

***“Impact of Authentic Leadership on Employee Performance. Mediating Role
with Employee Engagement. A Study in Telecom Sector.”***



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**IMPACT OF AUTHENTIC LEADERSHIP ON EMPLOYEE PERFORMANCE.
MEDIATING ROLE WITH JOB ENGAGEMENT. A STUDY IN TELECOM SECTOR
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Abstract

In both the telecom and practical worlds, interest in the topic of true leadership has grown. From a dyadic supervisor-employee perspective, also this study explores the impact of AUTHENTIC LEADERSHIP ON EMPLOYEE PERFORMANCE AND WORK ENGAGEMENT. AUTHENTIC LEADERSHIP has a favorable effect on employee behavior attitudes and work outcomes, according to some earlier studies. I used the random sampling 253 sample data were collected from four companies of telecom sector in the Pakistan via online survey form. For analyzing the data, I used the correlation and regression. So the results were AUTHENTIC LEADERSHIP has positive impact on the EMPLOYEE PERFORMANCE. Particularly, leaders' can consistency and openness between views and deeds have a significant impact on whether or not staff members choose to freely offer comments or ideas intended to spur organizational progress, which in turn aids in their capacity to learn and be engaged at work.

Keywords: Authentic Leadership, Employee Performance, Employee Engagement

Thesis Supervisor: Dr Aftab Haider
Title: Assistant Professor (Business Department)

Chapter No 1

1.0 Introduction

Academic interest in authentic leadership, which emphasizes leaders operating in accordance with strongly held values and being guided by strong moral convictions, has significantly increased during the past ten years (Avolio et al 2005). However, very little study has looked at how much individual and environmental factors affect true leader-follower relationships. Authentic leaders are sincere people who uphold their principles and are true to themselves. Instead of seeking to coerce or rationally persuade people, they instead use the leader's own views, values, and actions to set an example for the development of subordinates (George et al 2007).

Additionally, according to recent studies, followers' emotion and faith in leadership as well as the leader's behavioral predictability and integrity can both influence how followers perform. (Leroy et al 2012). This line of thought, our investigation investigates an issue that has gotten little attention in the AL literature: whether or not the relationship between follower performance and authentic leadership is increased or reduced by supervisors' expertise.

Despite these encouraging outcomes, the followers' work involvement has gotten relatively little attention (Schaufeli et al 2004). Intense concentration on one's work, a high level of enthusiasm while doing it, and simultaneous investment of one's effective, physical, and cognitive energy into accomplishing tasks are characteristics of the mental state known as work engagement. Leadership becomes the primary factor in generating an engaged workplace because great leaders can influence the attitudes and behaviors of their workforce (Tims et al 2011). We discuss how authentic leadership is impacted by followers' work involvement and how this affects job success. We explain why competent authentic leaders are thought to have more of an impact on the

interaction between authentic leadership and job performance, suggesting that followers' work engagement may serve as a potential mediator in this interactive relationship, before we end our discussion.

For the following reasons, authentic leaders increase their followers' motivation at work. First, since autonomy and possibilities for growth have been identified as essential components of engagement, authentic leaders offer rewards that motivate followers to put their all into their work (Markos et al 2010). These inducements may take the form of people value, like promoting the healthy own development or providing them with the chance to hold leadership positions. Authentic leaders, for example, promote the principles of openness and honesty in a collaborative process by exemplifying these qualities themselves and by establishing guidelines for followers to follow (May et al 2003). By taking the initiative, being honest about their own vulnerabilities and those of their followers, and continually focusing on the growth of followers, authentic leaders cultivate their following. This is consistent with the notion that interactions at work characterized by respect and dignity, as well as helpful communication, promote employees to feel engaged (Chen et al 2013).

1.1 Background of the Study:

When workers are aware that their immediate superiors and top management possess the information, abilities, and skills to foster the growth and productivity of the firm by making sound decisions, they will feel more confident about a more lucrative future with the company. The most effective leaders are those who are acutely aware of their own moral convictions and worldviews, as well as those of others, as well as of their own and others' areas of skill and strength, as well as of their own and others' context in character.

Work engagement is a comprehensive notion that includes affective energy, self-presence and high involvement at work as its fundamental components. Who originally popularized the phrase "employee engagement" in order to distinguish it from phrases like "work participation," "commitment," and "intrinsic motivation." According to Kahn, employee engagement is a multifaceted term in which workers may be engaged emotionally, cognitively, or physically. According to some academics, employee engagement simply refers to the zeal, dedication, and efficacy that individuals bring to their work, making it the opposite of burnout.

The employee engagement has validated as a method that is dependable and valid by more recent studies. Employee job engagement, according to studies examining the burnout literature, is a unique concept characterized by dedication absorption and vigor in individual work dedication employees. There might be a rise in employee engagement at work. Work engagement has also been linked favorably to supervisory coaching, which involves assisting staff members with goal-setting, task organization, highlighting challenges, demonstrating a keen interest in their professional growth, and offering aid when required.

