THE IMPACT OF AUTHENTIC LEADERSHIP ON THE ACCEPTANCE OF AUTHORITY AMONG NURSES IN HOSPITALS
(A survey study in Al-Diwaniyah General Hospital in Al-Qadisiyah Governorate)

Dr. Laith Ali Mattar

Department of Business Administration / College of Administrative Sciences / Al-Mustaqbal University

ABSTRACT

This research aims to discover the nature of the impact of authentic leadership on the acceptance of authority, for a sample of workers in the healthcare field. A total of 80 questionnaires were distributed, 72 of which were valid for analysis, and 8 were invalid, resulting in a response rate of 90%. Authentic leadership was expressed as an independent variable through four dimensions: self-awareness, internalized moral perspective, transparent relationships, and balanced processing, based on the scale developed by Avolio et al. (2007). Meanwhile, the acceptance of authority was expressed as a dependent variable through five dimensions: legitimacy of authority, effectiveness of authority, fairness and justice, compliance and obedience, respect, and interpersonal trust, based on the scale by Rigby (1986), with some modifications to suit the Iraqi social environment.

Several measurement tools were used in the practical aspect, relying on the Statistical Package for the Social Sciences (SPSS) program to calculate means, standard deviations, linear regression analysis, and correlation, in addition to using the T-test. The research concluded with several findings, the most important of which was that the level of authentic leadership among the officials in the studied organization was moderate according to the opinions of the research sample members. The research also presented several recommendations, the most important of which was the necessity of enhancing all dimensions of authentic leadership in organizations due to its significant role in creating sound administrative leadership, fostering a positive and constructive work environment that ensures an integrated organizational unit.

Keywords: Authentic leadership, Acceptance of authority.

1. INTRODUCTION

Leadership is a crucial element in management processes, viewed as one of the key factors related to the efficiency of job performance, stemming from compliance with orders and instructions. It impacts the success of organizations and their ability to achieve their goals efficiently while creating a stable organizational climate. Authentic leadership has garnered increasing attention through numerous research studies related to organizational behavior and the cognitive development of human resources within organizations. An authentic leader is one who strives to achieve noble objectives compared to other leaders who focus solely on their personal interests or use their authority or power to direct the efforts of others towards goals that do not serve the organization's best interests. Additionally, an authentic leader fosters interaction between employees and the organization to achieve their objectives.

The topic of authority acceptance in organizations has been the subject of research and study for many decades due to its effective role in achieving organizational goals by motivating employees and enhancing their organizational efficiency. It can thus be said that authentic leadership

significantly contributes to enhancing authority acceptance within organizations through building trust, transparency, effective communication, integrity, and promoting inclusivity and participation.

The current research focuses on the dimensions of authentic leadership and its role in authority acceptance, emphasizing the importance of this relationship. This importance is amplified when studied within a large service organization with extensive societal impact. Consequently, the research is structured into four sections: the first section covers the research methodology, the second section is dedicated to the theoretical framework of the concepts of authentic leadership and authority acceptance along with their dimensions, the third section addresses the practical framework of the research, and the fourth section highlights the key conclusions and recommendations. The research concludes with the sources it relied upon.

2. RESEARCH METHODOLOGY

First: Research Problem

The topic of authentic leadership has become a source of interest for many researchers in the fields of management. This is due to the importance of the topic and its direct relationship to a large number of organizational changes that, in turn, affect the success and development of organizations and their ability to achieve objectives with the required efficiency and effectiveness. We find that there is a strong justification for revealing the extent of acceptance of authority as an outcome that can show the extent to which leaders possess the power to guide towards positive goals within the organization. The selection of one of the service institutions is particularly relevant because these institutions need to remain strong in their effective role within society.

Despite the numerous studies that have addressed the topic of authentic leadership and acceptance of authority, we still need more studies to establish strong and cohesive foundations, especially in the health sector, as this sector represents a crucial service gateway for society. Therefore, this study will focus on examining these variables (authentic leadership and acceptance of authority), and the research problem can be identified by the following question:

"To what extent do the reflections of authentic leadership and its dimensions enhance the acceptance of authority"?

From this, the following sub-questions emerge:

1. Is there a statistically significant effect of self-awareness on enhancing and accepting authority?
2. Is there a statistically significant effect of the internalized moral perspective on enhancing and accepting authority?
3. Is there a statistically significant effect of transparent relationships on enhancing acceptance of authority?
4. Is there a statistically significant effect of balanced processing on enhancing acceptance of authority.

Second: The Importance of the Research

The importance of the research is represented as follows:

1. Presenting a conceptual framework that contributes to clarifying the concept of authentic leadership and acceptance of authority, and helps in increasing knowledge of these administrative concepts.

2. The results of this research can be utilized to develop future plans and diagnose the strengths and weaknesses of the current management based on the results of this research.
3. Clarifying the relationship between authentic leadership and acceptance of authority, especially since the importance of this relationship increases when studied in a large health institution with a wide influence in the community.
4. The research studies the impact of authentic leadership on the acceptance of authority, thereby determining to what extent authentic leadership can explain the traits and characteristics of acceptance of authority.
5. The research is important, especially since it is applied in an institution operating in an unstable environment, which requires enhancing the role of the leader and building a cohesive institution, achieved through the development of authentic leadership.

Third: Research Objectives

The research aims to achieve the following objectives:
1. Identifying the levels of authentic leadership dimensions in the researched organization.
2. Revealing the level of feeling of authentic leadership among the employees in the researched organization.
3. Examining the extent of the prevalence of traits of acceptance of authority in the researched organization.
4. Testing the relationship between the dimensions of authentic leadership and acceptance of authority in the researched organization.
5. Testing the impact of authentic leadership on the behavior and acceptance of authority.

Providing a number of recommendations that contribute to enhancing the acceptance of authority among the employees in the researched organization.

Fourth: Research Framework

The research framework outlines all the main and subsidiary variables of the study, as well as the correlations and influence relationships between them. To effectively address the research problem and the anticipated objectives, the framework includes two types of variables:
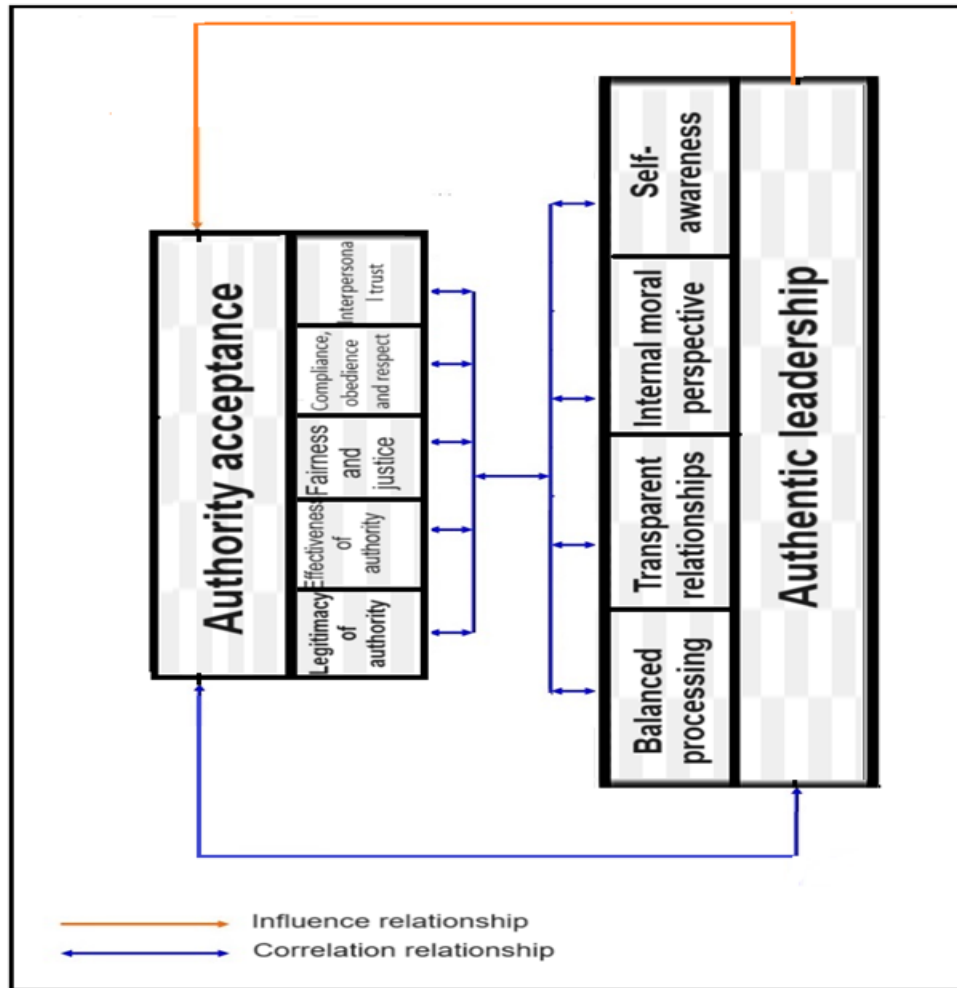
First: The Independent Variable (Authentic Leadership)

Authentic leadership is defined through four dimensions: Self-awareness, Internalized moral perspective, Relational transparency, Balanced processing

Second: The Dependent Variable (Authority Acceptance).

Authority acceptance is defined through five dimensions: Legitimacy of authority, Effectiveness of authority, Fairness and justice , Compliance and obedience, Trust and respect.

This framework encapsulates the hypothetical relationships and interactions among the research variables, providing a comprehensive structure for addressing the research questions and achieving the set objectives.

Source: Prepared by the researcher

Fifth: Research Hypotheses

Based on the research problem and its objectives, the following hypotheses were formulated:

First Main Hypothesis: "There is a statistically significant correlation between each dimension of authentic leadership (self-awareness, internalized moral perspective, relational transparency, and balanced processing) and authority acceptance, which includes (1. Legitimacy of authority, 2. Authority effectiveness, 3. Fairness and justice, 4. Compliance and respect, 5. Interpersonal trust)".

