

The Impact of Authentic Leadership On Employee Work Engagement Through Motivation For Work

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Abstract- *The purpose of this study was to analyze the impact of authentic leadership on employee work engagement through motivation of work. The researcher was used a cross-sectional research design and the data were collected from 150 employees belonging to small and micro enterprises in Fitcha city. The researcher was establishing causal relationships through correlation analysis and testing the significance level. The results indicated that authentic leadership has positive impact on Employee work engagement through motivation for work. Moreover, the findings revealed new insights into the positive and significant effects of authentic leadership on work engagement through the satisfaction of needs for work motivation. The result indicated that the importance of the practice of authentic leadership components among employees to satisfy needs for work motivation as a mediating variable of work engagement. This research out provides that there is a positive relationship between authentic leadership through motivation for work. This implies that as the practicing of authentic leadership decreased, the work engagement of employee also decreased. Therefore, the concern body should give training on leadership so as to increase the capacity of the leader in the sector.*

Keywords: work Engagement, motivation for work, authentic leadership, small and micro Enterprises

I. INTRODUCTION

Leadership, defined as the behavior that a leader adopts to influence his or her followers and achieve the organization's goals, has been of interest to researchers to broaden the scientific community's knowledge.

The dimension of an ethical leader's moral personality refers to specific characteristics based on his or her credibility, honesty, and integrity (Gigol, 2020). Behaviors with adequate norms for interpersonal relationships among leaders and followers under a reward system and transparent communication represent indicators for the ethical dimension of the leadership conceptions that have emerged (Jordan et al., 2013).

In the last decade, there has been growing momentum for empirical research on authentic leadership (Baquero et al., 2019; Crawford et al., 2019; Gigol, 2020; Hu et al., 2018; Iqbal et al., 2018; Ribeiro et al., 2018), the dimensions of which have provided a relevant perspective on ethical leadership and performance in current organizations (Hassan et al., 2013; Leroy et al., 2015). Some authors have asserted that the research on authentic leadership derives from immoral behaviors resulting from the corruption that has caused scandals in various types of organizations (Iqbal et al., 2018). The loss of trust in leaders highlights the importance of leadership's ethical and moral aspects (Moriano et al., 2011). Both public and private organizations have experienced highly publicized corporate scandals, including mismanagement, which have contributed to the need for authenticity and authentic leadership (Walumbwa et al., 2008).

Recently, other authors have pointed out a lack of empirical research investigating how leadership in MSMEs drives the processes of creating new products through engagement (Belitski and Liversage, 2019). Similarly, it has been suggested that studies should address the effects of authentic leadership on work engagement (Gigol, 2020; Rahmadani et al., 2020), motivation for work through the satisfaction of needs (Gill et al., 2018), and organizational citizenship behavior (Iqbal et al., 2018; Joo and Jo, 2017; Zubair and Khan, 2018) among organizations' employees. In this sense, the objective of this research was to analyze the influence of the perception of authentic leadership on work engagement and organizational citizenship behavior through motivation for work. In this area, the following specific objectives were established: (1) to determine how the perception of authentic leadership's components influences work engagement; (2) to establish the influence of the perception of authentic leadership's components on motivation for work; and (3) to describe the influence of motivation for work on work engagement.

II. LITERATURE REVIEW

2.1. Authentic Leadership

Authenticity in leaders is based on five characteristics: (1) pursuing purpose with passion; (2) practicing strong values;

(3) leading with a whole heart; (4) establishing lasting relationships; (5) demonstrating self-discipline (George, 2003). Authentic leadership is considered the central nucleus of other forms of positive leadership. It can incorporate transformative, charismatic, service, spiritual, or other forms of effective leadership (Avolio and Gardner, 2005). It adopts characteristics of honesty, integrity, and loyalty (Hu et al., 2018), and it instills ethical behavior in followers, differentiating itself from ethical leadership (Moriano et al., 2011).