1.2 Research gap:

Since much research on these subjects has been done in Western cultures, which are very different from South Asian cultures, particularly Pakistani cultures, it is crucial to perform research on authentic leadership and employee engagement in the context of Pakistan. Iqbal and others (2020). There is little study in this area and very less literature that specifically addresses the relationship between authentic leadership and employee performance (Azanza et al., 2018). Given the lack of research in this field, this work will add to the body of literature. By focusing on this interaction in Pakistan's collectivistic society, this study adds something unique to the field. More

empirical study is also needed to examine various forms of authentic leadership globally, according to earlier studies. In an effort to answer this demand, this study examines how real leadership impacts employees' community ties by putting a particular emphasis on Pakistan's collectivistic culture, which is very dissimilar to Western culture. The major objective of this work is to identify the gaps in the existing literature on employee engagement in order to prepare for future systematic empirical studies. Seven gaps in authentic leadership that affect employee engagement have been identified through desk research. The information was found by looking up articles in databases like Francis and Tylor, Sage, Springerlink, Jstor, and the Emerald Wile Online Library. 2017 Iddagoda ET. Similar to that, numerous books were carefully examined. For the desk research study, researchers used a variety of published works from 1990 to 2015. There is conceptual (Gap) ambiguity surrounding employee engagement definitions, its labels, and whether it refers to a behavior or an attitude. Some scholars believe employee engagement is outdated wine in a fresh container because of its conceptual similarity to other well-known notions including, organizational commitment, Job satisfaction and job involvement. There are no theoretical justifications that link or relate employee engagement to anything. Also one's personality. It shows that the impact of personal character on employee engagement hasn't been studied or put to the test.

There is very little study on this particular variable, which links authentic leadership with employee success, in previous research the researchers pay attention on the authentic leadership with group performance there is very limited research on individual performance Alvesson et al; (2019). Given the lack of research in this field, this work will add to the body of literature. We argue that workers in particular. By putting HR practices into practice in a way that makes them

obvious, dependable, and authentic, the leader can strengthen an HR framework (changing and arranging HR arrangements and procedures).

1.3 Problem statement:

If we do not motivate to the employees of the organization, do not lead them properly then employee performance is automatically will less. So for this purpose we have to focus on this research how we can motivate to the people that will enhance the employee performance. Same as if in an organization the people are not engaged they have not awareness about Employee engagement so employee performance will be reduced.

1.4 Research objectives:

Our goal was to investigate the connections between worker performance, Authentic Leadership and the worker engagement. We wanted to demonstrate through the research findings how real leaders can foster stronger relationships with their staff members, boost workplace engagement, and help the business remain viable.

1.5 Research questions:

- 1- To what extent does AL affect how well employees perform?
- 2- To investigate the connection between performance and employee engagement?
- 3- To investigate the role of AL as a mediator in the link between employee engagement?

1.6 Operational definition of the variables:

According to this definition, effective authentic leadership depends on boundary circumstances like leader competency rather than immediately producing high-level management competence. For instance, studies have indicated that the degree of leadership skill affects how

successful supportive leader conduct is (House et al 1979). Having upbeat views that foster traits of optimism, trust, and pleasant feelings in their followers is what is referred to as authentic leadership. Also The amount of research done on the topic has seen an upsurge in interest since 1990. Employee engagement lacks a recognized definition that distinguishes it from other similar constructs while being a well-researched topic. The idea of engagement was developed in a number of studies that evaluated it and attempted to define it specifically.

1.7 Significance of this research:

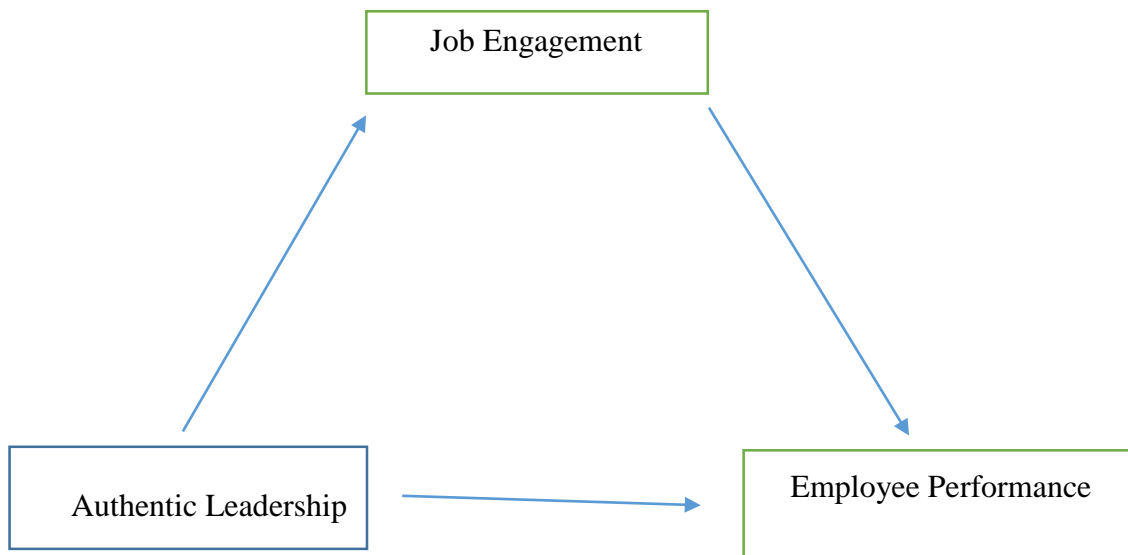
Empirical evidence shows that honest leadership significantly affects how well employees perform at work. For instance, it has been shown that AL enhances staff members' organizational citizenship behavior in a way that is favorably associated to raising staff morale, enhancing staff productivity, and fostering an ethical workplace environment. This research considerably contributes to the corpus of knowledge on authentic leadership by examining a state-of-the-art mediation model that explains how authentic leaders influence their subordinates' community interactions. With an emphasis on relational model theory and social exchange theory, we examined the mediating roles of affective and employee engagement in expressing the influence of authentic leadership to enhance relationships at work.