Second Main Hypothesis: "There is a statistically significant impact of each dimension of authentic leadership (self-awareness, internalized moral perspective, relational transparency, and balanced processing) on authority acceptance, which includes (Legitimacy of authority, Authority effectiveness, Fairness and justice, Compliance and respect, Interpersonal trust".)

Sixth: Research Methodology

The research methodology can be outlined as follows:

A. Theoretical Aspect:

- The available sources in libraries and on the internet related to the literature of both Arabic and foreign research were relied upon.

B. Practical Aspect:

- A questionnaire was used to collect data by including a number of questions about authentic leadership, based on the study by Avolio et al. (2007). For the questions related to authority acceptance, Rigby's study (1986) was utilized. The questionnaire included two parts:

1. Part One:
   - Contains the personal characteristics of the respondents, including gender, age, educational qualification, and years of service.
2. Part Two:
   - Relates to the main research items, comprising (2) sections with a total of (40) statements, structured as follows:
   - Authentic leadership is expressed as an independent variable through four dimensions: self-awareness, internalized moral perspective, relational transparency, and balanced processing, based on the scale developed by Avolio et al. (2007).
   - Authority acceptance is expressed as a dependent variable through five dimensions: 1. Legitimacy of authority, 2. Authority effectiveness, 3. Fairness and justice, 4. Compliance and respect, 5. Interpersonal trust, based on the scale by Rigby (1986).

Instrument reliability and validity

The questionnaire form was presented to a number of specialized faculty members, in addition to being distributed to several individuals from the sample to understand their opinions regarding the clarity and accuracy of the questionnaire questions to ensure their consistency and relevance to the research items. The questionnaire was then modified based on the feedback provided by them to be in its final form.

The Cornbrash's alpha test was used to measure the reliability of the measurement tool. The alpha values obtained for the questionnaire statements ranged between 80% and 92%, which is reassuring as it is higher than the acceptable rate of 60% (Al-Saffar, 2009:70).

Table (1) Cronbach's Alpha Coefficient for the Research Axes

Variable	Axis	Number of paragraphs	Cronbach's alpha coefficient
Authentic leadership	Self-awareness	4	0.913
	Internal moral perspective	4	0.914
	Transparent relationships	4	0.872
	Balanced processing	4	915.0
Authority acceptance	Legitimacy of authority	4	0.976
	Effectiveness of authority	4	0.820
	Fairness and justice	4	0.913
	Compliance, obedience and respect	4	0.916
	Interpersonal trust	4	0.887

Table prepared by the researcher

Seventh: Description of the research sample:

For the purpose of describing the research sample, the following table was used:

Table (2) Identifying the personal variables of the research sample

Personal variables		Frequency	Percentage
Gender	Male	21	%18
	Female	51	%72
Age	30 and under	7	%10
	31-40	33	%45
	41-50	14	%19
	51 and over	18	%26
Educational qualification	Preparatory	19	%26
	Diploma	29	%40
	Bachelor	24	%34
Years in job	10-15	16	%22
	16-20	31	%43
	21 and over	25	%35

Table prepared by the researcher

Table (3) Questionnaire structure and sources of its scales

	Main variables of the research	Number of paragraphs	Paragraph numbers From - To	Source
	General Information	Gender, Age, Educational, qualification, Years of service	1-4	
	Authentic Leadership	16	1-16	(Avolio et al. 2007)
	Acceptance of Authority	20	17-36	(Rigby,1986)
			40	

Table prepared by the researcher

Eighth: Research community and sample

Al-Diwaniyah General Hospital was chosen as the community for the current research as it is one of the old Iraqi institutions and one of the formations of the Ministry of Health. The research sample consists of (80) individuals from the nurses working in the hospital's emergency department, totaling (134) individuals in the field of emergency and rapid health care. The questionnaire form was distributed to the sample randomly, during the three work periods. (74) questionnaires were returned, (72) of which were valid. That is, a return rate of (90%.)

Ninth: Statistical Methods Used

To achieve the research objective, the researcher relied on two methods: the descriptive method to present the theoretical side of the concept of authentic leadership and its dimensions, and the

concept of authority acceptance and its dimensions. The second method involved the practical side, relying on the research tool of the questionnaire with a five-point Likert scale (strongly agree, agree, neutral, disagree, strongly disagree). The questionnaire was organized into two parts: the first part included questions related to the dimensions of authentic leadership and consisted of 20 items, and the second part related to the dimensions of authority acceptance and also consisted of 20 items. For statistical analysis and hypothesis testing, the following statistical methods were used:

1. To show the nature of the research sample distribution regarding the respondents' personal characteristics in terms of gender, age, educational qualification, and years of service, frequency and percentages were used.
2. The five-point Likert scale was used to express the weights of the items, with the weights being strongly agree, agree, somewhat agree, disagree, and strongly disagree, assigned weights in the analysis from five to one, respectively.
3. Means, standard deviations, linear regression analysis, and correlation, in addition to using T-tests.
4. Cornbrash's alpha coefficient was used to measure the reliability of the research questionnaire.

Literature Review

Many studies have been conducted on the role of authentic leadership in healthcare institutions. These include:

- Walumbwa et al. (2008) on the impact of authentic leadership on organizational performance in healthcare institutions.
- Shirey's (2009) study, which examined the relationship between authentic leadership, organizational culture, and healthy work environments through the lens of stress and adaptation.
- Gardner et al. (2011) investigated the influence of authentic leadership on the development of trust and organizational commitment in healthcare institutions.
- Akkadechanunt and Sirakamon's (2018) study demonstrated that the leadership style adopted by senior managers is a significant factor affecting job satisfaction among nurses.
- Frasier's (2019) study tested the impact of an experimental leadership development program on the use of authentic leadership behaviors by nurse managers.
- Raso, Fitzpatrick, and Masick (2020) found a positive relationship between authentic nursing leadership and a healthy work environment.
- Wong et al.'s (2020) study ..The purpose of this study is to examine the effects of managers' authentic leadership, person–job match in the six areas of work life (AWLs) and emotional exhaustion on long-term care registered nurses' job satisfaction.
- Marques et al. (2021) found that the adequacy of authentic leadership in enhancing team performance in hospitals is sensitive to contextual boundary conditions.
- Alsalmi and Alilyyani (2024) found that the relationship between authentic leadership and burnout was significant, showing that authentic leadership had a substantial negative impact on job stress among nurses.
- Shurab et al. (2024) explored the effects of an educational program on authentic leadership and mindfulness on the competencies of nurse managers.

These studies represent a portion of the research on authentic leadership in healthcare institutions, contributing to the understanding of its impacts and benefits in this field.

3. THE THEORETICAL FRAMEWORK OF RESEARCH VARIABLES
First: Authentic leadership
   1. **Concept & origin**
   - **Concept of Authentic leadership**

Authentic leadership is a type of leadership characterized by transparency, integrity, and honest communication. Authentic leadership plays a crucial role in improving quality, enhancing job satisfaction among employees, and reducing burnout rates.

The term "Authentic" in the Oxford Dictionary has several meanings, including recognizing something as real and genuine, not a copy, but the original. It also means true, as opposed to false. In the same dictionary, the term "Authenticity" is an uncountable noun indicating the quality of being genuine or original (Hornby & Cowie 1989:87). Similarly, Webster's Online Dictionary gives multiple meanings for the term "Authentic," including having inherent authority as opposed to being false, fake, forged, or fabricated, thus supporting what is true and unquestionable. The linguistic meaning of authenticity in the dictionary of jurisprudence refers to "those who care about refining the soul and elevating the spirit alongside their attention to form and movements." (Qalaaji and Qunaybi, 1988:140).

Authentic leadership has been defined by researchers such as Bill George and Avolio et al. as leadership that focuses on transparency, self-awareness, and integrity. Authentic leaders acknowledge their mistakes, learn from them, strive to communicate openly with their teams, and build trust-based relationships. Various definitions of authentic leadership describe it from the followers' perspective, stating that it is the extent to which followers perceive their leader as accepting responsibility for organizational and personal actions, outcomes, and mistakes, and not exploiting followers. It emphasizes the prominence of self over role, as described by Henderson & Hoy (1982:67). Other definitions view it from the leader's perspective, highlighting professionally effective, morally sound practices that reflect awareness. This leadership is based on knowledge, values, understanding, and skilled execution (Begley, 2001:353). Avolio et al. (2004:805-806) argue that authentic leaders are self-aware, guided by a set of values or high ethical standards, perceived as honest and possessing integrity through transparency in their actions, leading to fair and balanced decisions, or "doing" what is right and just for both the leader and the followers.

May et al. (2003:248) believe that authentic leaders take stances that change the course of history for others. This is close to the definition by Ilies et al. (2005:374), who think that authentic leaders focus on building the strengths of their followers. Finally, Walumbwa et al. (2008:94) see authentic leadership as "a leader's behavior pattern that relies on promoting and enhancing both positive psychological capabilities and a positive ethical climate, to foster self-awareness, internalized moral perspective, balanced information processing, and relational transparency." This definition led to the adoption of the four dimensions of authentic leadership.

   - **The emergence of authentic leadership**

The term "authenticity" has a deep historical heritage, tracing its roots back to ancient civilizations such as the Greek civilization. This is noted by several researchers who believe that the origin of the word "authentic" goes back to Greek philosophy and the famous saying by Polonius: "To thine own self be true" (Avolio & Gardner, 2005:319). Researcher Tapara (2011:21) also views the concept of authenticity as an ancient notion that dates back to the Greek philosopher Socrates and his famous phrase "Know thyself," as well as Polonius's advice to his son in Shakespeare's masterpiece "Hamlet," where he says "Be true to yourself." These phrases are some of the most famous references to the concept of authenticity, encompassing the essence of authenticity, which is defined as trust in personal experiences, thoughts, feelings, needs, tastes, or beliefs that express our true selves in ways that align with our inner sensations and thoughts.