Authentic leaders are individuals who know who they are, what they think and how they behave and who are perceived by others as being aware of their values and the moral perspective, knowledge, and strengths of others, being aware of the context in which they operate and being confident, hopeful, resilient and of high moral character (Avolio et al., 2004). They avoid behaving inconsistently and hiding their ideas and emotions, even when these could be uncomfortable for followers (Luthans and Avolio, 2003). Gardner et al. (2005) established a model of authentic leadership development and authentic followers from previous references (Luthans and Avolio, 2003). In general terms, the authors argued that the authenticity of the leader is based on his or her personal experiences (Harter, 2002), on the nature of the optimization of self-esteem, characterized by high, genuine, authentic, stable and congruent self-esteem, through the components of authenticity-awareness, impartial, action and relational processing (Kernis, 2003) and on the well-being that occurs among leaders and followers (Ilies et al., 2005).

Authentic leadership is defined as a process that is nourished by individual capacities, which, described in positive psychology, includes a positive moral perspective, characterized by the presence of high moral standards that guide behavior and the decision-making process of leaders in highly developed and efficient organizational contexts (Luthans and Avolio, 2003). For this reason, authentic leaders are individuals who are deeply aware of their values and beliefs, of how they behave, and, in turn, of how they are perceived by others (Shamir and Eilam, 2005). The conceptualization of this type of leadership, as carried out by Walumbwa et al. (2008), considers its components by distinguishing authentic leadership as a pattern of the leader's behavior that is based on and fosters positive psychological capacities and a positive ethical climate to promote greater self-awareness, an internalized moral perspective, balanced information processing and relational transparency among leaders working with followers, encouraging positive self-development. This definition of authentic leadership has prevailed in empirical research (Crawford et al., 2019; Edú-Valsania et al., 2012; Giallonardo et al., 2010; Gigol, 2020; Gill et al., 2018; Hsieh and Wang, 2015; Iqbal et al., 2018;

Leroy et al., 2012; Liu et al., 2018; McAuliffe et al., 2019; Moriano et al., 2011; Oh et al., 2018; Ribeiro et al., 2018; Wang and Hsieh, 2013

Following the theoretical approaches of other authors, Walumbwa et al. (2008) distinguished four components of authentic leadership, noting that they are different but related substantive elements. The first component is awareness of oneself, or self-awareness, based on the display of strengths and weaknesses to obtain recognition of the leader's impact on the followers (Kernis, 2003). The second component is relational transparency, which refers to promoting trust through appropriate emotions and information about thoughts (Kernis, 2003). The third component is balanced information thinking, which consists of the objective analysis of data before making a decision based on the requirements of other points of view (Gardner et al., 2005). The fourth component is the internalized moral perspective, which describes a behavior based on internal moral standards and values (Avolio and Gardner, 2005).

2.2. Work Engagement

It should be clarified that the terms “employee engagement” and “work engagement” have been used interchangeably in research. Schaufeli (2013) distinguished work engagement as the term that should be used to express an employee's relationship with his or her work, while employee engagement may also include the relationship with the organization. From the most general perspective, in the literature, there are two different schools of thought or two streams of research that provide engagement models (Saks, 2006). The first is based on the psychological conditions of personal engagement and disconnection at work (Kahn, 1990). It characterizes work engagement in three basic dimensions, energy, participation, and effectiveness, which are the dimensions that are precisely opposite to burnout, whereby energy becomes exhaustion, involvement becomes cynicism, and efficacy becomes ineffectiveness (Maslach and Leiter, 1997). The second is stated as the alternative view on the study of work engagement (Bakker et al., 2008). However, it is consistent with the statement that work engagement is the positive antithesis of burnout, considers burnout and work engagement as opposite concepts that must be measured independently with different instruments (Schaufeli et al., 2002). This model indicates that burnout implies the erosion of work engagement (Saks, 2006), it is the dark side of work engagement (Schaufeli and Salanova, 2011). Work engagement is conceptualized as a positive, effective-motivational high-energy state combined with high dedication and a strong focus on absorption at work (Schaufeli and Bakker, 2010). However, many empirical studies have

considered the definition of work engagement as a positive, satisfying, and work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). The concept of work engagement indicates three factors that characterize employees' behavior: vigor denotes high levels of energy, effort, and persistence in the face of difficulties at work; dedication means being firmly involved in work (Schaufeli et al., 2002), showing feelings of importance, enthusiasm, inspiration, pride and challenge (Schaufeli et al., 2006), and absorption refers to a pleasant state of total immersion in work, marked by the time that passes quickly and the inability to separate oneself from work (Schaufeli, 2018; Schaufeli et al., 2002; 2006).