Chapter No 2

2.0 Literature Review

Many telecom sectors feel that AL has the ability to enhance employee performance. Authentic Leadership can improve employee performance. The most recent research studies, which have shown the importance of leadership style in a person's positive work-related outcomes, support their claim by attesting to the effectiveness of this style on employee performance. Individual job engagement, affective commitment, and job happiness are all boosted by authentic leadership Bamford et al., 2013. Organizations can benefit significantly from individual performance in terms of the sustainable growth and industry competitiveness. Researchers and practitioners have therefore made great efforts to comprehend the elements that affect an individual's performance. 2019; Buil et al. Numerous studies have shown the importance of supervisory conduct in the growth of individual performance, in addition to the many elements that have been investigated in the literature. Buil et al., 2019, Kusumah et al., 2021, Duarte et al., 2021.

2.1 Conceptual Model



2.2 Authentic leadership and job engagement:

Genuine leaders exhibit four different sorts of behavior, according to Ilies et al. (2005): internalized moral perspective, relational transparency, and transparency in oneself.

Understanding one's assets and liabilities as well as the complex nature of the self is referred to as self-awareness. Prior to making a "fair" conclusion, balanced processing entails evaluating all pertinent facts with objectivity. Authentic behavior, also known as self-regulation governed by internal moral norms and ideals, is different from behavior based on external social influences and is referred to as having an internalized moral perspective. Being one's genuine self, sharing one's true thoughts and feelings with others, and establishing reciprocal closeness and trust are all parts of the active self-disclosure method known as "relational transparency." Genuine leadership can motivate followers to concentrate on their own personal development. It has been determined that

the desire for self-improvement is a universal impulse that influences people's cognition and conduct. According to the self-enhancement idea, people are driven by a desire to enhance the good elements of their self-concepts and shield them from unfavorable information (Sedikides and Strube 1997, p. 212)). The self-enhancement theory holds that people are motivated by a desire to strengthen the positive aspects of their self-concepts and protect them from bad information (Sedikides and Strube 1997, p. 212). Self-enhancement behavior can include exerting more effort to elevate one's positive self-perceptions or staying away from potentially hazardous situations to elevate one's negative self-perceptions (Arkin 1981).

Focusing on employee engagement in particular may be difficult given the nature of modern business environments, especially in those that are dynamic and uncertain on a global scale (Chaurasia & Shukla, 2013). According to Azanza, Moriano, and Melero (2013), the current financial crisis poses a threat to people's involvement in and performance at work due to uncertainty and associated job challenges. Giddens' significant study from 1991 showed that changes to staff roles, routines, and connections can lead to individual uneasiness; this is particularly true in uncertain situations (Giddens, 1991). On the one hand, scholarly works like those on organizational development have debated whether organizations can focus on human-centered priorities like engagement in contemporary environments (Bryant & Cox, 2014). While firms continue to battle with concerns of corporate and ethical governance, human-centered methods, according to Beddoes-Jones & Swailes (2015), not only remain important, but are also crucial for inspiring employees. The efficacy and productivity of an organization as a whole are strongly impacted by human-centered efforts (Matthews, Mills, Trout, & English, 2014). In the

midst of ongoing uncertainty, Alfes, Shantz, Truss, and Soane argue that companies must endeavour to establish a pleasant workplace in order to retain their staff (2013). One way to do this is to concentrate on AL, which is emerging as an integrative word in the literature on effective organizational behavior, ethical leadership, and transformational leadership. Each era has its own leadership theory, according to Fusco, Riordan, and Palmer (2015), and given the volume of AL research being done at the moment, this theory might be representative of leadership in our day. The critical discussion between Einola and Alvesson from 2019 also emphasizes the zeitgeist, or spirit, of the time, which fosters the expansion of great leadership philosophies like Authentic Leadership. Given the setting of its diverse society and the findings of recent studies, the authors of this study contend that AL is especially pertinent for South Africa. For instance, according to Cottrill, Lopez, and Hoffman, true leaders influence how their team members view inclusivity (2014). They demonstrated how genuine leaders foster an inclusive atmosphere by promoting civic virtue. Leaders that are self-aware are more likely to communicate and take other people's viewpoints into account at work, claim Cottrill et al. (2014). They frequently encourage coworkers to increase the effectiveness of the team and business. According to Gardner et al. (2011), a new, genuine, and value-based leadership is also required, and this is true especially for South Africa. It results from an increase in a number of social problems, including terrorism, shifting stock prices, and a recession in the US economy, as well as widespread concerns over the morality of today's leaders, including those at WorldCom, Enron, and Martha Stewart (Cooper, Scandura, & Schriesheim, 2005). Although past research suggests that managers should promote participation (Hansen, Byrne, & Kiersch, 2014), additional study is needed to determine how AL affects engagement. Hsieh and Wang conclude that AL has a favorable effect on employee behavior

(2015). This corroborates the study's claim that AL and work engagement have a positive linear relationship.

H1: AL has the positive relationship with the Job engagement.