Vadla (2009:73) and Albert mention that the literature, sources, and topics concerned with the concept of "authentic" describe it as akin to "islands of insight and understanding." This indicates that the term "authentic" garners the interest of many researchers across various scientific fields. Among these researchers are the philosopher Guignon (2004), the sociologist Seeman (1966), the cultural scholar Trilling (1972), and psychologists such as Harter (2005) and Goldman & Kernis (2002). This also includes the development of the Authentic Leadership Questionnaire (Wood, Linley, Baliousis & Joseph, 2008).

2. Importance of Authentic Leadership in Enhancing Organizational Performance

Authentic leadership is crucial for improving the performance of organizations, especially in healthcare settings, where it is described as the "glue" necessary to maintain a cohesive and healthy work environment (Shirey, 2006:256). Here are some key points highlighting this importance:

1. Building Trust and Transparency

Authentic leadership fosters transparency and honesty, leading to strong trust. In any organization, transparency in dealings and decisions helps build a culture of trust, motivating employees and increasing their commitment. In healthcare organizations, trust is critical among employees, patients, and their families.

2. Improving Communication

Good communication in organizations leads to better collaboration and reduces misunderstandings, thus achieving goals more effectively. In healthcare institutions, open and honest communication between leaders and staff can improve the quality of care and reduce medical errors.

3. Enhancing Engagement and Commitment

Authentic leaders encourage employees to actively participate in improving services, increasing job satisfaction. Employees who feel part of the decision-making process are more committed to performing their tasks better, positively affecting patient care.

4. Promoting Employee Well-being and Mental Health

Leaders who care about employee well-being contribute to a positive work environment, increasing productivity and reducing turnover and absenteeism. Working in a healthy psychological environment enhances employee performance in healthcare organizations.

5. Fostering Innovation and Continuous Improvement

Authentic leadership encourages creative thinking and innovation in healthcare delivery. Innovation in processes and services can lead to significant improvements in efficiency and quality.

6. Adapting to Change

Authentic leaders facilitate adaptation to rapid changes in the healthcare sector. Leaders with authenticity can effectively guide their teams through organizational changes, ensuring flexible and swift responses.

7. Achieving Positive and Sustainable Outcomes

Authentic leadership contributes to achieving positive and sustainable health outcomes for patients and the community. Sustainable and stable performance enhances the organization's reputation and leads to long-term successes.

8. Upholding Values and Ethics

Commitment to ethical and professional values in healthcare is essential for ensuring quality services. Authentic leaders build a culture based on values and ethics, enhancing integrity and credibility.

In summary, authentic leadership is a critical factor contributing to the success and sustainability of healthcare and administrative organizations by building a culture of trust, effective communication, commitment, innovation, and adaptability to changes.

3. Dimensions of Authentic Leadership

A review of the literature on authentic leadership, as evidenced by the work of several researchers, indicates the existence of various models of authentic leadership dimensions. Bill George (2003:18) identified five dimensions: understanding purpose, practicing solid values, leading with heart, establishing connected relationships, and demonstrating self-discipline (Gardner, 2005:6). Begley (2006) proposed three essential conditions for authentic leadership: self-awareness, the ability to think ethically, and sensitivity to the orientations of others. Walumbwa et al. (2008:95) confined the authenticity of leadership to four main dimensions that are essential for understanding and applying this leadership style in organizations. These dimensions include self-awareness, internalized moral perspective, relational transparency, and balanced processing. These dimensions will be adopted in this research. Below, we discuss these dimensions in some detail.

1. Self-Awareness

Self-awareness is the first trait of authentic leadership, distinguishing it from other leadership models (Begley, 2006). It is one of the fundamental dimensions of authentic leadership. Authentic leaders are sensitive to their own values and those of others, have a deep understanding of their strengths and weaknesses, values, emotions, and their impact on others (Armstrong, 2012:14). This dimension requires authentic leaders to be aware of their strengths and weaknesses and to continuously strive for self-improvement. Bill George (2003) considers self-awareness as the foundation for building trust and credibility for a leader. It includes an inherent knowledge of the contradictory aspects of the self and how these contradictions influence thoughts, feelings, actions, and behaviors (Ilies et al., 2006:377).

Authentic leaders possess high levels of self-awareness, and increasing self-awareness is a crucial element in the process of developing authentic leadership (Kernis, 2003:13). The element of self-awareness encompasses "awareness and confidence in one's motives, feelings, desires, and self-perception."

Based on the above discussion, we can identify the key implications of self-awareness:

- **Understanding the Self**: An authentic leader has the ability to clearly understand their emotions, motives, and thoughts. The leader knows what motivates them and the values they hold dear.
- **Recognizing Strengths and Weaknesses**: An authentic leader is aware of their strengths and how to leverage them, as well as their weaknesses and how to improve or overcome them.
- **Awareness of Impact on Others**: An authentic leader understands how their behavior and actions affect others and strives to ensure their impact is positive and supportive.
- **Reflective Thinking**: An authentic leader continuously practices reflective thinking, helping them learn from experiences and develop themselves continuously.

Benefits of Self-Awareness

- **Building Trust**: When a leader is self-aware and acts with integrity and transparency, they build strong trust with their team.
- **Improving Relationships**: Self-awareness helps a leader understand and improve their relationships with others, enhancing cooperation and teamwork.
- **Adaptation and Development**: A self-aware leader is more capable of adapting to new challenges and continuously developing their skills.
- **Informed Decision-Making**: An authentic leader uses their self-understanding to make decisions that align with their values and principles, thereby strengthening the team's commitment to these decisions.

2. **Relational Transparency**

Relational transparency pertains to openness in dealing with others (Egboka & Onyeagba, 2024:32). It involves aligning the leader's words with their actions, clearly evident in the decision-making process that adheres to clear ethical standards (Bento & Ribeiro, 2013:122). Authentic leaders are characterized by their transparency and honesty in their interactions with others. This means sharing information openly and honestly, and communicating in a way that builds trust and mutual respect.

Relational transparency is the stance where true leaders present themselves honestly through appropriate openness and disclosure of values, emotions, motivations, and goals (Puni & Hilton, 2020:6). It is one of the essential traits that an authentic leader must possess. Relational transparency entails the leader's clarity and honesty in dealing with others, which includes the following points:

- **Open and Honest Communication**: An authentic leader shares information truthfully without hiding or distorting it. They deal transparently with employees about challenges and important decisions, enhancing trust among them.
- **Acknowledging Mistakes**: An authentic leader is not afraid to admit their mistakes and weaknesses. They share these experiences as opportunities for personal and collective learning and growth.
- **Expressing Thoughts and Feelings**: An authentic leader expresses their thoughts and feelings clearly and straightforwardly. This contributes to building an open and collaborative work environment.

- **Genuine Interaction**: An authentic leader interacts with others in a genuine and authentic manner, without pretense or deceit. This strengthens positive relationships and mutual respect.

3. Internalized Moral Perspective

There is no doubt that values and ethical principles have positive impacts on individuals, organizations, and societies (Cameron, 2003:30). This dimension reflects the leader's commitment to their internal values and ethical principles, which guide their behaviors and decisions regardless of external pressures. Authentic leaders are characterized by their commitment to high ethical standards and principles. They make decisions based on clear ethical criteria and strive to promote integrity and honesty in all aspects of leadership. Ethics serve as the umbrella under which values fall (Begley, 2001:357).

This dimension includes the following points:

- **Personal Values and Principles**: An authentic leader relies on a set of personal values and principles that form the foundation for their actions and decisions. These values remain constant and are not swayed by external pressures.
- **Autonomy in Decision-Making**: An authentic leader has the ability to make decisions based on their internal convictions, without being influenced by external pressures or expectations that might lead them to deviate from their principles.
- **Consistency Between Words and Actions**: A leader's commitment to an internalized moral perspective is demonstrated through consistency between what they say and what they do, enhancing their credibility and authenticity.
- **Commitment to High Ethical Standards**: An authentic leader is dedicated to upholding high ethical standards in all aspects of their work and serves as a role model for ethical behavior to others.

Benefits of an Internalized Moral Perspective

- **Building Trust**: Leaders who follow an internalized moral perspective are trusted and respected by their employees and colleagues.
- **Promoting Integrity**: A leader who acts according to their internal principles fosters a culture of integrity and transparency within the organization.
- **Increasing Commitment**: When employees see that a leader adheres to their ethical principles, they are more likely to commit to the same values and principles.
- **Improving Organizational Reputation**: A leader who acts with integrity enhances the overall reputation of the organization, which can attract talent and strengthen relationships with customers and partners.

4. Balanced Processing

According to Butterworth (2024:3), balanced processing is one of the dimensions of authentic leadership and refers to the leader's ability to objectively and fairly process different information and opinions before making decisions. Balanced processing involves the objective analysis of all relevant information before decision-making and allows others to openly challenge established ideas or beliefs within the organization.

This dimension fosters trust and respect between the leader and their followers and ensures informed and fair decision-making. Balanced processing is a proportional process between the leaders' values, intentions, and behaviors, and it is a form of self-regulation (Avolio & Gardner, 2005:325).

Components of Balanced Processing

- **Listening to All Perspectives**: An authentic leader gives every team member the opportunity to express their opinions and ideas and takes these views seriously.
- **Evaluating Information Objectively**: The leader analyzes and evaluates information from various sources in an unbiased manner, which helps in making decisions based on facts and evidence.
- **Critical Thinking**: An authentic leader practices critical thinking when processing information, helping to identify the strengths and weaknesses of each opinion or suggestion.
- **Making Fair Decisions**: After analyzing all information and opinions, the leader makes fair decisions that consider everyone's interests and are not influenced by personal biases.

Benefits of Balanced Processing

- **Building Trust and Respect**: By considering all perspectives and making fair decisions, the leader builds trust and respect among team members.
- **Enhancing Decision-Making**: Objective analysis and critical thinking lead to well-informed and effective decisions.
- **Encouraging Open Dialogue**: Allowing team members to challenge ideas and beliefs openly fosters a culture of transparency and continuous improvement.
- **Ensuring Fairness**: Balanced processing ensures that decisions are equitable and considerate of all stakeholders' views and interests.

