5	6.964	96.32	0.57	0.00	Balanced processing

**B.** There is a significant effect of the dimension of self-awareness, one of the dimensions of authentic leadership, on the five D's in the investigated organization.

The first sub-hypothesis states that there is no significant effect for the dimension of self-awareness after it is one of the dimensions of authentic leadership on the five D's in the investigated company.

The value of the significance level (0.00) was less than the hypothetical significance level of the study (1%). Also, the self-awareness indicates the significance of the analysis coefficient (R<sup>2</sup>) and the percentage (34%) of the total differences in the five D's in the investigated company and supports the validity of the calculated (F) value (57.18) which is greater than its tabular value (6.964) at a degree of freedom (1.110) and a significant level (1%). And, the remaining percentage (66%) is due to other variables that cannot be controlled or have not included in the study plan. Also, the value of the regression coefficient (Beta) (0.66) is considered a significant value in terms of the calculated (t) (7.5), which is greater than its tabulated value (2.37) and has a significance level of (1%), which indicates that a change in self-awareness by one unit will lead to a change in the five T's in the investigated company by an amount of (0.66). Based on the above, it can be said that whenever the leaders of the surveyed company possess the dimension that expresses self-awareness, they are able to implement the five C's in the company.

**C.** There is a moral effect for the dimension of the internal ethics perspective, one dimension of authentic leadership on the five D's in the investigated organization:

The second sub-hypothesis states that there is no significant effect of the internal ethical perspective dimension after it is one of the dimensions of authentic leadership on the five D's in the investigated company.

The value of the level of significance was equal to (0.00), which was less than the moral and hypothetical level of the study (1%). The internal ethical

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perspective was also explained, in terms of the value of determination ( $R^2$ ), a percentage of (34%) of the total differences of the five T's in the subject under study. And, its significance is supported by the value (The calculated F) which is (55.41) and is greater than its tabulated value (6.964). It has a degree of freedom (0.110) and a level of meaning (1%), and this is due to other variables that cannot be controlled or have not been included in the study plan. The value of the regression coefficient (Beta) has reached (0.52) and is a significant value in terms of the calculated t (7.4), which is greater than its tabulated value (2.37) at a significant level (1%), which indicates that a change in the internal ethical perspective by one unit will lead to a change in the five T's in the investigated company by an amount of (0.52). Based on the above, it can be said that whenever the leaders of the researched company possess the dimension that expresses the internal ethical perspective, the more they are able to activate the five D's in the company.

**D.** There is a significant effect of the dimension of the transparency of relationships, one of the dimensions of authentic leadership, on the five D's in the investigated organization.

The second sub-hypothesis states that there is no significant effect of the dimension of transparency of relationships after it is one of the dimensions of authentic leadership on the five D's in the investigated company.

The value of the significance level is equal to (0.00), which is greater than the moral and hypothetical level of the study (1%). The transparency of the relationships and the significance of the coefficient of determination ( $R^2$ ) also explained (49%) of the total differences in the five D's in the investigated company, and its significance is supported by the value (F). The calculated value (105.86) is greater than its tabulated value (6.964) at a degree of freedom (0.110) and a significant level (1%). The remaining percentage (51%) is due to other variables that cannot be controlled or have not been included in the study plan. The value of the regression coefficient is (Beta) (0.7) and is a significant value in terms of the calculated (t) (1.02), which is greater than its value (2.37) in the table at a significant level (1%), which indicates that a change in the transparency of relationships by one unit will lead to a change in the company's five Cs. measured by (0.7). Based on the above, it can be said that the more the leaders of the researched company possess the dimension that expresses transparency in relationships, the more the activation of the five D dimensions in the company.

**E.** There is a significant effect of the balanced treatment dimension, one of the dimensions of authentic leadership, on the five D's in the investigated organization:

The hypothesis, the second sub-hypothesis, states that there is no significant effect of the balanced treatment dimension after one of the dimensions of authentic leadership on the five D's in the investigated company.