2.3 Job engagement and employee performance:

Those who have used their sense of self in a role should perceive an improvement in their feeling of self, claim Chen et al. (2013) and Ferris et al. (2015) (2010). This study suggests that motivated employees may work harder to maintain their high levels of task performance and organizational citizenship. Task performance is viewed as a representation of an employee's skills, abilities, and competence, according to Yun et al (2007). Employees that perform at a higher level are more likely to be viewed favorably by others, which would satisfy their positive self-views, according to Yun et al (2007). On the other hand, subpar performance is more likely to impair employees' positive self-perceptions. Because their sense of self and task performance are intimately related, motivated individuals will make an effort to raise it (Chen et al. 2013). Organizational citizenship behavior is defined as individual activity that is voluntary, not immediately or officially acknowledged by the formal incentive structure, and ultimately improves the effective functioning of the business. (Organ, 1988, p. 4). Due to the fact that OCBs go above and beyond what is expected of them in their formal profession, people who engage in more OCB are regarded and viewed favorably by others. If people have the opportunity to use OCBs as a platform to showcase their friendship, abilities, and knowledge, they will grow to have a more favorable view of themselves (Stevens 1997).

There are three categories of people, according to Gallup (2002): actively disengaged workers, non-engaged workers, and engaged workers. Workers who are actively engaged make an ongoing effort to perform their jobs as effectively as possible. When employees are disengaged, the tasks at hand take precedence over the company's objectives. They are required to follow instructions, after all. Staff employees who are actively disengaged pose a concern since they not only perform poorly but also demoralize the rest of the team. Between 1999 and 2005, managers, consultants, and decision-makers in the industry frequently discussed employee engagement. The telecom industries didn't start to show much interest in the concept until a number of studies expanded the definition of employee engagement to encompass job engagement, work engagement, and organization engagement. Khan's (1990) concept was expanded upon by Saks (2006) by adding employment and organizational participation. According to Saks, factors influencing employee engagement include the nature of the activity, perceived organizational support, perceived supervisor support, rewards and recognition, procedural fairness, and distributive justice. Participation, on the other hand, was linked to higher levels of job satisfaction, organizational loyalty, resigning intention, and organizational citizenship behavior. Numerous studies have demonstrated that increased employee engagement levels significantly reduce the likelihood of turnover (Maslach et al., 2001; Saks, 2006). The term "employee performance" describes the financial or non-financial contribution that a worker makes to the achievement and effective running of the company. Numerous studies have shown that concentrating on raising employee engagement is a critical strategy for improving employee performance. High levels of staff involvement may boost output, task performance, organizational citizenship behavior, affective commitment, continuous commitment, psychological environment levels, and customer service

levels. The results of studies (Christian et al., 2011, Fleming and Asplund, 2007,). This study set out to determine the exact magnitude of the previously known link between employee engagement and performance.

According to Cropanzano (2010) and Demerouti, engagement can improve performance among other factors. The fact that engagement is linked to better individual performance in an increasing number of research supports these conclusions (Halbesleben, 2010; Mone and London, 2010). The purpose of this study is to pinpoint and quantify the key factors that contribute to employee engagement's productivity-boosting effects.

H2: Job Engagement has the positive relationship with the employee performance.

2.4 Authentic leadership and the employee performance:

Here is the framework for how a real leader affects employee productivity. To improve the effectiveness of the organization, authentic leaders concentrate on the fundamental traits of their followers. It highlights the followers' strengths while avoiding their flaws. (2003) Luthans According to this approach, a genuine leader helps followers develop important traits like resiliency, hope, and confidence. Following on from these traits, the followers' attitudes at work influence their motivation for performance-enhancing conduct. Because the success of the followers eventually has an impact on the effectiveness of the company, businesses frequently utilize their genuine leadership as a source of industry advantage. Jensen and Luthans (2006) address the authentic leadership theory in respect to entrepreneurs, particularly in the context of smaller, more recent enterprises. They noticed a significant, positive impact on the growth and prosperity of those businesses as well as on the attitudes of the staff. In today's fiercely competitive

environment, this component is absolutely essential to the organization's ability to gain a competitive advantage.

According to Avolio and Gardner, genuine leaders and followers have a positive effect on longterm success (2005).

According to Gardner et al., Berkshire Hattaway, chairman of Warren Buffett, sent a brief memo to his CEOs (2005).

He cautioned them in his memo that they might lose money—possibly a lot of it. But they really can't afford to lose their sterling reputation for integrity and morality! If they make a dishonest move, "the leaders at Berkshire might lose their reputation tragically in less than 37 minutes," he continued. It took Berkshire Hattaway 37 years to move up to third place among the world's most admired businesses. This example shows that while genuine leadership is essential, it is insufficient to produce the desired results. The model illustrates the relationship between genuine leadership and the attitudes and behaviors of followers. This model shows how such leaders influence followers' beliefs and behavior, but it also shows how independent factors like trust, hope, and optimism may be increased. The second benefit of the suggested model is that it recognizes for the first time the possible part that trust and positive emotions may play in the creation of authentic leadership. It has been found that a leader's effectiveness is largely influenced by how much their subordinates respect those (Bass, 1990). Leadership trust has been found to be connected with a number of important organizational outcomes, including as commitment, believe in information, organizational citizenship behavior, contentment with leaders, and intention to stick around (Dirks & Ferrin, 2002). People that follow this paradigm

are committed to dedication, job satisfaction, empowerment, and task engagement. Little study has been done on the relationship between authentic leadership and employee engagement, despite the fact that the impact of leadership on commitment and job satisfaction has been well documented. Real leaders are individuals who have a profound awareness of their own moral convictions, those of others, as well as their own expertise and strength. They have high moral standards and are confident, cheerful, and tenacious. They are also very conscious of the surroundings at work. Knowledge of one's own capabilities, self-control, self-esteem, self-efficacy, self-motivation, and self-identity. Some of the elements that teach great leadership include self-realization and personal growth. Performance is the effort put forth by team members to complete their given tasks. To be understood as a requirement or standard that may be met by someone performing their job, it must be related to employee conduct and attitude. As a result, it can be described as individual behavior in terms of how each job activity is completed. In essence, it is about the actions—or lack thereof—of employees. Furthermore, everyone exhibits it as a genuine behavior that was produced by workers in accordance with their job responsibilities for the organization. Contextual performance refers to actions that increase organizational effectiveness by creating the appropriate environment for job accomplishment. Performance is not about the products or results of a person's labor; rather, it is about behavior or actions. The term "performance" refers to the accomplishment, carrying out, carrying on, and working out of something done or directed. High performance is associated with proper behavior, the effective use of the required knowledge, skills, and competences, particularly discretionary behavior.