Second: Acceptance of Authority
1. Concept of Acceptance of Administrative Authority
Authority is the ability to direct or influence the behavior of others in some way. It is a fundamental element in organizational structures, used to achieve desired goals and ensure coordination and discipline. Authority can be defined in various ways depending on the context in which it is used. It refers to the willingness of individuals within the organization to recognize the legitimacy of authoritative figures, comply with their directives, and adhere to established rules and procedures. This acceptance is crucial for the smooth operation and stability of the organization, as it ensures coordinated efforts and commitment to organizational goals and policies.
The theory of acceptance of authority posits that a manager's authority over subordinates depends on the subordinates' willingness to accept the manager's right to issue orders and their compliance with these orders.
Acceptance of authority refers to the degree to which individuals within the organization perceive, respect, and comply with the directives and decisions made by those in positions of authority. This

concept is essential for maintaining order and ensuring effective management within the organizational structure.

- **Acceptance of Authority:**

The concept of acceptance of administrative authority in organizations, from the perspective of managers and leaders, refers to the ability to make their decisions and instructions accepted and implemented by employees or subordinates. From the perspective of employees, it is the degree to which they voluntarily comply with the directives and instructions issued by their superiors. This means that subordinates recognize and agree on the legitimacy of the authority figure in issuing orders and making decisions within the organizational hierarchy.

This acceptance depends on several factors, including trust, respect, and alignment with the personal values and beliefs of individuals. When employees accept administrative authority, they are more willing to cooperate and achieve organizational goals.

Mary Parker Follett was the first to mention the theory of acceptance of authority, which is considered an important theory in the field of management and organizational behavior. Contrary to traditional theories that view authority as a top-down practice, Follett proposed the idea of "shared authority" or "cooperative authority." In this model, authority is not something imposed on others but is created collectively among all members of the organization.

Chester Barnard later presented a significant theory on the acceptance of authority in his famous book "The Functions of the Executive," published in 1938. Barnard's theory, known as the "Acceptance Theory of Authority," focuses on how individuals accept authority within organizations.

According to Barnard, authority in an organization is effective only when it is accepted by subordinates. In other words, authority is not merely an official position or powers given to managers; it relies on the acceptance of decisions and directives issued by the managers.

2. Importance of Acceptance of Authority

Acceptance of authority is crucial for maintaining organizational order, ensuring coordination, and achieving collective goals. Contributions from scholars and researchers such as French & Raven (1959), Simon (1947), Weber (1947), and Barnard (1938) have provided a comprehensive foundation for understanding the role and importance of authority in organizational environments. Their insights and ideas, supported by established works in the field, can be summarized as follows:

- **Maintaining Order and Stability:** Acceptance of authority helps to preserve organizational order and stability.
- **Facilitating Coordination and Cooperation:** It ensures effective coordination and collaboration among members of the organization.
- **Enhancing Efficiency and Productivity:** Acceptance of authority contributes to higher efficiency and productivity.
- **Enabling Effective Decision-Making:** It allows for swift and effective decision-making, which is crucial for timely responses to challenges and opportunities.

Additionally, acceptance of authority plays a role in:

- **Promoting Discipline and Accountability:** It ensures that individuals are accountable for their actions, with a clear understanding of roles and responsibilities.
- **Supporting Organizational Change and Adaptation:** Acceptance of authority aids in the implementation of organizational changes and adaptations.
- **Building Trust and Respect:** It fosters trust and respect among employees within the organization.
- **Efficient Conflict Resolution:** Acceptance of authority can lead to efficient conflict resolution.

Overall, acceptance of authority is fundamental to the smooth functioning, success, and sustainability of any organization.

3. Conditions for Acceptance of Authority:

Barnard (1938) identified four conditions that must be met for subordinates to accept authority:

A. **Understanding the Directives:** Subordinates must clearly understand the orders or directives.
B. **Consistency with Organizational Goals:** Subordinates must be convinced that the directives align with the organization's goals.
C. **Consistency with Personal Interests:** Subordinates must believe that the directives align with their personal interests.
D. **Ability to Comply:** Subordinates must have the actual ability to carry out the directives.

4. Dimensions of Authority Acceptance

Dimensions of authority acceptance have been adopted by several researchers in the field of organizational behavior and management. These dimensions have been addressed in different ways by a number of scholars. Max Weber, one of the most prominent scholars, discussed the legitimacy of authority in the context of his theory of the three types of authority: traditional authority, charismatic authority, and legal-rational authority. Frederick Taylor, in his theory of scientific management, focused on the effectiveness of authority through improving efficiency and productivity. Henri Fayol, in his fourteen principles of management, pointed out the importance of effectiveness in management. John Stacey Adams, known for his theory of justice, had an opinion on how to achieve justice and fairness in the workplace and its impact on the acceptance of authority. While Stanley Milgram, through his famous experiments on obedience to authority, indicated how individuals comply with authority based on respect and fear of punishment. Daniel McAllister developed a model of trust in interpersonal relationships within organizations, which is important for understanding how trust is built and its impact on the acceptance of authority. Linda Trevino and Kathy Nelson did the same when they investigated the role of trust in leadership and ethics within organizations. Each of these researchers contributed to understanding how authority is accepted from different perspectives related to: 1. Legitimacy of authority 2. Effectiveness of authority 3. Fairness and justice 4. Compliance and obedience 5. Respect and trust between individuals. This comprehensive agreement on these dimensions was the cornerstone of understanding the subject of acceptance of authority. The following is a simplified explanation of each of them.

1. Legitimacy of Authority

Legitimate authority is the authority derived from an individual's position or role within a formal hierarchy. It is based on the belief that a person has the right to influence others because of his or her position of authority.

Legitimate authority is the most common form in modern organizations, where rules and regulations are clearly defined, and authority is exercised in a rational and professional manner. Legitimate authority is that granted by the organization and recognized by subordinates, which allows an individual to demand action and expect compliance. Exercising authority means making decisions and ensuring compliance.

Great importance has been given to legitimacy and position as the basis of authority. Many organizations have given greater importance to legitimate authority and position than to technical competence and experience as sources of authority (Peabody,1962:463). Individuals who are part of the chain of command have authority over other people in the organization. According to Weber, legitimate authority is the type that is based on formal laws and regulations. In this type of authority, authority is granted to individuals based on their formal positions in the organizational structure.

The concept of legitimacy includes a kind of rules or standards that an individual accepts, according to which a leader can assert his authority, (159French & Raven,1959:). While Bachman et al. 1966:130) see that "he has a legitimate right, given his position, to expect his proposals to be carried out".

2. Authority effectiveness

An important factor in the ability of any organization to achieve its goals is the effectiveness of the authority structure (Etzioni, 1959:43). The effectiveness of authority in an organization refers to its ability to create acceptable results and actions (Pfeffer and Salancik, 1978, : 7). The effectiveness of authority enhances its acceptance by subordinates, as managers can issue orders and directives with confidence that subordinates will accept and implement them. Much of the writing in the fifties and sixties, especially those issued by management schools, emphasized the priority and effectiveness of administrative work (Pfeffer, 1987:25) due to its role in the workflow and implementation of activities.

The theory of cultural relations provides a straightforward and elegant definition of authority; it is the ability to bring about change. This framework implies that authority is the energy of effectiveness in everyday life (Walke, 2008:2).

3. Fairness and Justice

Fairness and justice are two of the main dimensions that affect individuals' acceptance of authority in organizations. Fairness and justice refer to how authority treats individuals and the extent to which it achieves equality and justice in distributing resources and making decisions. Through a comprehensive analytical review of 183 studies on justice in organizations, the results of studies conducted over 25 years showed comprehensive and unique relationships between justice and a set of organizational issues, including individuals' evaluation of authority (Colquitt et al. 2021:425))Bos et all. 1998:1449) believe that accepting authority decisions voluntarily is linked to their perceptions of justice. The extent to which individuals are satisfied with the outcome they received from an authority and the fairness of their judgment of this outcome is what determines their acceptance of it. (Dijke et all. 2010:490) confirms that fairness and justice have a strong impact on trust in authority as well as on perceptions of authority and followers.

4. Obedience and Compliance:

The first prerequisite for the effective functioning of organizations is authority. The directives of authority can only be effective when individuals obey them for whatever reason. But compliance is not something that authorities can simply assume will happen. Research indicates that people do not automatically accept the decisions of authorities. (Tyler & Lind, 1992:117)

Obedience and compliance refer to outward behavior that is consistent with the orders or rules imposed by authority. Individuals comply for many reasons, the most important of which is to avoid punishment or to obtain rewards.

Obedience and compliance relate to appreciation and reverence for authority, and it is based on the recognition of the legitimacy and competence of authority. It involves the acceptance of authority based on respect for the individual or institution that represents the authority. Obedience and compliance relate to the acceptance of authority within the organizational and behavioral context. It is an indicator of the extent to which individuals are willing to comply with the directives of authority without resistance or hesitation. Milgram presented one of the first articles in which he described a series of studies investigating the conditions that lead to obedience to authority (Milgram, 1963:242). Many studies on compliance and obedience took a moral turn to prevent the abuse of authority, to the point that some coined the term "the crime of obedience." (Kelman & Hamilton, 2008:14).

5. Respect and Trust Between Individuals

Respect and trust between individuals are essential elements in the dynamics of relationships. They are two essential parts of the dimensions of accepting authority within organizations. When there is a high level of trust and respect between individuals, it becomes easier to accept authority and implement its directives effectively. It greatly affects the acceptance of authority through cooperation, and the effectiveness of teamwork. Trust between individuals can be defined as the positive expectation that one party has based on the intentions and behaviors of the other party in an organizational environment.