2.3. Motivation for Work

Motivation for work or work motivation is defined as the energetic forces that originate and drive the form, direction, intensity, and duration of work-related behavior in an employee (Pinder, 2008). A worker's motivation is the result of interactions with his or her work environment, in which structures, resources, the organizational culture, and feedback contribute to the motivational processes that occur at the individual level (Franco et al., 2002). The hierarchy of needs theory (Maslow, 1954, 1991) defines motivation as a process that starts with the needs of physiology and psychology that drive behaviors or stimuli leading to goals or incentives. This process awakens, energizes, directs, and sustains employee behavior within an organization (Luthans, 2002). Motivation is based on the idea that individual needs or expectations result in behavior or action that drives an individual to achieve the desired goals, providing satisfaction for him- or herself (Kuranchie-Mensah and Amponsah-Tawiah, 2016). Motivation is composed of three interdependent elements that interact with one another, the needs that appear when a physiological or psychological imbalance arises, the impulses, also called motives, that are the means that serve to alleviate the needs and the incentives that intervene to alleviate a need or reduce an impulse (Luthans, 2002). The starting point of the theories on motivation is needed; therefore, motivation for work is considered the driving force to pursue and satisfy needs (Malik et al., 2018). Motivation for work continues to be one of the sensitive issues that determine the level of contribution that employees will put into the organization to engage with good performance, and this is why managers of organizations must know the needs of their employees to find out what motivates them (Kuranchie-Mensah and Amponsah-Tawiah, 2016). According to Sashkin (1996), there are four categories of employee needs that help determine work motivation. The first category of motivation for work contains protection and security needs related to stability in job security, income, and

a retirement and health insurance plan. The social and belonging needs correspond to the second category of work motivation, including employees' need for social relationships within their work environment. The third category of motivation is based on self-esteem needs driven by a high salary, self-worth, and recognition of and respect for performance. Finally, self-actualization needs are in the fourth category of motivation for work, these are linked to happiness, learning, and personal development.

2.4. The Relationships between Variables

2.4.1. Relationship between Authentic Leadership and Work Engagement

The literature review on the relationship between authentic leadership and work engagement indicated the requirement for a model focused on the process mechanisms through which authentic leaders influence employees' positive attitudes and behaviors (Avolio et al., 2004). A study to identify the research on authentic leadership, the areas of work-life and work engagement established that the areas of work-life completely mediate the relationship between authentic leadership and work engagement. However, the findings also showed that the four components that characterize a true leader positively correlate with work engagement (Banford et al., 2012). Another study on the perception of authentic leadership, work engagement, and job satisfaction proposed that authentic leadership creates an authentic connection that fosters employee engagement. The findings revealed that work engagement partially mediates the relationship between authentic leadership and job satisfaction and that authentic leadership is positively related to work engagement, concluding that the development of a relationship between an authentic leader and his or her followers is essential for work engagement (Giallonardo et al., 2010). Similarly, other findings have confirmed that the influence of authentic leadership generates higher levels of work engagement and dedication at work (Wong et al., 2010). Wang and Hsieh (2013) examined the relationships between authentic leadership, employee trust, and employee work engagement and showed that leader authenticity is positively related to employee confidence, which is undoubtedly related to work engagement. Subsequently, the same authors confirmed that consistency in the action of authentic leadership promotes trust between the leader and the employees, which further improves employees' work engagement (Hsieh and Wang, 2015). Last,

H1: Authentic leadership and work engagement are positively related.