H3: AL has the positive impact on the employee performance.

Chapter No 3

3.0 Methodology

3.1 Research Philosophy:

Ontology (Positivism) research paradigm is used for this study. It is approached on the bases of data collection and hypothesis development. This research is about telecom sector in Pakistan.

3.2 Research design and approach:

We used the primary data for this and use the quantitative data analysis method and collected the data through questionnaires. The dependent variable in this study is employee performance and independent variable is Authentic leadership mediating role with the employee engagement. A telecom sector in Pakistan. We are using the quantitative data collection method and in this method includes questionnaire with close ended questionnaire. And deductive approach is used.

3.3 Population:

The target population audience on which we are going to conduct research is research population as my research is directly related to Job Engagement and employee performance so our collection will be the people working in different organizations. so we have time constraints and resource limitation, as we will not be able to collect data from all telecom sectors. To cover all the telecom sector and consider it is not possible for us. At the moment, four companies are active in Pakistan that includes jazz, Telenor, Ufone and zong. We choose randomly selected few branches from everyone. To narrow it down I will select only head offices in Islamabad. Four cellular mobile service providers exist in Pakistan. Our research population were the people working any telecom

organizations it can be small or medium level organization as access to collection of data is relatively easy as compare to multinational organization. The total population were around 253.

3.4 Sample and sampling techniques:

Total 500 questionnaires survey was distributing to the telecom sectors of Rawalpindi and Islamabad out of that 253 that is almost the 50% valid questionnaires can be returned. The sampling technique is Probability sampling (systematic random sampling) that is also it could be small convenient sampling method.

3.5 Unit of analysis:

The study was conduct in telecom sector in Pakistan. For sampling units there is the employee of telecom sector in Islamabad and Rawalpindi.

3.6 Procedure:

This procedure includes questionnaires with close ended questions, method of correlation, regression and mean and share this questionnaire with telecom sector employees through online platforms and will received 250 responses.

3.7 Analysis (proposed software and test):

The analysis of the data we did by using SPSS version 21.0. Reliability, Cronbach Alpha, and values for each variable are calculated to determine the questionnaire.

Additionally, statistical methods like regression and correlation are used to strengthen the analysis and validation of data. These techniques were used to test the information hypotheses. For the 5-point Likert Scale as the instrument will used to design the questions.

Chapter No 4

4.0 Data Analysis

4.1 Demographic Information

4.1.1 Gender

For protecting the data quality, we segregate the below data from the gender so it is the critical demographic factor that is incorporated in every organization or industry behavior study. So according to the study in Pakistan country there is the female is less exceeding male employees in the telecom sector. There are the total 253 respondents out of which the 137 were male and 111 females and some 5 are prefer not to say accordingly.

Table No 01

	Frequency	Percent	Valid Percent
Male	137	54.2	54.2
Female	111	43.9	43.9
Prefer not to say	5	2.0	2.0
Total	253	100.0	100.0

4.1.2 Education:

As above say there is totally 253 respondents in which 18 were intermediate, 102 were bachelors qualified, 99 were having the masters and 34 having the PhD in Qualification. See the table No 3.

	Frequency	Percent	Valid Percent
Intermediate	18	7.1	7.1
Bachelors	102	40.3	40.3
Masters	99	39.1	39.1
PhD	34	13.4	13.4
Total	253	100.0	100.0

4.1.3 Age

There are total 253 respondents in which the 77 were 18-21 in age, 76 were 22-27 in age, 61 were 28-32 in age rest of 39 were more than 32years in age. See the table No 3.

	Frequency	Percent	Valid Percent
18-21	77	30.4	30.4
22-27	76	30.0	30.0
28-32	61	24.1	24.1
More than 32	39	15.4	15.4
Total	253	100.0	100.0

4.1.4 Company:

As per above, there is also total 253 respondents in which 65 were working in Jazz, 41 were in Ufone, 85 were in Telenor and 62 were working in the Zong company. See the table no 4.

	Frequency	Percent	Valid Percent
Jazz	65	25.7	25.7
Ufone	41	16.2	16.2
Telenor	85	33.6	33.6
Zong	62	24.5	24.5
Total	253	100.0	100.0

4.2 Descriptive Variables

The descriptive analysis which is focus on the summarizing explaining organizing the data and in order to gain insights and understand the data distribution also its provide the data exploration initially before the advanced statistical techniques are applied.

we used the variable in this study for measuring the data is Likert scale (5 points) which is Strongly disagree 1, Disagree 2, Neutral 3, Strongly Agree 4 and Agree 5. The minimum, maximum, slandered deviation and mean were computed their results are below in table 6.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Job Engagement	253	1.00	5.00	4.1489	.64891
Authentic Leadership	253	1.00	5.00	4.2740	.64361
Employee Performance	253	1.00	5.00	4.2740	.64361