A study conducted on nearly 20,000 employees from around the world revealed that respect was the most effective leadership behavior on employee commitment. (Melhem & Al Qudah,2019:2). Trust between individuals, especially between a leader and his followers within organizations, depends not only on the assessment of integrity and benevolence, but also on the ability to accomplish them. Hence, if a leader is trusted with a task, this will lead to increased trust in another unrelated task, which facilitates the acceptance of authority. (Mayeret all.1995:730)

4. THE PRACTICAL ASPECT

Hypothesis Testing and Analysis of Results

To verify the research hypotheses related to enhancing the acceptance of authority, the opinions of the sample individuals were analyzed through a questionnaire directed to the concerned individuals in the organization being studied. This was done in two phases:

Phase One: Analysis of the opinions of the sample individuals for each statement included in each section.

Phase Two: Testing and analyzing the research hypotheses.

First: Analysis of the opinions of the sample individuals for each statement included in each section.

Description and Diagnosis of the Independent Variable (Authentic Leadership)

By calculating the arithmetic means and standard deviations for the four dimensions of the authentic leadership variable (self-awareness, internalized moral perspective, transparency, and balanced processing), the opinions of the sample individuals in the studied organization were analyzed. Table (4) shows the perception of the sample regarding self-awareness, which was at an average level.

The self-awareness statements ranged between (3.26) and (3.72). The highest-ranking statement was number (3) with an average of (3.72), indicating the manager's awareness of the necessity to engage with others in any event, which reflects the perception of good relationships with subordinates as a result of that awareness.

Table (4) Arithmetic means, standard deviation and relative importance of each statement of self-awareness.

The statement "totally agree" was combined with "agree" in the statement "agree" and the statement "totally disagree" was combined with "disagree" in the statement "disagree" for brevity, to display them in the table only.

	Self-awareness	Agree		Neutral	Disagree		Arithmetic means	Standard deviation	Significance level
		Repetition	%		Repetition	%			
1.	Can talk about his weaknesses.	37	%51	7	28	%39	.334	0.76	3
2.	Seeks others' opinions about any event	38	%53	3	31	%42	.3.34	0.82	2
3.	Accepts the feelings he has about himself.	49	%68	6	17	%24	3.72	0.84	1
4,	Seeks feedback as a means of understanding who he really is as a person.	28	%39	3	41	%57	.326	0.86	4
	Overall Average						3.41	0.82	

Table prepared by the researcher

Table (4) above indicates the presence of statistically significant differences between the number of those who agree and those who disagree on (4) statements related to the nature of self-awareness. This means that the median responses of the sample individuals for each statement differ from the median of the scale used in the questionnaire, which is (3) points. The tendency was towards agreement, considering these as requirements to enhance acceptance of authority, indicating a near consensus among the sample individuals on these requirements. Statement number (3), which states "seeks others' opinions on any event," recorded the highest percentage of 68% agreement compared to 24% disagreement, showing the relative importance of this item. On the other hand, statement number (4), which states "requests feedback as a means of understanding who they really are as a person," recorded the lowest percentage among the remaining statements, with only 39% of the sample agreeing with it while 57% did not see it that way. For the remaining

items related to the nature of self-awareness, the statistical significance was distributed between the number of those agreeing and those disagreeing. Therefore, they can be considered requirements for accepting authority, as the median responses of the sample individuals on these items statistically differ from the median of the scale used, which is (3) points, from the subordinates' perspective.

Table (4) also indicates that the questions related to self-awareness tend towards agreement, with the highest arithmetic mean appearing in (3), which reached (3.72), with a standard deviation of (0.84), showing consistency and harmony in the responses of the research sample towards this item of self-awareness. In contrast, item (4), which states "requests feedback as a means of understanding who they really are as a person," had the lowest arithmetic mean of (3.26) with a standard deviation of (0.86), showing consistency and harmony in the responses of the research sample. Accordingly, the overall average for the self-awareness dimension was (3.41), with an overall standard deviation of (0.82). This indicates a high positive acceptance by the research sample towards the presence of this dimension since the value of the arithmetic mean is closer to the hypothetical mean (3) and the responses in this dimension's items are characterized by consistency and harmony.

Table (5) also shows the opinions of the research sample individuals regarding the internal ethical perspective, which was at an average level. The ranking of the internal ethical perspective items ranged between (3.07) to (3.86). Item number (2) ranked first with an average of (3.862), indicating that the ethical perspective from the leaders regarding ethical decisions and behavior is consistent with the situation's requirements and is not biased or intended to please certain parties within the organization. Such decisions face rejection and abstention from the employees, so decisions must be appropriate to the situation and context they are made for, not for individuals.

Table (5) Arithmetic means, standard deviation and relative importance of each statement of the internal moral perspective

The statement "totally agree" was combined with "agree" in the statement "agree" and the statement "totally disagree" was combined with "disagree" in the statement "disagree" for brevity, to display them in the table only.

	2. Internal moral perspective	Agree		Neutral	Disagree		Arithmetic means	Standard deviation	Significance level
		Repetition	%		Repetition	%			
1.	His actions reflect his core values.	38	%53	4	30	%42	3.67	0.88	2
2.	He doesn't let group pressure control him.	56	%78	4	12	%17	3.86	0.79	1
3.	Others know where he stands on a controversial issue.	37	%51	4	31	%42	3.32	1.01	3
4,	His ethics guide what he does as a leader.	28	%39	6	38	%52	3.07	0.93	4
	Overall Average						3.48	0.90	

Table prepared by the researcher

Table (5) above indicates the presence of statistically significant differences between the number of those who agree and those who disagree on (4) statements related to the nature of the internal ethical perspective. This means that the median responses of the sample individuals for each statement differ from the median of the scale used in the questionnaire, which is (3) points. The tendency was towards agreement, considering these as requirements to enhance acceptance of authority, indicating a near consensus among the sample individuals on these requirements. Statement number (2), which states "does not allow group pressure to control him," recorded the highest percentage of 78% agreement compared to 17% disagreement, showing the relative importance of this item. On the other hand, statement number (4), which states "his ethics guide what he does as a leader," recorded the lowest percentage among the remaining (4) statements, with only 39% of the sample seeing the internal ethical perspective as clear through this item.

For the remaining items related to the nature of the internal ethical perspective, the statistical significance was distributed between the number of those agreeing and those disagreeing. Therefore, they can be considered requirements for accepting authority, as the median responses of the sample individuals on these items statistically differ from the median of the scale used, which is (3) points, from the subordinates' perspective.

Table (5) also indicates that the questions related to the internal ethical perspective tend towards agreement, with the highest arithmetic mean appearing in (2), which reached (3.86), with a standard deviation of (7.90), showing consistency and harmony in the responses of the research sample towards this item of the internal ethical perspective. In contrast, item (4), which states "his ethics guide what he does as a leader," had the lowest arithmetic mean of (3.07) with a standard deviation of (0.93), showing consistency and harmony in the responses of the research sample. Accordingly, the overall average for the internal ethical perspective dimension was (3.48), with an overall standard deviation of (0.90). This indicates a high positive acceptance by the research sample towards the presence of this dimension since the value of the arithmetic mean is relatively higher than the hypothetical mean (3) and the responses in this dimension's items are characterized by consistency and harmony.

Table (6) also shows the opinions of the research sample individuals regarding balanced processing in the workplace, which was at an average level. The ranking of the balanced processing means ranged between (3.23) to (3.60). Item number (4) ranked first with an average of (3.972), indicating that balanced processing, according to the sample's views, is the processing in which subordinates see that the leader seeks others' opinions on issues that concern them before making any decision to ensure their commitment to and compliance with it.

Table (6) Arithmetic means, standard deviation and relative importance for each of the balanced treatment statements

The statement "totally agree" was combined with "agree" in the statement "agree" and the statement "totally disagree" was combined with "disagree" in the statement "disagree" 72 For brevity, they are displayed in the table only.

3. Balanced treatment	Agree	N	Disagree	A ri	s t	s i

		Repetition	%	Repetition	%			
1.	Seeks to take the opinions of others on issues that concern them.	41	%57	4	27	%38	3.40	0.84	3
2.	Listens closely to the ideas of those who disagree with him.	37	%51	3	32	%44	3.41	0.81	2
3.	Does not assert his own point of view at the expense of others.	42	%58	3	27	%38	3.23	0.86	4
4,	Listens very carefully to the ideas of others before making decisions.	49	%68	2	21	%29	3.56	0.82	1
	Overall Average						3.40	0.83	

Table prepared by the researcher

Table (6) above indicates the presence of statistically significant differences between the number of those who agree and those who disagree on all statements related to the balanced processing item, meaning that there is statistical significance in the responses of the sample individuals. This means that the median responses of the sample individuals for each of the previous statements statistically differ from the median used as a measure, which is (3) points. Statement number (4), which relates to "listens very carefully to others' ideas before making decisions," recorded the highest acceptance rate among the previous statements, with 68% of responses in favor of agreement compared to 29% disagreement. This suggests that the sample individuals believe that the leader's harmony and dialogue with subordinates significantly contribute to creating an atmosphere of obedience and compliance, ensuring voluntary acceptance of decisions and orders.

For the remaining items related to the nature of balanced processing, the statistical significance was distributed between the number of those agreeing and those disagreeing. Therefore, they can be considered requirements for accepting authority, as the median responses of the sample individuals on these items statistically differ from the median of the scale used, which is (3) points, from the subordinates' perspective.

Table (6) also indicates that the questions related to balanced processing tend towards agreement, with the highest arithmetic mean appearing in (4), which reached (3.60), with a standard deviation of (0.82), showing consistency and harmony in the responses of the research sample towards this item of balanced processing. In contrast, item (3), which states "does not assert his own viewpoint at the expense of others," had the lowest arithmetic mean of (3.23) with a standard deviation of (0.86), showing consistency and harmony in the responses of the research sample. Accordingly, the overall average for the balanced processing dimension was (3.41), with an overall standard deviation of (0.83). This indicates a high positive acceptance by the research sample towards the presence of this dimension since the value of the arithmetic mean is relatively higher than the hypothetical mean (3) and the responses in this dimension's items are characterized by consistency and harmony.