The value of the significance level is equal to (0.00), which is greater than the moral and hypothetical level of the study (1%). The transparency of the

relationships and the significance of the coefficient of determination ( $R^2$ ) also explained (57%) of the total differences in the five D's in the investigated company, and its significance is supported by the value (F). The calculated value (96.32) is greater than its tabulated value (6.964) at a degree of freedom (0.110) and a significant level (1%). The remaining percentage (43%) is due to other variables that cannot be controlled or have not been included in the study plan. The value of the regression coefficient is (Beta) (0.7) and is a significant value in terms of the calculated (t) (9.5), which is greater than its tabulated value (2.37) at a significant level (1%), which indicates that a change in the balanced treatment by one unit will lead to a change in the company's five T's. The score is 0.5. Based on the above, it can be said that the more the leaders of the researched company possess the dimension expressing balanced treatment, the more activating the five T's dimensions in the company.

From the results it is inferred to reject the null hypothesis which states that there is no statistically significant influence relationship for the dimensions of authentic leadership (individually) with the five Ts dimensions (together) in the researched company and to accept the alternative hypothesis which states that there is a statistically significant influence relationship for the leadership dimensions, the original (single) dimensions of the five Ts (combined) in the researched company.

**3. Analysis of the effect of authentic leadership (single) on the dimensions of dynamic capabilities (combined) in the researched company:**

The content of this analysis expresses the testing of the sub-hypotheses emanating from the fourth main hypothesis. See Table 4:

**Table (4): Results of the dimensions of authentic leadership (individually) on the dimensions of dynamic capabilities (combined)**

Dynamic capabilities					R <sup>2</sup>	Sig	Variable
t		Beta	F				Approved
Tabulation	Calculated		Tabulation	Calculated			
2.55	10.8	0.89	5.892	132.89	0.63	0.00	Authentic leadership
2.55	6.5	0.74	5.892	54.19	0.54	0.00	Self-conscious
2.55	6.3	0.64	5.892	51.29	0.64	0.00	Internal moral perspective
2.55	6.6	0.77	5.892	97.48	0.59	0.00	Transparency of relationships
2.55	6.2	0.69	5.892	95.22	0.67	0.00	Balanced processing

**A.** There is a significant effect of the dimension of self-awareness, one of the dimensions of authentic leadership, on the dynamic capabilities in the organization under investigation:

The first sub-hypothesis states that there is no significant effect of the dimension of self-awareness after one of the dimensions of authentic leadership on the dynamic capabilities in the company under investigation.

The value of the significance level (0.00) is less than the hypothetical significance level of the study (1%). And, the self-awareness indicates the significance of the analysis coefficient ( $R^2$ ) and the percentage (54%) of the total differences in the dynamic capabilities in the investigated company and supports the validity of the calculated (F) value (154.19) which is greater than its tabulated value (5.892) at a degree of freedom (1.110) and a significant level (1%). The remaining percentage (46%) is due to other variables that cannot be controlled or have not been included in the study plan, and the value of the regression coefficient (Beta) is (0.74), which is considered a significant value in terms of the calculated (t) (6.5). It is greater than its tabulated value (2.55) and has a significance level of (1%), which indicates that a change in self-awareness by one unit will lead to a change in the dynamic capabilities of the investigated company, by (0.74). Based on the above, it can be said that whenever the leaders of the surveyed company possess the dimension that expresses self-awareness, they are able to activate the dynamic capabilities in the company.

**B.** There is a significant effect of the internal ethics perspective dimension, one of the dimensions of authentic leadership, on the dynamic capabilities in the investigated company.

The hypothesis, the second sub-hypothesis, states that there is no significant effect of the internal ethical perspective dimension, one of the dimensions of authentic leadership, on the dynamic capabilities of the investigated company.

The value of the level of significance is equal to (0.00), which is less than the moral and hypothetical level of the study (1%). The internal ethical perspective also explained, in terms of the value of determination ( $R^2$ ), a percentage of (64%) of the total differences in the dynamic capabilities of the participants studied, and its significance is supported by the value (The calculated F) (51.29), which is greater than its tabulated value (5.892). It has a degree of freedom (0.110) and a significant level (1%), and this is due to other variables that cannot be controlled or have not been included in the study plan. The value of the regression coefficient (Beta) is (0.64) and is a significant value in terms of the calculated t (6.3), which is greater than its tabulated value (2.55) at a significant level (1%), which indicates that a change in the internal ethical perspective by one unit will lead to a change in the dynamic capabilities of the investigated company by an amount of (0.64). Based on the above, it can be said that whenever the leaders of the investigated company possess the dimension that expresses the internal ethical perspective, the more they are able to activate the dynamic capabilities in the company.