2.4.2. Relationship between Authentic Leadership and Motivation for Work

The relationship between authentic leadership factors and the satisfaction of needs as categories of work motivation has been evidenced in empirical research. Some authors have distinguished work motivation as a predictor of performance, relational, and well-being results (Ryan and Deci, 2000). With a conceptual model and an ontological definition of authentic leadership, rooted in two distinct yet related philosophical approaches to human well-being-hedonism and eudemonia-the positive influence of the authentic leadership components on the satisfaction of the followers' needs has been verified (Ilie et al., 2005). Another investigation verified the hypothesis that the presidents of the boards of directors of a Canadian credit union with an authentic leadership style favor motivation. The study validated the hypothesis that presidents with an authentic leadership style favor motivation and engagement through a participatory security climate based on transparency and the exchange of ideas (Guerrero et al., 2014). Other results have supported the argument that managers who display authentic leadership behaviors can strengthen the satisfaction of employees' needs in a human resource system through their interpersonal qualities (Gill et al., 2018). These studies have shown that authentic leadership behavior leads to motivation for work; thus, the following hypothesis is raised:

H2: Authentic leadership and motivation for work are positively related.

2.4.3. Relationship between Motivation and Work Engagement

Studies on the relationship between motivation for work and work engagement have offered findings with implications for pragmatic, statistical, substantive, and intervention considerations in research (Martin, 2008). Empirical studies have provided results supporting the claim that primary motivation is an impetus for work engagement. In this sense, some authors have linked motivation for work and work engagement in a single concept and have explained that motivation is defined as the relevant inclination, energy, emotion, and drive to learn, work effectively and achieve engagement, distinguished as the behaviors that reflect this inclination, energy, emotion, and drive (Martin et al., 2017). Other studies have confirmed that employees with high intrinsic motivation take on the greater responsibility offered and exhibit the willingness required by the organization when performing and thus demonstrate their work engagement when they have internalized the structure and rules that surround their roles and obligations at work (Dysvik and Kuvaas, 2011). Research has reported job security, retirement plan, and health insurance as determining factors of motivation that directly affect work engagement (Kuranchie-Mensah and Amponsah-Tawiah, 2016). With the support of the investigations into the mentioned constructs, the following hypothesis can be suggested:

H3: Motivation for work and work engagement are positively related.

2.4.4. Relationship between Authentic Leadership, Motivation to work, and Work Engagement

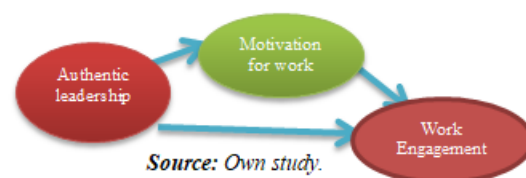
The literature review makes it possible to point out the relationship between authentic leadership, motivation for work, and work engagement. Authentic leadership is presented as an emerging leadership model (Luthans and Avolio, 2003) in which the basic construction that creates the conditions for greater confidence helps people to develop their strengths and be more positive, expand their thinking, add value and understand what is suitable for their decisions (Avolio et al., 2004). Studies have shown positive effects of authentic leadership on work engagement (Giallonardo et al., 2010; May et al., 2004; Oh et al., 2018; Walumbwa et al., 2010; Wang and Hsieh, 2013), motivation for work (Gill et al., 2018; Guerrero et al., 2014; Leroy et al., 2015; Walumbwa et al., 2008).

An employee's motivation for work is based on his or her willingness to exercise and maintain an effort to achieve the organization's objectives (Franco et al., 2002). It is a process produced by an impulse that awakens, energizes, directs, and sustains behavior (Luthans, 2002). This impulse dynamizes the activities (Pinder, 2008), it is produced by a need that indicates an action (Olafsen et al., 2018). When the impulse that behavior produces in an employee is characterized by a positive energetic, mental state that indicates vigor, a motive that indicates dedication, and a cognitive component that indicates absorption (Schaufeli et al., 2002), the employee reflects his or her work engagement and that vigor denotes his or her motivation to face difficulties at work (Maunno et al., 2007).

After describing the relationships between the four constructs that support this study, it is presumed that the effects of the perception of authentic leadership factors influence work engagement through motivation for work. The following general hypothesis that supports the investigation is inferred:

H4: The perception of authentic leadership positively influences work engagement through motivation for work.