Table (7) also shows the opinions of the research sample individuals regarding relational transparency, which was at an average level. The ranking of the relational transparency means ranged between (3.01) to (3.81). Item number (3) ranked first with an average of (3.81), indicating that relational transparency, according to the sample's views, is the transparency in which subordinates see that their leader always presents the correct positions, enjoys credibility and transparency, and motivates subordinates to accept orders and carry out instructions issued to them.

Table (7) Arithmetic means, standard deviation and relative importance for each statement of relational transparency

The statement "totally agree" was combined with "agree" in the statement "agree" and the statement "totally disagree" was combined with "disagree" in the statement "disagree" for the sake of brevity, for the purpose of displaying them in the table only.

	3. Balanced treatment	Agree		Neutral	Disagree		Arithmetic means	Standard deviation	Significance level
		Repetition	%		Repetition	%			
1.	Shares his feelings openly with others.	35	%49	3	34	%47	3.54	0.92	2
2.	Tells others who he really is as a person.	37	%27	2	33	%46	3.41	0.74	3
3.	Rarely presents a wrong position to others.	56	%78	3	13	%18	3.81	0.96	1
4,	Admits his mistakes to others.	42	%58	4	26	%36	3.01	0.79	4
	Overall Average						3.44	0.85	

Table prepared by the researcher

Table (7) above indicates the presence of statistically significant differences between the number of those who agree and those who disagree on all statements related to relational transparency, meaning that there is statistical significance in the responses of the sample individuals. This means that the median responses of the sample individuals for each of the previous statements statistically differ from the median used as a measure, which is (3) points. Statement number (3), which relates to "rarely presents a wrong position to others," recorded the highest acceptance rate among the previous statements, with 78% of responses in favor of agreement compared to 18% disagreement. This suggests that the sample individuals believe that the honesty and integrity of the leader in presenting correct positions to subordinates have a significant effect on their acceptance of instructions and policies without any doubt.

For the remaining items related to the nature of relational transparency, the statistical significance was distributed between the number of those agreeing and those disagreeing. Therefore, they can be considered requirements for accepting authority, as the median responses of the sample individuals on these items statistically differ from the median of the scale used, which is (3) points, from the subordinates' perspective.

Table (7) also indicates that the questions related to relational transparency tend towards agreement, with the highest arithmetic mean appearing in (3), which reached (3.81), with a standard deviation of (0.96), showing consistency and harmony in the responses of the research sample towards this item of relational transparency. In contrast, item (4), which states "admits mistakes to others," had the lowest arithmetic mean of (3.01) with a standard deviation of (0.79), showing consistency and harmony in the responses of the research sample. Accordingly, the overall average for the relational transparency dimension was (3.44), with an overall standard deviation of (0.85). This indicates a high positive acceptance by the research sample towards the presence of this dimension since the value of the arithmetic mean is relatively higher than the hypothetical mean (3) and the responses in this dimension's items are characterized by consistency and harmony.

Finally, Table (8) presents the respondents' perception of authentic leadership with its four dimensions (self-awareness, internal ethical perspective, transparency, and balanced processing) in the organization under study by calculating the arithmetic means and standard deviations of the dimensions of the authentic leadership variable. Table (8) shows the respondents' perception of the leadership exhibited by their direct supervisors at work, which was of average weight. The ranking of the dimensions of authentic leadership ranged between (3.40) to (3.48). The internal ethical perspective ranked first with an average of (3.48), indicating that, according to the respondents, authentic leadership is the internal ethical perspective that relies on making decisions ethically and without bias.

Table (8) Arithmetic means and standard deviations of the authentic leadership variable

variable			Arithmetic means	Standard deviation	Importance level	Average
Authentic Leadersh.		• Self-awareness.	3.41	0.82	3	Middle
		• Internal moral perspective	3.48	0.90	1	Middle
		• Balanced processing	3.40	0.83	4	Middle
		• Relational transparency	3.44	0.85	2	Middle

Table prepared by the researcher

- Description and Diagnosis of the Dependent Variable (Acceptance of Authority)

The opinions of the sample individuals regarding the acceptance of authority with its five dimensions (legitimacy of authority, effectiveness of authority, fairness and justice, compliance and obedience, respect and interpersonal trust) in the organization under study were analyzed. This was done by calculating the arithmetic means and standard deviations of its five dimensions. Table (9) shows the opinions of the sample individuals regarding the acceptance of authority in the organization under study, which were at an average level.

Table (9) Arithmetic means, standard deviation and relative importance of each statement of the authority acceptance statement

The statement "totally agree" was combined with "agree" in the statement "agree" and the statement "totally disagree" was combined with "disagree" in the statement "disagree" for brevity, they are displayed in the table only.

Dimensions	Paragraphs	Agree		Neutral	Disagree *		Arithmetic means	Standard Deviation	Relative importance
		Repetition	%		Repetition	%			
Legitimacy of Authority	1. I believe that the leadership in this organization has the right to make important decisions.	35	%49	3	34	%47	3.05	0.83	
	2. The authority of supervisors is based on their qualifications and experience.	41	%57	4	27	%38	3.12	0.86	
	3. The rules and policies set by management are fair and reasonable.	29	%40	2	41	%57	3.35	0.86	
	4. I trust that the leaders in this organization act in the best interests of the employees.	38	%53	-	34	%47	3.52	0.84	
Effectiveness of Authority	5. The directions given by my superiors are clear and easy to understand.	28	%39	3	41	%57	3.09	0.89	
	6. I believe that following the instructions of my supervisors leads to better performance.	44	%61	2	26	%36	3.08	0.87	
	7. Management communicates the goals and objectives of the organization effectively.	39	%54	3	30	%42	2.87	0.85	
	8. The leadership in this organization is effective in resolving conflicts and issues.	32	%44	3	37	%51	3.83	0.92	
Fairness and Justice	9. I am treated fairly by those in positions of authority.	30	%42	3	39	%54	3.48	0.58	
	10. The decisions made by management are consistent and unbiased.	28	%39	5	39	%54	3.37	0.97	
	11. My supervisors are open to hearing my concerns and feedback.	43	%60	-	29	%40	3.44	0.80	
	12. The distribution of rewards and promotions is fair and transparent.	52	%72	1	19	%26	3.65	0.84	
Comp	13. I usually follow the instructions and directions given by my supervisors.	42	%58	2	28	%39	3.58	0.57	

	14. I believe it is important to follow the rules and guidelines set by the organization.	41	%57	3	28	%39	3.34	0.84	
	15. I feel comfortable raising issues or concerns with my superiors.	22	%31	2	48	%67	3.29	0.92	
	16. I tend to accept decisions made by those in authority even if I do not completely agree with them.	44	%61	1	27	%38	3.47	1.03	
Respect and Trust	17. I respect the authority of my supervisors because of their expertise.	42	%58	5	25	%35	3.01	0.82	
	18. I trust that my supervisors are knowledgeable and capable of performing their roles.	36	%50	4	32	%44	2.81	0.73	
	19. There is mutual respect between employees and management in this organization.	34	%47	4	34	%47	2.94	0.94	
	20. I feel valued and respected by those in leadership positions.	29	%40	3	40	%56	3.54	0.96	

Table prepared by the researcher

Table (9) above indicates the presence of statistically significant differences between the number of those who agree and those who disagree on all statements related to the acceptance of authority, meaning that there is statistical significance in the responses of the sample individuals. This means that the median responses of the sample individuals for each of the previous statements statistically differ from the median used as a measure, which is (3) points. Statement number (12), which states "distribution of rewards and promotions is fair and transparent," recorded the highest acceptance rate among the other statements, with 72% of responses in favor of agreement compared to 26% disagreement. This suggests that the sample individuals believe that the leader is fair in dealing with others' efforts and rewarding them. This perception among subordinates comes from the outcomes of the organization resulting from such decisions, which mostly bring positive returns to them. In contrast, statement number (15), which states "I feel comfortable raising issues or concerns with my superiors," recorded the lowest percentage (31%) in favor of agreement. This suggests that the sample individuals believe that the leader does not work on this dimension by accepting individuals' concerns and issues but rather tries to hide such matters. Therefore, the dimension of compliance and obedience is not clearly perceived by the respondents to be available in the leader.

Regarding the level of respondents' perception of the acceptance of authority with its five dimensions (legitimacy of authority, effectiveness of authority, fairness and justice, compliance and obedience, respect and interpersonal trust) in the organization under study, the arithmetic mean and standard deviation for the level of importance of each dimension of the acceptance of authority were calculated as follows:

Table (10) Arithmetic means and standard deviations of the authentic leadership variable

variable	Arithmetic means	Standard deviation	Importance level
Acceptance of Authority	3.29	0.85	---
• Legitimacy of Authority	3.26	0.85	3
• Effectiveness of Authority	3.22	8.80	4
• Fairness and Justice	3.49	0.87	1
• Compliance and Obedience	3.42	0.84	2
• Respect and Trust between People	3.08	0.86	5

Table prepared by the researcher

Table (10) above shows the level of respondents' perception of acceptance of authority in the organization, which was considered average. The ranking of the dimensions of acceptance of authority ranged from (3.08) to (3.49). The dimension of fairness and justice ranked first with an arithmetic mean of (3.49), followed by the dimension of compliance, obedience, and respect with an average of (3.42). This indicates that fairness and justice prevail among the leaders according to the estimation of their subordinates. This trait reflects the direct leader's understanding of the subordinates' efforts when they perform well or exceptionally, and it serves as a motivation for him to praise those efforts to reinforce them. Additionally, the direct leader strives to make essential decisions, such as promotions, based on work efficiency.

In third place was the dimension of the legitimacy of authority with an average of (3.26). This dimension reflects the subordinates' perception of the legitimacy attributed to the direct leader and his right to issue orders and instructions, which are respected by them.

The dimension of the effectiveness of authority ranked fourth with an average of (3.22). This dimension reflects the success of the direct leader, according to the subordinates' opinion, in making the best administrative decisions and applying successful leadership standards at work.