4.3 Summary of Study

S. No	Variables	Description	Reference
1.	Authentic Leadership	Authentic Leadership represents the positive organizational behavior, full range leadership and work on ethical and development.	Luthans et el, 2002
2.	Job Engagement	The job engagement is something like the motivational because it is the refers the allocation of personal resources to role performance and persistently those resources are applied.	Kanfer et el, 1990
3.	Employee Performance	Employee performance will rise when they are willing to learn, demonstrate interest in learning opportunities, and are more content with their work as a result.	Elena P et el, 2000

4.4 Correlation Analysis:

In correlation analysis, the link between the Authentic Leadership and employee performance are both exist or not in the goal by the accomplishing goal. Furthermore, the mediating function of the

behavior correlation of green support for the leadership examined. The link between the variables that were shows the weaknesses and strength that were show the correlation analysis. The findings of correlation are below in the table. So if the correlation coefficient is not zero its means that there

is must be a positive and negative relationship between the variables but if the correlation coefficient is zero its means there no relationship between the variables.

This relationship or the nature of connection shows the negative and positive value. The negative value means that the relationship between the variable is inverse which means that increase the one variable also increase the others. And the positive value shows the direct correlation because an increase the 1 variable causes of increasing the other variable value. It is measuring the relationship between the 2 variables. So the range is -1.0 to +1.0. so +1.0 means positive correlation and -1.0 means negative correlation.

Table of Correlation

	AL	JE	EP
AL	1		
JE	.665**	1	
EP	.665**	1.000**	1

P<.05* P<0.1**

So there is N=253, AL=Authentic Leadership, JE=Job Engagement, EP= Employee Performance.

4.5 Regression Analysis:

Although correlation analysis has been used to examine the relationship between variables, the accuracy of the findings cannot be guaranteed. It offers no trustworthy data on whether the suggested idea is accepted or rejected. Regression analysis has therefore been used to examine the relationship between various variables. Regression analysis demonstrates how changes in one variable impact changes in another. The simple linear regression analysis was performed to analyze the regression between the Authentic Leadership and Employee Performance where R-Square for the model was 46.5%. The simple regression revealed that Authentic leadership (beta: .674, $p < 0.5$) had a significant positive impact on Employee Performance.

	Unstandardized B	R-Square	Beta	T	Sig
Authentic Leadership	.650	.456	.674	17.688	.000

N=253 DV=Dependent Variable=Employee Performance

H1 is supported by the results of the simple regression (linear).



4.6 Mediation Analysis:

The regression analysis of mediation is validated using Preacher and Hayes's (2013) methodology. To predict the mediation influence in the current study, a mediation analysis is conducted. The table shows that the mediation study of the Preacher and Hayes model 4 focused on the mediated variable "job engagement." A mediation analysis was performed to determine the job engagement's mediating role in the relationship between authentic leadership and employee performance. The results demonstrated that real leadership had a significant ($p < 0.5$) direct impact on employee performance.

4.7 Mediation of Summary:

The total effect of Authentic Leadership on Employee Performance

Effects	SE	t	p	LLCI	ULCI
.6508	0.367	17.672	.0000	.5784	.7323

Direct effect of Authentic Leadership on Employee performance

Effects	SE	t	p	LLCI	ULCI
.3855	0.5532	6.8877	0.000	.2783	.4942

Indirect effect of Authentic Leadership on Employee performance

Mediator	Effect	Boot SE	p	Boot LLCI	Boot ULCI
Employee Engagement	.2642	.0712	0.0000	.1231	.4030

N=253

So there is the total effect of Authentic Leadership on Employee performance was found the significant (LLCI=.5784, ULCI=.7323, $p < .05$). The direct effect of Authentic leadership on employee performance through the Job Engagement was found (LLCI=.2783, ULCI=.4942, $p < .05$). the indirect effect of Authentic leadership on employee performance through the job engagement was found also the significant (LLCI=.1231, ULCI=.4030, $p < 0.5$). this showing that the association between the Authentic leadership and employee performance is fully mediating by Job engagement. So H2 was also Supported.



The main focus of this study to see the how overall Authentic Leadership affected the employee performance in a telecom sector of Pakistan. Online questionnaire was sent to the employee in different telecom companies in Islamabad and Rawalpindi, in which the two hundred and fifty-three were filled and submitted successfully. After detailed analysis of the data using SPSS software.

The hypothesis 1 2 and 3 were supported. The Authentic leadership was found to have a significant positive impact on employee performance. The Authentic leadership was found to have a significant positive impact on employee performance via employee engagement after the mediation study and employee engagement has also significant impact on employee performance.

4.7 Hypothesis Summary

Hypothesis	Statement	Results
H1	Authentic Leadership has significant impact on employee performance	Supported
H2	Employee engagement significant mediate the relationship between Authentic Leadership and employee performance	Supported
H3	Employee Engagement significant enhance the employee performance	Supported

5.0 Chapter No 5

5.1 Discussion and Conclusion

Three hypotheses were developed to assess the effect of authentic leadership on employee performance, one of which was strongly related to the mediation of employee performance. Data was gathered from the Pakistani telecom companies Jazz/Warid, Zong, Ufone, and Telenor in Islamabad and Rawalpindi. The findings will help decision-makers improve employee performance and successfully achieve organizational goals.