Figure 1: Conceptual model



III. METHODOLOGY AND MATERIALS

This research adopted quantitative approach because the data collected through questionnaires from respondents was analyzable using the standard statistical tools. In Fitcha city there are a total of 250 small and medium Enterprises corresponding to all economic sectors with multiple activities in the year 2021; these have most critical group in terms of profit, sales income, employment and number of enterprises. Therefore, their analysis is relevant, mainly since they account for 1,500 employees in the city of Fitcha. In Ethiopia, particularly in Fitcha city a micro-enterprises are defined as an enterprises with no more than 5 employees, including the owner, and the total assets of less than or equal to \$5,000 US for the industrial sector and less than \$2,500 US for the service sector, while small enterprises have a total asset of \$10,000 US, and from 5 to 10 workers. To address the purposes of the study, information was collected personally by the researcher over two months; assuring the privacy and confidentiality of the workers; data were obtained from employees regarding their different characteristics or socio-biographical control variables, including gender, age, marital status, education, nationality, and time in the organization, which identified their representation in the sample. The researcher was used purposive sampling so as to get informant groups from the sectors. As a result 150 key employees were selected and interviewed accordingly.

Table 1: sample of the study area

| Enterprises name | Number of enterprises | Number of employees |
|-------------------|-----------------------|---------------------|
| Micro enterprises | 200 | 1000 |
| Small enterprises | 50 | 500 |
| Total | 250 | 1,500 |

Source: Data obtained from Fitcha city administration

The researcher used Pearson correlation analysis to determine the relationship between employees’ perceptions of their leaders’ authentic leadership, work engagement and motivation for the work of employees. A statistical significance test (at a level of significance of 0.05) was performed to determine if the correlation arrived at was significant.

3.1 Measurements

The literature review made it possible to analyze and identify the different measurement instruments for the three study variables and to request the respective authorization for their application from the authors.

Authentic leadership: To measure the behavior of this construct, the Authentic Leadership Questionnaire (ALQ), prepared by Walumbwa et al. (2008), was used. This instrument was translated into Spanish and validated by

Moriano et al. (2011) and has already been applied and tested in several investigations in Spanish-speaking countries. The questionnaire is made up of 16 items corresponding to four factors: (1) relationship transparency (five items, for example, “My leader encourages each person to express their opinion”);(2) internalized morale perspective, (3) balanced processing and (4) self-awareness. The questionnaire uses a Likert frequency scale from 1 to 5: 1 = “strongly disagree”; 2 = “disagree”; 3 = “neutral”; 4 = “agree”; and 5 = “strongly agree.” **Work Engagement:** The Scale of Engagement at Work or Utrecht Work Engagement Scale (UWES) by Schaufeli and Bakker (2010) was used. This instrument has been translated into Spanish and has been tested and used in several studies. It reflects people’s feelings at work. The 9-item questionnaire assesses all factors that reflect employees work engagement. The questionnaire uses a Likert frequency scale from 1 to 5: 1 = “strongly disagree”; 2 = “disagree”; 3 = “neutral”; 4 = “agree”; and 5 = “strongly agree.” **Motivation for work:** This variable was evaluated with 7 items which developed by authors and some derived from the MbM questionnaire, prepared by Sashkin (1996) to measure the categories of motivation at work. The questionnaire uses a Likert frequency scale from 1 to 5: 1 = “strongly disagree”; 2 = “disagree”; 3 = “neutral”; 4 = “agree”; and 5 = “strongly agree.” **Socio-biographical control variables:** In the data collection instrument, reference is made to variables that, in addition to stratifying the sample, help to obtain data on employees: gender, age, marital status, educational level, nationality, and time in the company. Over three months, these data were personally collected by the researcher. One of the advantages of this type of data collection is that the researcher can explain questions and tasks much more complete than when using self-administered questionnaires (Fowler, 2014). For data analysis, the IBM SPSS V23 software was used.

V. RESULTS ANALYSIS AND DECISIONS

The descriptive analysis revealed the main socio-demographic characteristics of the subjects in the sample used. Table 2 shows the results of the socio-biographical control variables, including gender, age, marital status, education, and time in the organization.