**C.** There is a significant effect of the dimension of the transparency of relationships, one of the dimensions of authentic leadership, on the dynamic capabilities in the organization under investigation.

The second sub-hypothesis states that there is no significant effect of the dimension of transparency of relationships after one of the dimensions of authentic leadership on the dynamic capabilities in the company under investigation.

The value of the significance level is equal to (0.00), which is greater than the moral and hypothetical level of the study (1%). The transparency of the relationships and the significance of the coefficient of determination ( $R^2$ ) also explained (59%) of the total differences in the dynamic capabilities in the company under investigation, and its significance is supported by the value (F). The calculated value (97.48) is greater than its tabulated value (5.892) at a degree of freedom (0.110) and a significant level (1%). The remaining percentage (41%) is due to other variables that cannot be controlled or have not been included in the study plan. The value of the regression coefficient (Beta) is (0.77) and is a significant value in terms of the calculated (t) (6.6), which is greater than its value in the table (2.55) at a significant level (1%), which indicates that a change in the transparency of relationships by one unit will lead to a change in the dynamic capabilities in the researched company. The score is (0.77). Based on the above, it can be said that the more the leaders of the researched company possess the dimension expressing transparency in relationships, the more they are able to activate the dynamic capabilities in the company.

**D.** There is a significant effect of the balanced treatment dimension, one of the dimensions of authentic leadership, on the dynamic capabilities in the investigated organization.

The second sub-hypothesis states that there is no significant effect of the balanced treatment dimension after one of the dimensions of authentic leadership on the dynamic capabilities in the investigated company.

The value of the significance level is equal to (0.00), which is greater than the moral and hypothetical level of the study (1%). The transparency of the relationships and the significance of the coefficient of determination ( $R^2$ ) also explained (67%) of the total differences in the dynamic capabilities in the company under investigation, and its significance is supported by the value (F). The calculated value (95.22) is greater than its tabulated value (5.892) at a degree of freedom (0.110) and a significant level (1%). The remaining percentage (33%) is due to other variables that cannot be controlled or have not been included in the study plan. The value of the regression coefficient (Beta) is (0.69) and is a significant value in terms of (t) calculated (6.2), which is greater than its tabulated value (2.55) at a significant level (1%), which indicates that a change in the balanced treatment by one unit will lead to a change in the dynamic capabilities in the researched company. The score is (0.69). Based on the above, it can be said that the more the leaders of the researched company possess the dimension expressing balanced treatment, the more they are able to activate the dynamic capabilities in the company.

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From the results, it is inferred to reject the null hypothesis which states that there is no statistically significant influence relationship for the dimensions of authentic leadership (individually) with the dimensions of dynamic capabilities (combined) in the researched company and to accept the alternative hypothesis which states that there is a statistically significant influence relationship for the leadership dimensions). The original (single) dimensions of the dynamic capabilities (combined) in the researched company.

### **Conclusion:**

The researchers reached a set of conclusions, the most important of which is the opinions of the leaders of Al-Furat Company match their behaviors, in addition to their understanding of the activities and their encouragement of their employees and telling them the truth about some things despite their difficulty. There is a need for the company's leaders to enhance the behavior of informing subordinates of all the difficult facts at work, give them the appropriate opportunity to defend their core values, and adequately listen to their opinions, in addition to take the note of feedback before making decisions. The lower the level of these behaviors will disturb the relationship between leaders and subordinates, as well as create confusion in the psychological environment of the company. Also, there is a need to raise the level of social support among the employees to achieve the tasks and overcome the difficulties. The researcher aims to provide a set of recommendations that serve as solutions to the problems that Al-Furat Company suffers from in relation to the variables of the study, the most important of which are: Those working in human resources management must pay more attention to how to select administrative leaders. Interventions directed towards selecting authentic leaders may include focusing on integrity, self-esteem, self-follow-up, and emotional intelligence as selection criteria to establish their effectiveness as basic characteristics determining the emergence and effectiveness of authentic leadership.

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