Lastly, the dimension of interpersonal trust ranked fifth with an average of (3.08). This dimension reflects the prevailing social relationships within the organization, especially between the employees and their direct leaders, and the extent of trust and respect available.

Second: Analysis of the research hypothesis test

1. Analysis of the correlation hypothesis

Testing the correlation hypothesis (There is a statistically significant moral correlation between each dimension of authentic leadership (self-awareness, internal moral perspective, transparency, and balanced treatment) and acceptance of authority represented by (legitimacy of authority, effectiveness of authority, fairness and justice, compliance and obedience, respect and trust between people).

For the purpose of testing the existence of a correlation between the two research variables, authentic leadership and its dimensions and acceptance of authority combined, and based on the SPSS statistical program, the correlations were found between the two variables and the following table shows the test results.

Table (11) Correlation coefficient between study variables

Variables	Correlation	Self-Awareness	Ethical Perspective	Transparency	Balanced treatment	Authentic Leadership
Acceptance of Authority	Pearson Correlation	0.421	0.413	0.340	0.496	0.634
	Sig. (2-tailed)	0.538	0.404	0.233	0.003	0.050
Legitimacy of Authority	Pearson Correlation	0.446	0.371	0.396	0.539	0.582
	Sig. (2-tailed)	0.581	0.316	0.337	0.470	0.000
Effectiveness of Authority	Pearson Correlation	0.614	0.347	0.740	0.413	0.591
	Sig. (2-tailed)	0.000	0.295	0.402	0.026	0.000
Fairness and Justice	Pearson Correlation	0.430	0.324	0.709	0.662	0.432
	Sig. (2-tailed)	0.000	0.000	0.004	0.050	0.040
Compliance & Obedience	Pearson Correlation	0.758	0.411	0.492	0.502	0.511
	Sig. (2-tailed)	0.001	0.000	0.004	0.002	0.001
Respect and Trust	Pearson Correlation	0.424	0.610	0.540	0.413	0.424
	Sig. (2-tailed)	0.001	.317	0.149	0.000	.062

Table prepared by the researcher

Table (11) above presents the correlation relationships between the dimensions of authentic leadership and the acceptance of authority, both individually and collectively. As is clear, there is a significant positive correlation at the 5% significance level. The results proved the existence of a significant positive correlation between self-awareness and the combined dimensions of the acceptance of authority, amounting to (0.421). Similarly, there is a significant positive correlation between the second dimension of authentic leadership, which is the internal moral perspective, and the combined dimensions of the acceptance of authority, with a correlation value of (0.413). A significant positive correlation was also recorded between the third dimension of authentic leadership, which is transparency, with a correlation value of (0.340). Furthermore, a significant positive correlation was noted between the fourth dimension of authentic leadership, which is balanced processing, with a correlation value of (0.496). At the level of the authentic leadership variable, the results demonstrated a significant positive correlation, with a correlation value of (0.634). Hence, the main hypothesis of the correlation is accepted: "There is a significant positive correlation with statistical significance between each dimension of authentic leadership (self-awareness, internal moral perspective, transparency, balanced processing) and the acceptance of authority, represented by (legitimacy of authority, effectiveness of authority, fairness and justice, compliance and obedience, respect and interpersonal trust)."

2. Analysis of the Hypothesis of Influence

The influence hypothesis states: "There is a significant positive influence relationship with statistical significance between each dimension of authentic leadership (self-awareness, internal moral perspective, transparency, balanced processing) and the acceptance of authority, represented by (legitimacy of authority, effectiveness of authority, fairness and justice, compliance and obedience, respect and interpersonal trust)."

For the purpose of testing the presence of an effect between the research variables of authentic leadership and its dimensions and the acceptance of authority collectively, and based on the SPSS statistical program, linear regression coefficients were calculated between all dimensions of authentic leadership (the independent variable) and each dimension of the dependent variable (acceptance of authority), in addition to the overall variable of acceptance of authority. The results of the linear regression test are as follows:

Table (12) Regression Analysis Indicators

Variable	Coefficient of determination R2	Regression parameter (effect)	Calculated value t- for regression parameter	Significance Calculated t- value Sig.	Decision
Self-Awareness	%18.3	0.68	3.75	0.005	Acceptance (significant below 5% significance level)
Ethical Perspective	%35.2	0.66	5.730	0.000	Acceptance (significant below 5% significance level)
Transparency	%29.1	0.56	3.540	0.002	Acceptance (significant below 5% significance level)
Balanced treatment	%28.3	0.68	3.67	0.004	Acceptance (significant below 5% significance level)
Authentic Leadership	%37.2	0.62	5.761	0.00	Acceptance (significant below 5% significance level)

Table prepared by the researcher

The results of the linear regression show that Table (12) above indicates that the value of the coefficient of determination R2for the model of the effect of self-awareness on the variable of authentic leadership is 18.3%. The value of the regression coefficient was 0.68, with a t-test value of 3.75, which is statistically significant at the 5% level due to its significance value being 0.005. This means that an increase in the value of distributive justice by one unit leads to an increase in the value of authority acceptance by 37%.

Meanwhile, the results of the linear regression from Table (12) above show that the value of R2for the model of the effect of internal ethical perspective on the variable of authority acceptance is 35.2%. The value of the regression coefficient was 0.66, with a t-test value of 5.730, which is statistically significant at the 5% level due to its significance value being 0.000. This means that an increase in the value of the internal ethical perspective by one unit leads to an increase in the value of authority acceptance by 66%.

Additionally, the results of the linear regression from Table (11) above show that the value of R2 for the model of the effect of transparency on the variable of authority acceptance is 29%. The value of the regression coefficient was 0.56, with a t-test value of 3.540, which is statistically significant at the 5% level due to its significance value being 0.000. This means that an increase in the value of transparency by one unit leads to an increase in the value of authentic leadership by 56%.

Similarly, the results of the linear regression from Table (11) above show that the value of R2 for the model of the effect of balanced processing on the variable of authority acceptance is 28%. The value of the regression coefficient was 0.68, with a t-test value of 3.67, which is statistically significant at the 5% level due to its significance value being 0.004. This means that an increase in the value of balanced processing by one unit leads to an increase in the value of authentic leadership by 68%.

Regarding the effect of the independent variable as a whole (authentic leadership) on the dependent variable (authority acceptance), the value of the coefficient of determination for the model's effect was 37.2%. The value of the regression coefficient was 0.62, with a t-test value of 5.761 and a significance level of 0.000, which is statistically significant at the 5% hypothetical level of significance. Therefore, the main hypothesis of influence is accepted: "There is a statistically significant effect relationship between each dimension of authentic leadership (self-awareness, internal ethical perspective, transparency, balanced processing) and authority acceptance, represented by (authority legitimacy, authority effectiveness, fairness and justice, compliance and obedience, respect and trust between individuals)".

5. CONCLUSIONS AND RECOMMENDATIONS

Authentic leadership is an effective strategy to enhance the quality of health care and effective response to emergencies through compliance and obedience in health institutions. By focusing on transparency, integrity, and building trust, authentic leaders can achieve a positive and sustainable impact in the work environment. The following are the conclusions achieved and recommendations adopted in this research.

• **Conclusions**

1. The conclusions achieved in this research confirm the conclusions of similar studies adopted previously.

2. . The results of the analysis recorded that the level of authentic leadership enjoyed by officials in the organization under study was at moderate levels in terms of the opinions of the research sample members.

3. The results showed that the perspective of internal ethics adopted by officials in the organization under study was the most influential dimension of authentic leadership in accepting authority despite its moderate level of influence.

4. The results of the analysis showed that relational transparency came in second place in terms of influence on the dimensions of accepting administrative authority.

5. The results of the analysis showed that self-awareness recorded the third level in terms of influence on the dimensions of accepting administrative authority.

6. The results of the analysis of the variable of acceptance of authority as seen by subordinates in the organization under study recorded moderate levels despite the importance of this variable and its positive impact on the vision of authentic leadership.

7. The dimensions of acceptance of authority recorded moderate levels and varying frequency rates in terms of importance as seen by subordinates in their direct managers in the organization under study, where the dimension of fairness and justice recorded first place, followed by the dimension of effectiveness of authority, then the legitimacy of authority, then compliance, obedience, respect and trust, respectively.

• **Recommendations**

In order to successfully apply authentic leadership in health institutions, the recommendations to follow the following steps help in this, which are:

1. The necessity of strengthening all dimensions of authentic leadership, which enables security to bring about a positive transformation in health care environments, which benefits both workers and beneficiaries of health services.

2. Promoting a culture of open and honest communication between all levels of the organization. In order to achieve relational transparency.

3. Managers should be aware of their strengths and weaknesses and constantly strive to improve themselves, with the aim of enhancing their self-awareness.

4. The need to develop trust-based relationships with subordinates through actions and not just words.

5. Support professional development by providing training and continuous development opportunities for employees to enhance their skills and competencies.

REFERENCE

Book

Barnard, C. I. (1939). Dilemmas of leadership in the democratic process. Princeton: Princeton Barnard,1938.

Begley, P. T. (2001). In pursuit of authentic school leadership practices. International Journal of Leadership in Education, 4(4), 353-365.

George, B. (2003). Authentic leadership: Redis- covering the secrets to creating lasting value. San .Francisco, CA: Jossey-Bass .

Harter, S. (2002), "Authenticity", in Snyder, C.R. and Lopez, S.J. (Eds), Handbook of Positive Psychology, healthcare in Ghana: mapping of interventions and the way forward", Ghana Medical Journal.

Hornby, A. S., & Cowie, A. P. (1989). Oxford advanced learner's dictionary of current English (4th ed. chief editor: A.P. Cowie. ed.). Oxford: Oxford University Press.

Muhammad Rawas Qalaji - Hamid Sadiq Qunaibi.(1988), Dictionary of the Language of Jurists.Dar Al-Nafayes for Printing, Publishing and Distribution.

Trilling, L. (1972), Sincerity and Authenticity, Harvard University Press.