Table-2 socio-demographic of respondents

| Characteristics | Description | Frequency | Percentage |
|-----------------|-------------------|-----------|------------|
| Gender | Male | 90 | 60 |
| | Female | 60 | 40 |
| | Total | 150 | |
| Age | From 20-30 | 89 | 59.33 |
| | From 31-50 | 61 | 40.67 |
| | Over 51 years old | 0 | 0 |
| | Total | 150 | |
| Marital status | Single | 101 | 67.33 |

| | | | |
|-------------------------|------------------------|-----|-------|
| | Married | 48 | 32 |
| | Widow (er) | 0 | 0 |
| | Divorced | 1 | 0.67 |
| | Total | 150 | |
| Education | Elementary school | 10 | 6.67 |
| | High school | 13 | 8.67 |
| | TEVET | 80 | 53.33 |
| | Higher education | 47 | 31.33 |
| | Total | 150 | |
| Time in the enterprises | Less than one year | 25 | 16.67 |
| | Between 1 and 3 years | 54 | 36 |
| | Between 3 and 6 years | 67 | 44.67 |
| | Between 6 and 10 years | 4 | 2.67 |

| | | | |
|--|---------------|-----|---|
| | Over 10 years | 0 | 0 |
| | Total | 150 | |

Source: created by authors using the result from study

Descriptive Statistics on Authentic Leadership

In this study, any mean score below 3.0 indicated that the respondents disagreed with the item on authentic leadership under consideration while any mean score above 3.0 showed an engagement. The results in Table 3 show that all the studied items had a mean of below 3.0 and this indicated that the response were negative and the respondents disagreed with the items. This implies that the leaders in both small and micro enterprises were not practicing the authentic leadership style.

Table 3: Opinions of Respondents on Authentic Leadership

| Items 2.2 | Mean | Strongly disagree | Dis Agree | Neutral | Agree | Strongly agree |
|--|-------------|-------------------|-------------|------------|------------|----------------|
| The leader practicing Internalized moral perspective | 2.24 | | | | | |
| My leader shows consistency between his/her beliefs and actions | 2.26 | 23(15.33%) | 89(59.33%) | 21(14%) | 10(6.67%) | 7(4.67%) |
| My leader uses his/her core beliefs to make decisions | 2.33 | 12(8%) | 97(64.67%) | 25(16.67%) | 11(7.33%) | 5(3.33%) |
| My leader resists pressures on him/her to do things contrary to his/her beliefs | 2.2 | 16(10.67%) | 101(67.33%) | 21(14%) | 10(6.67%) | 2(1.33%) |
| My leader is guided in his/her actions by internal moral standards | 2.15 | 14(9.33%) | 106(70.67%) | 23(15.33%) | 7(4.67%) | 0 |
| The leader practicing Balanced processing | 2.1 | | | | | |
| My leader asks for ideas that challenge his/her core beliefs | 2.00 | 27(18%) | 89(59.33%) | 24(16%) | 7(4.67%) | 3(2%) |
| My leader carefully listens to alternative perspectives before reaching a conclusion | 2.2 | 24(16%) | 91(60.67%) | 28(18.67%) | 6(4%) | 1(0.67%) |
| My leader objectively analyzes relevant data before making a decision | 2.03 | 31(20.67%) | 86(57.33%) | 30(20%) | 3(2%) | 0 |
| My leader encourages others to voice opposing points of view | 2.16 | 19(12.67%) | 98(65.33%) | 25(16.67%) | 6(4%) | 2(1.33%) |
| The leader practicing Relational transparency | 2.16 | | | | | |
| My leader clearly states what he/she means | 2.06 | 35(23.33%) | 86(57.33%) | 19(12.67%) | 5(10%) | 5(10%) |
| My leader openly shares information with others | 2.20 | 37(24.67%) | 79(52.67%) | 9(6%) | 16(10.67%) | 9(6%) |
| My leader expresses his/her ideas and thoughts clearly to others | 2.22 | 27(18%) | 81(54%) | 27(18%) | 11(7.33%) | 4(2.67%) |
| The leader has Self-awareness | 2.29 | | | | | |
| My leader describes accurately the way that others view his/her abilities | 2.47 | 21(14%) | 67(44.67%) | 42(28%) | 10(6.67%) | 10(6.67%) |
| My leader shows that he/she understands his/her strengths and weaknesses | 2.37 | 19(12.67%) | 78(52%) | 36(24%) | 12(8%) | 5(10%) |
| My leader is clearly aware of the impact he/she has on others | 2.03 | 34(22.67%) | 86(57.33%) | 21(14%) | 9(6%) | 0 |