This study supports fostering creativity at work. Employee engagement and employee performance should be maintained apart since motivated employees are more likely to come up with some ways to achieve their tasks. The employees are more eager to engage in innovative behavior, according to empirical research. The results of the study show that employee engagement is a crucial element of Authentic leadership and organizational innovation in the workplace. For both events to excite, virtually similar conditions must exist. Employee performance, Authentic leadership, and both internal and external forces are some of these factors. In Pakistan telecom industry now has the chance to review its strategies for fostering employee leadership and performance by strengthening the pertinent constructs. This study confirmed the mediating role of employee engagement on authentic leadership and employee performance in the proposed research model.

This study's goal is to examine the connections between authentic leadership and employee engagement in Pakistan telecom industries. The first step is to consider the main study issue, which is how particularly authentic leadership affects employee engagement. To illustrate the beneficial impacts of authentic leadership on employee engagement and organizational success, Goest

jahjanti et al. (2020) drew on earlier studies. Some theories contend that effective leadership increases employees' dedication to, fulfilment in, and excitement for their work, all of which have an impact on employee engagement (Oh Cho and Lim 2018). In their research on authentic leadership, Tak, Seo, and Roh (2019) found that followers are more engaged when they feel more connected to the leader and the organization, which fosters feelings of optimism, hope, and trust. Engagement of employees is essential for promoting employee performance. Employee engagement, according to Rao (2017), connects workers' hands, minds, and hearts to the purpose and goals of their organizations. According to Messmann and Mulder (2020), people who have positive working connections with their managers are more inventive than people who lack the leadership's support and encouragement to handle risks at work, which encourages non-innovative behavior. Garg and Dhar (2017) have emphasized the distinctive bond that develops over time as a result of the employee keeping their expected commitments. For instance, Rao (2017), Garg and Dhar (2017), and Karim and Majid (2017) all concurred that a better employee engagement is connected with improved performance at the individual or group level. Finally, leaders should aggressively propose ideas or solutions for innovation while paying close attention to employees who voice issues about processes.

After the four hypotheses have been empirically evaluated, the explanation specifies the research variables, authentic leadership, employee engagement, and employee performance. This is only speculation as to how organizational innovation, sincere leadership, and employee engagement fit together or operate as mediators between these aspects. We suggest doing out study to ascertain how employee engagement affects the relationship between sincere leadership and employee

performance fit. We also released Hypothesis, which we believe accurately reflects the entire system.

Employee engagement serves as a mediator between authentic leadership and employee performance. This study contributes to a deeper understanding of the role that employee engagement plays in employee performance and the authentic leadership in Pakistan telecoms sector. Notably, the telecommunications industry should give increasing employee engagement top priority in order to support staff members' leadership and employee performance, which would increase output and performance for the company as a whole. The absence of a mediation link, however, emphasizes the need for further empirical research.

Conclusions:

This study illuminates the connection between authentic leadership and employee engagement and employee performance, offering a useful framework for decision-makers in Pakistan telecom sector. The results are beneficial for decision-makers who implement the engagement in their businesses since they have provided them a fundamental understanding of how employee engagement improves organization performance in the telecom sector. The requirement to carry out this study in Pakistan telecoms businesses represents another research gap.

5.2 Theoretical implications:

For telecom, the most recent research has a number of theoretical ramifications. First, by demonstrating that the impact of authentic leadership on employee performance may differ depending on the leader's competencies, our findings contribute to the literature on both authentic leadership and competency. Despite studies on job engagement increasingly focusing on the impact of authentic leadership on employee job performance (e.g., Leroy et al. 2012; Walumbwa

et al. 2008; Wong and Cummings 2009), experts caution that the success of supportive leader behaviour depends on the level of the leader's competence (House and Baetz 1979; Podsakoff et al. 1983). Understanding whether authentic leadership is more or less likely to result in a boost in performance is crucial. Our findings extend to past research using an interactional method (e.g., Leroy et al. 2012; Levenson et al. 2006) by giving a greater understanding of the connection between authentic leadership and employees performance.

Our study, we hope, will encourage future leadership research to focus more on the boundaries of leader competency.

Second, the findings confirm our hypothesis that, particularly for highly gifted leaders, the impact of authentic leadership on employee's performance is reduced by job engagement. The methods through which authentic leadership influences employee's performance have been studied by Leroy et al. (2012), Peus et al. (2012), Clapp-Smith et al. (2009), Hassan and Ahmed (2011), Hmieleski et al. (2012), Hsieh and Wang (2015), Leroy et al. (2012), and Wong et al. (2012). Our hypothesis makes it clear how authentic leadership affects followers' performance and identifies the individuals who are most affected by it. Thus, our study both advances our knowledge of how such a relationship functions and offers evidence that real leadership can enhance employee performance by increasing job engagement.

As opposed to other mechanisms that only consider the leader's perspective, we believe that the mediating role of work engagement provides a more thorough and work-focused explanation of mediation from a self-enhancement perspective. This is because work engagement denotes the simultaneous investment of one's cognitive, affective, and physical energies in work (Kahn 1990; Rich et al. 2010).

5.3 Practical Implications:

Our research has some practical applications as well. First, our findings imply that the sincerity of leaders may have a considerable impact on employee performance, which encompasses task performance and organizational civic behavior. The mediating influence of a leader's abilities may be more noticeable even when there may be a connection between Authentic leadership and work success. This series of outcomes shows that authentic leadership requires strong support when the leader is qualified. Second, according to our statistics, the effectiveness of employees of authentic leaders may be significantly impacted by work engagement. The fact that employee job performance is directly impacted by engagement suggests that measures other than authentic leadership may be used to boost work engagement and enhance employees job performance. Earlier studies have demonstrated, for instance, that organizational support, perceived value congruence, job control, feedback, and variation, as well as fundamental self-evaluations, may all boost work engagement.