Weber, M. (1947),The theory of social and economic organization: Oxford Univ. Press ,

THESIS

Armstrong, A. R. (2012). Authentic leadership.(c2012) (Doctoral dissertation, Lebanese American University). doai:laur.lau.edu.lb:10725/1249.

Magazines and periodicals

Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. The leadership quarterly, 15(6), 801-823. https://doi.org/10.1016/j.leaqua.2004.09.003

Adams, J. S., & Freedman, S. (1976). Equity theory revisited: Comments and annotated bibliography. Advances in experimental social psychology, 9, 43-90. https://doi.org/10.1016/S0065-2601(08)60058-1

Akkadechanunt, T., & Sirakamon, S. (2018). Head Nurses' Authentic Leadership and Job Satisfaction Among Nurses in General Hospitals, Central Region, Mongolia. Nursing Journal, 45(4), 203-216. http://cmuir.cmu.ac.th/jspui/handle/6653943832/66226

Alsalmi, M., & Alilyyani, B. (2024). The role of authentic leadership in nurses' stress and burnout in emergency departments. Leadership in Health Services, 37(1), 147-158.. https://doi.org/10.1108/LHS-01-2023-0005

Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. The leadership quarterly, 16(3), 315-338.https://doi.org/10.1016/j.leaqua.2005.03.001

Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. Annual review of psychology, 60, 421-449. https://doi.org/10.1146/annurev.psych.60.110707.163621

Bachman, J. G., Smith, C. G., & Slesinger, J. A. (1966). Control, performance, and satisfaction: An analysis of structural and individual effects. Journal of personality and social psychology, 4(2), 127 https://doi.org/10.1037/h0023615

Begley, P. T. (2006). Self-knowledge, capacity and sensitivity: Prerequisites to authentic leadership by school principals. Journal of Educational Administration, 44(6), 570-589. https://doi.org/10.1108/09578230610704792

Bento, A., & Ribeiro, M. I. (2013). Authentic leadership in school organizations.. http://hdl.handle.net/10198/9020

Butterworth, M., Black, J., & Terry, R. (2024). Authentic Leadership Measures: An Authentic Measure for Authentic Leadership?. The Journal of Values-Based Leadership, 17(1), 13.. https://doi.org/10.22543/1948-0733.1480

Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. Journal of applied psychology, 86(3), 425.

https://psycnet.apa.org/doi/10.1037/0021-9010.86.3.425

Egboka, P., & Onyeagba, C. P. (2024). Authentic leadership practices adopted by principals for effective administration of public secondary schools in Anambra State.International Journal of Advanced Academic https://www.openjournals.ijaar.org/index.php/ijaar/article/view/518

Etzioni, A. (1959). Authority structure and organizational effectiveness. Administrative Science Quarterly, 43-67. DOI:10.2307/2390648

Frasier, N. (2019). Preparing nurse managers for authentic leadership: A pilot leadership development program. JONA: the journal of nursing administration, 49(2), 79-85.. DOI: 10.1097/NNA.0000000000000714

French, J. R., & Raven, B. (1959). The bases of social power. Studies in social power, 150, 167.

Gardner, W. L., , B. J., Luthans, F., May, D. R., & Walumbwa, F. (2005). "Can you see the real me?" A self-based model of authentic leader and follower development. The leadership quarterly, 16(3), 343-372.. https://doi.org/10.1016/j.leaqua.2005.03.003

Gardner, W. L., Cogliser, C. C., Davis, K. M., & Dickens, M. P. (2011). Authentic leadership: A review of the literature and research agenda. The leadership quarterly, 22(6), 1120-1145.. https://doi.org/10.1016/j.leaqua.2011.09.007

Gardner, W.L., , B.J. and Walumba, F.O. (2005), Authentic Leadership Theory and Practice. 1130000796372381568

Gardner, W.L., , B.J., Luthans, F., May, D.R. and Walumbwa, F. (2005), "Can you see the real me? https://doi.org/10.1016/j.leaqua.2005.03.003

Goldman, B. M., & Kernis, M. H. (2002). The role of authenticity in healthy psychological functioning and subjective well-being. Annals of the American Psychotherapy Association, 5(6), 18-20.

Henderson, J. E., & Hoy, W. K. (1982). Leader Authenticity: The Development and Test of an Operational Measure.

Ilies, R., Morgeson, F. P., & Nahrgang, J. D. (2005). Authentic leadership and eudaemonic well-being: Understanding leader–follower outcomes. The leadership quarterly, 16(3), 373-394. https://doi.org/10.1016/j.leaqua.2005.03.002

Ilies, R., Scott, B. A., & Judge, T. A. (2006). The interactive effects of personal traits and experienced states on intraindividual patterns of citizenship behavior. Academy of Management journal, 49(3), 561-575.. https://doi.org/10.5465/amj.2006.21794672

Kelman & Hamilton, 2008:14

Kernis, M. H. (2003). Toward a conceptualization of optimal self-esteem. Psychological Inquiry, 14, 1–26 https://doi.org/10.1207/S15327965PLI1401_01

Kernis, M.H. (2003), "Toward a conceptualization of optimal self-esteem", Psychological Inquiry, Vol. 14. https://doi.org/10.1207/S15327965PLI1401_01

Marques-Quinteiro, P., Graça, A. M., Coelho Jr, F. A., & Martins, D. (2021). On the relationship between authentic leadership, flourishing, and performance in healthcare teams: a job demands-resources perspective. Frontiers in psychology, 12, 692433.. https://doi.org/10.3389/fpsyg.2021.692433

May, D. R., Chan, A. Y., Hodges, T. D., & Avolio, B. J. (2003). Developing the moral component of authentic leadership. Organizational dynamics. https://psycnet.apa.org/doi/10.1016/S0090-2616(03)00032-9

Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. Academy of management review, 20(3), 709-734. https://doi.org/10.5465/amr.1995.9508080335

Melhem, Y. S., & Al Qudah, M. F. (2019). Work engagement: Trust and respect to engage your people. Indian Journal of Science and Technology, 12(17), 1-13. , DOI: 10.17485/ijst/2019/v12i17/144033, May 2019

Milgram, S. (1963). Behavioral study of obedience. The Journal of abnormal and social psychology, 67(4), 371.

Olaniyan, O. S. (2017). Authentic leadership, psychological capital, and employees' well-being. The positive side of occupational health psychology, 45-64. https://doi.org/10.1007/978-3-319-66781-2_5

Peabody, R. L. (1962). Perceptions of organizational authority: A comparative analysis. Administrative Science Quarterly, 463-482.. https://doi.org/10.2307/2390726

Pfeffer, J. (1987). A resource dependence perspective on intercorporate relations. Intercorporate relations: The structural analysis of business, 1(1), 25-55.

Puni, A., & Hilton, S. K. (2020). Dimensions of authentic leadership and patient care quality. Leadership in health services, 33(4), 365-383

Raso, R., Fitzpatrick, J. J., & Masick, K. (2020). Clinical nurses' perceptions of authentic nurse leadership and healthy work environment. JONA: The Journal of Nursing Administration, 50(9), 489-494.. DOI: 10.1097/NNA.0000000000000921

36.   Rigby, K. (1986). Acceptance of authority, self, and others. The Journal of social psychology, 126(4), 493-501. https://doi.org/10.1080/00224545.1986.9713617

Seeman, M. (1960), Social Status and Leadership: The Case of School Executive, OH State University Services, Vol. 30 No. 3, pp. 217-232. https://doi.org/10.2307/2574310

Shirey, M. R. (2009). Authentic leadership, organizational culture, and healthy work environments. Critical Care Nursing Quarterly, 32(3), 189-198 DOI: 10.1097/CNQ.0b013e3181ab91db

Shirey, M.R. (2006), "Authentic leaders creating healthy work environments for nursing practice", https://doi.org/10.4037/ajcc2006.15.3.256

Shurab, W. M. E., Ibrahim, S. A. E., Abdelaalem, M. M., Gabal, S. A. A., & Abdelhady, T. R. M. (2024). Effect of authentic leadership and mindfulness educational program on nursing managers' competencies: a quasi-experimental study. BMC nursing, 23(1), 342. https://doi.org/10.21203/rs.3.rs-3484596/v1.

Tapara, P. L. (2011). Authentic leadership: organizational outcomes and leader and follower development: a thesis presented in partial fulfillment of the requirements for the degree of Master of Arts in Psychology at Massey University, Albany, New Zealand (Doctoral dissertation, Massey University).

Tyler, T. R., & Lind, E. A. (1992). A relational model of authority in groups. In Advances in experimental social psychology (Vol. 25, pp. 115-191). Academic Press. https://doi.org/10.1016/S0065-2601(08)60283-X

Van den Bos, K., Wilke, H. A., & Lind, E. A. (1998). When do we need procedural fairness? The role of trust in authority. Journal of Personality and social Psychology, 75(6), 1449. https://doi.org/10.1037/0022-3514.75.6.1449

Van Dijke, M., De Cremer, D., & Mayer, D. M. (2010). The role of authority power in explaining procedural fairness effects. Journal of Applied Psychology, 95(3), 488. https://psycnet.apa.org/doi/10.1037/a0018921

Van Dijke, M., De Cremer, D., & Mayer, D. M. (2010). The role of authority power in explaining procedural fairness effects. Journal of Applied Psychology, 95(3), 488.. https://doi.org/10.1037/a0018921

Walumbwa, F. O., , B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and analysis of a multidimensional theory-based measure. Journal of Management, 34, 89–12 https://doi.org/10.1177/0149206307308913

Wong, C., Walsh, E. J., Basacco, K. N., Mendes Domingues, M. C., & Pye, D. R. (2020). Authentic leadership and job satisfaction among long-term care nurses. Leadership in Health Services, 33(3), 247-263.. https://doi.org/10.1108/LHS-09-2019-0056

Wood, A. M., Linley, P. A., Maltby, J., Baliousis, M., & Joseph, S. (2008). The authentic personality: A theoretical and empirical conceptualization and the development of the Authenticity Scale. Journal of counseling psychology, 55(3), 385. https://doi.org/10.1037/0022-0167.55.3.385