Source: Field Study, on n=150

Descriptive Statistics on Employee work Engagement

In this study, any mean score above 3.0 indicated that the respondents agreed with the item on employee engagement under consideration while any mean score below 3.0 showed disagreement. The results in Table 4 show that all the items had mean scores below 3.0 and this implying that the

respondents were negative and generally they are not agreed with the items studied. There was an aggregate score of over 50% for disagree and strongly disagree from all the respondents. This implies that most of the respondents were not engaged in their work both in small and micro enterprises.

Table 4: Opinions of Respondents on Employee Engagement

| Statement | Mean | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|------|-------------------|------------|------------|------------|----------------|
| The employee engaged in their Work | | | | | | |
| At my work, I feel bursting with energy | 2.28 | 11(7.33%) | 96(64%) | 33(22%) | 10(6.67%) | 0 |
| At my job, I feel strong and vigorous | 2.24 | 16(10.67%) | 94(62.67%) | 29(19.33%) | 10(6.67%) | 1(0.67%) |
| I am enthusiastic about my job | 2.22 | 19(12.67%) | 92(61.33%) | 30(20%) | 9(6%) | 1(0.67%) |
| My job inspires me | 2.06 | 21(14%) | 99(66%) | 30(20%) | 0 | 0 |
| When I get up in the morning, I feel like going to work | 2.2 | 19(12.67) | 89(59.33%) | 35(23.33%) | 7(4.67%) | 0 |
| I feel happy when I am working intensely | 2.22 | 23(15.33%) | 91(60.67%) | 18(12%) | 16(10.67%) | 2(1.33%) |
| I am proud of the work that I do | 2.02 | 32(21.33%) | 88(58.67%) | 26(17.33%) | 3(6%) | 1(.67%) |
| I am immersed in my work | 2.21 | 19(12.67%) | 91(60.67%) | 30(20%) | 9(6%) | 1(.67%) |
| I get carried away when I am working | 2.17 | 11(7.33%) | 98(65.33%) | 31(20.67%) | 6(4%) | 4(2.67%) |

Source: Field Study, on n=150

Descriptive analysis on work motivation

In this study, any mean score above 3.0 indicated that the respondents agreed with the item on employee engagement under consideration while any mean score below 3.0 showed that disagreement of respondents. The results in Table 5 show that all the items had mean scores below 3.0 and this implying

that the respondents were negative and generally they are not agreed with the items studied. There was an aggregate score of over 50% for disagree and strongly disagree from all the respondents. This implies that most of the respondents were not satisfied with their work both in small and micro enterprises.

Table 5: Opinions of Respondents on Motivation for work

| Statement | Mean | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|------|-------------------|------------|------------|------------|----------------|
| The employee is satisfied with their work | 2.67 | 15(10%) | 78(52%) | 14(9.33%) | 27(18%) | 16(10.67%) |
| the working environment is attractive and smooth | 2.43 | 19(12.67%) | 81(54%) | 28(18.67%) | 10(6.67%) | 12(8%) |
| 1) The organization has relevant workplace strategy to motivate employees | 2.3 | 21(14%) | 86(57.33%) | 26(17.33%) | 11(7.33%) | 6(4%) |
| The employee are encouraged and motivated by the leader | 2.41 | 18(12%) | 85(56.67%) | 24(16%) | 13(8.67%) | 10(6.67%) |
| The employees are involved in decision making of the organization | 3.00 | 10(6.67%) | 31(20.67%) | 68(45.33%) | 31(20.67%) | 10(6.67%) |
| Employees are trusted their leader | 3.00 | 10(6.67%) | 31(20.67%) | 68(45.33%) | 31(20.67%) | 10(6.67%) |
| The leader accepts the idea of employees | 3.00 | 10(6.67%) | 31(20.67%) | 68(45.33%) | 31(20.67%) | 10(6.67%) |