5.4 Limitation:

The current study has some shortcomings. It's not immediately clear how broadly applicable our findings are, to start. It is crucial to evaluate and confirm the generalizability of our findings across a variety of organizational backgrounds, metropolitan settings, and national cultures because our participants were the employees of a multinational corporation in Pakistan. The fact that our research was cross-sectional makes it impossible for us to establish a direct causal link between the variables. Alternative causal theories could be plausible even when we have strong theoretical and logical justifications for causation. Therefore, future research must employ longitudinal study approaches. Third, there was a risk of common method bias because the data collection process

was cross-sectional in nature and the antecedent and mediating variables were rat-based, even though we collected predictor and criterion variable data from a variety of sources for this study and asked participants to express their opinions on a six-point Likert scale in order to avoid the use of bipolar numerical scale values in the majority of the items. However, considering that neither confirmatory factor analysis nor a single-factor method test revealed any appreciable danger to our findings, we do believe that typical technique biases shouldn't be a big issue in the current investigation. Future research should assess several parameters using longitudinal research designs and numerous raters.

5.5 Future Research Recommendation:

Some suggestions for further research are made in light of these restrictions. Despite the fact that Gardner et al. (2005) and Luthans and Avolio (2003) proposed authentic leadership antecedents (such as trigger events, personal histories, and organisational climate), Gardner et al. (2011) reviewed related research and discovered that only Jensen and Luthans (2006) investigated the antecedent of authentic leadership. Additionally, no studies have yet been conducted to look at how organizational climate and culture are related (Gardner et al., 2005; Luthans & Avolio, 2003). Therefore, in order to assess the effectiveness of the supervisor-employee relationship, researchers are urged to take into account both individual variations (such as personal characteristics and familial influences) and contextual factors (organizational environment and organizational structure).

Additionally, multiple studies in the area of telecom management have found that diverse countries and areas have their own distinct cultures. To accomplish their objectives when working with diverse teams, managers must be able to effectively manage these cultural differences (Hofstede,

1980). Therefore, we advise future studies to analyze the causes and effects of diverse work contexts on authentic leadership while also taking culturally pertinent factors (such power distance) into account.

We look at the results of supervisor and employee trust. On the other hand, managers categorize their employees into in-group and out-group groups based on their numerous interactions with them. The success of the exchange thus has an immediate impact on the choices made by the managers as well as the attitudes and actions of the employees. Therefore, further research could determine the degree of the impact of authentic leadership on both in-group and out-group employees. Last but not least, we did not examine the supervisors' perspectives on engagement and performance in our study instead, we focused only on how the supervisors regarded their authenticity. Therefore, it is unclear whether managers believe that they must win the engagement of both their entire workforce and a tiny percentage of it in order to lead effectively. Therefore, we advise that future research examine how employee job outcomes are influenced by supervisor perceived trust in order to compare their findings to what we found in our study.

Appendix A

Questionnaires:

Dear Respondents,

I am the student of Bahria University Islamabad Campus, I pursuing my MBA degree in HR and conducting my research on **Impact of Authentic Leadership on Employee Performance. Mediating Role Employee Engagement. A Study in Telecom Sector.** To complete my Research, I need your help to fill this survey from honestly. I would be grateful on your corporation for filling this questionnaire with your best opinions.

Umama Nayab

Umaimanayab7799@gmail.com

Scales:

Five points scale:

Strongly disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Disagree (5)

Basic Information:

- | | |
|--------------|--|
| 1- Gender | Male and Female |
| 2- Age | 18-22, 23-27, 28-32, more than 32 |
| 3- Education | Intermediate, Bachelors, Masters and PhD |
| 4- Company | Jazz/Warid, Ufone, Zong, Telenor |

Job Engagement

Questions	SD	D	N	A	SA
At work, my mind is focused on my job.	1	2	3	4	5
At work, I pay a lot of attention to my job.	1	2	3	4	5
At work, I focus a great deal of attention on my job.	1	2	3	4	5
At work, I am absorbed by my job.	1	2	3	4	5
At work, I concentrate on my job.	1	2	3	4	5
At work, I devote a lot of attention to my job	1	2	3	4	5

Authentic Leadership

Questions	SD	D	N	A	SA
Seeks feedback to improve interactions with others	1	2	3	4	5
Accurately describes how others view his or her capabilities.	1	2	3	4	5
Says exactly what he or she means	1	2	3	4	5
Is willing to admit mistakes when they are made.	1	2	3	4	5
Demonstrates beliefs that are consistent with actions.	1	2	3	4	5
Makes decisions based on his/her core beliefs.	1	2	3	4	5
Solicits views that challenge his or her deeply held positions.	1	2	3	4	5
Listens carefully to different points of view before coming to conclusions.	1	2	3	4	5

Employee Performance

Questions	SD	D	N	A	SA
I am currently working at my best performance level.	1	2	3	4	5
I try to be at work as often as I can.	1	2	3	4	5
I am one of the best at the work I do.	1	2	3	4	5
I set very high standards for my work.	1	2	3	4	5
My work is always of high quality.	1	2	3	4	5
I am proud of my work performance	1	2	3	4	5

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IMPACT OF AUTHENTIC LEADERSHIP ON EMPLOYEE PERFORMANCE. MEDIATING ROLE WITH JOB ENGAGEMENT. A STUDY IN TELECOM SECTOR OF PAKISTAN

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