Source: Field Study, on n=150

Interpreting a correlation coefficient

| No | Correlation coefficient | Correlation strength | Correlation types |
|----|-------------------------|----------------------|-------------------|
| 1 | -.7 to -.1 | Very strong | Negative |
| 2 | -.5 to -.7 | Strong | Negative |
| 3 | -.3 to -.5 | Moderate | Negative |
| 4 | 0 to -.3 | weak | Negative |

| | | | |
|---|----------|-------------|----------|
| 5 | 0 | none | Zero |
| 6 | 0 to .3 | weak | Positive |
| 7 | .3 to .5 | Moderate | Positive |
| 8 | .5 to .7 | Strong | Positive |
| 9 | .7 to 1 | Very strong | Positive |

Source: online open sources

According to the above guideline the correlation analysis was interpreted. The result in table 6 show that there is a moderate positive correlation between authentic leadership and work engagement ($r=0.494$), and weak positive correlation with motivation to work ($r=.201$). There is also a significant positive impact of authentic leadership on work engagement and motivation for work (.506) and (.799) respectively. This implies that the decrease of authentic leadership practice resulted in the decrease in employee work engagement and demotivation of employees to work. The study also indicated

that there is a weak positive correlation between work engagement and motivation to work of employees ($r=.300$), and a positive significant impact of motivation of employee on employee work engagement in the sector (.433). This implies that lack of interest of employees in their work resulted in non-work engagement of employees.

Table 6: Correlations analysis

| | | authentic leadership | work engagement | work motivation |
|----------------------|---------------------|----------------------|-----------------|-----------------|
| authentic leadership | Pearson Correlation | 1 | .494 | .201 |
| | Sig. (2-tailed) | | .506 | .799 |
| | N | 150 | 150 | 150 |
| work engagement | Pearson Correlation | .494 | 1 | .300 |
| | Sig. (2-tailed) | .506 | | .433 |
| | N | 150 | 150 | 150 |
| work motivation | Pearson Correlation | .201 | .300 | 1 |
| | Sig. (2-tailed) | .799 | .433 | |
| | N | 150 | 150 | 150 |

Source: own study

VI. DISCUSSION AND CONCLUSION

The evidence provided in this study indicates that authentic leadership positively impacts the attitudes and behavior of employees (Avolio et al., 2004). A direct, positive, and significant relationship is identified among the perceptions of authentic leadership factors- self-awareness, relational transparency, balanced information processing, and internalized morale perspectives in Small and micro Enterprises managers and work Engagement among the employees of these organizations. These findings provide support for other empirical studies (Oh et al., 2018) regarding this relationship in the area of working life, taking into consideration the fact that the companies studied correspond to all economic sectors (Banford et al., 2012) and confirming that authentic leaders generate trust among employees by promoting work engagement (Hsieh and Wang, 2015; Wang and Hsieh, 2013) and dedication to work (Wong, Laschinger, and Cummings, 2010). Even if, these are true, the study indicated that the leaders were not exercising the authentic leadership style and couldn't create dedicated and work lover employees in the sector. As a result the employees were not engaged in their own work and lack trust on their leaders. Finally, it should be stated that the evidence presented in the research model obtained from the theoretical model helps us to infer that the perception of the authentic leadership components (self-awareness, relational transparency, balanced information processing, and internalized morality; Walumbwa et al., 2008) produces a positive and significant direct effect

on the work engagement. This means that as the practice of authentic leadership increased, the employee work engagement also retain on the same direction and vis-versa. According to this study more than 50% the respondents were strongly dis agree and disagree on the practice of authentic leadership in small and micro enterprises. As a result employees were not engaged in their real work and shows lack of interest on their work. Based on the findings of this study, it is concluded that authentic leadership is a significant determinant of employee engagement through motivation for work in small and micro Enterprises. The study contributes to general understanding of leadership behaviors that are significant in motivating employees so as to engage them in their work properly to both practicing and aspiring business leaders and employee.

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