Journal of Economics and Administrative Sciences (JEAS)

The Role of Authentic Leadership In Human Resources Development: An Analytical Study In Diyala State Company

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Abstract:
Purpose: This research works to achieve several objectives, the most important of which is determining the type of relationship between authentic leadership and human resource development and its dimensions.
Theoretical Framework: In light of what was proposed by researchers(Walumbwa et al., 2008), (Ivancevich, 2002), this study helps public organizations on the one hand and the company being studied as well as identify the level of employees' awareness of authentic leadership and The positives that leadership can contribute to developing human resources.
Design/Methodology/Approach: conducted in Diyala State Company (2024) by distributing (180) valid questionnaires that were analyzed using advanced statistical methods using the authentic leadership model with its dimensions (self-awareness, ethical perspective, relationship transparency, balanced treatment) in human resources development (guidance, training, career path development, performance evaluation).
Findings: The most essential results indicate no significant relationship between authentic leadership and human resource development.
Research Implications: Authentic leadership plays a significant role in developing human resources within a company. This indicates that leadership is transparent, honest, and communicates effectively, which enhances performance and increases employee efficiency.
Originality/Value: This study works to identify the importance of authentic leadership and areas of human resource development at various levels of the company being studied, whether at the individual or organizational level.
Keywords: Authentic leadership, Developing human resources, Diyala State Company
JEL Classification: M10, M12, M15, M19.
Authors' individual contribution: Conceptualization — A.R.A..; Methodology — A.R.A..; Formal Analysis — A.R.A..; Investigation — A.R.A.; Data Curation — A.R.A..; Writing — Original Draft — A.R.A..; Writing — Review & Editing — A.R.A.; Visualization — A.R.A.; Supervision — A.R.A.; Project Administration —A.R.A.
Declaration of conflicting interests: The Authors declare that there is no conflict of interest.

1.Introduction:

In recent years, many scholars and researchers have held an increasing interest in authentic leadership because they believe it is necessary today to create desirable results for various organizations. Let us identify the initial signs of the emergence of authentic leadership. In that case, we must go through the term authenticity, which is the main point on which the theory of authentic leadership is based(Bordei, 2015). In a related context, many writers' and researchers' opinions contradict determining authentic leadership's historical roots. However, its emergence is linked to the period that accompanied authenticity (Novicevic et al., 2006). Authentic leadership can be measured for several decades based on the leader's sincerity, thoughts and actions, and ability to interpret the meanings created through daily experiences. (Covelli & Mason, 2017). As for human resource development, the term "development" refers to practices that help gain new knowledge or skills to continue proceeding; various organizations offer several initiatives to develop human resources to enable employees to enhance their skills (Al-Kassem, 2021). In the beginning, Human resource management in organizations was called "personnel management," with an emphasis on individuals as a cost; it later evolved into "human resource management," recognizing people as valuable resources, By evolving into "strategic human resource management," it views people as vital assets for modern competition, The new role of employees, linked to "human capital," supports organizational tasks, leading to progress (Ehrlich & Murphy, 2007). Human resource development involves organized learning activities to bring about behavioral change within a specific time frame; the term was first introduced in 1968 at George Washington University and gained broader recognition in the mid-1970s. (Zahid Hossain Bhuiyan et al., 2017) Some experts argue that Japan was a trailblazer in implementing human resource development, focusing on cultivating "better people" to create a "better society(Ahmad et al., 2016). The study aims to identify the most influential factors in achieving authentic leadership and human resource development.

The study reached the most critical result: using objective and performance-based results in human resources promotion helps enhance transparency and fairness within the organization, as employees are rewarded based on their contributions and capabilities. Also, using results in human resources promotion motivates employees to improve their performance and increase their efforts, as they see real opportunities for advancement and career growth based on achieving the specified goals.

2. Literature Review and Hypothesis Development:

2.1 literature review:

Authentic leadership is a leadership behavior pattern that leads to the elicitation and encouragement of positive psychological abilities and a positive ethical climate, and this is done to enhance self-awareness and balanced information processing as well as transparency in the interconnected relationships between leaders and their followers in the workplace. (Levesque-Côté et al., 2018) It is also defined as one of the positive leadership behavior patterns that work to support the morale and positivity of followers as well as enhance the ethical climate at work in order to significantly raise the level of self-awareness and increase the internal ethical perspective, in addition to supporting balanced processing processes and transparency in relationships and enhancing self-development and follower development.(Alvesson & Einola, 2019) .

Self-awareness emphasizes the importance of leaders recognizing their strengths and weaknesses (Alomar et al., 2022). It involves understanding how their awareness of these personal attributes affects their ability to influence others (Elrehail et al., 2018). The process of building self-awareness among leaders is often done by determining the extent of the leader's attention to the level of his awareness of his desires, feelings, and emotions, in addition to his strengths and flaws, as the leader who is aware of himself can improve his level, which is also reflected in improving the level of followers and raising their level of efficiency (Saeed et al., 2019).

The balanced processing of this dimension focuses significantly on the need for the leader to have the ability to avoid bias when considering all the information available to him before starting the final decision-making process (Kleynhans et al., 2021). Therefore, balanced processing is defined as making an unbiased decision based on a comprehensive and accurate analysis of all data related to decision-making (Phuong & Takahashi, 2021). (Ekström & Kunnas, 2023).support this view by explaining that balanced processing involves a leader's ability to analyze information objectively and realistically. It emphasizes the importance of considering the group's opinions when making decisions, highlighting the need for leaders to remain neutral and avoid favoritism while discussing tasks before implementing them within the organization.

The transparency of relationships: If the authentic leader is at a high level of transparency, he can positively influence the behavior of his followers and gain their trust in him because the leader's self-regulation enables him to optimally match his values and motives, which contributes to creating positive results for his followers (NKWABI, 2017), through which the degree to which the leader presents his true self to his followers can be expressed, as well as shares information with them publicly, which contributes to enhancing the level of openness with others and allowing them to predict their opinions, ideas, and the obstacles they may face (Rego et al., 2012). (Opatokun et al., 2013) also, the transparency of relationships is a clear expression of trust in relationships built based on disclosure, honesty, and openness, in the way of expressing feelings and ideas away from presenting suspicious or false images of the latter's self.

The internal moral perspective is the leader's ability to control or organize himself according to a self-arrangement that is consistent with the internal moral values compatible with the ethics of the group, organization, or society. (Purwanto et al., 2021). This dimension focuses on the process of compatibility or consistency between the leader's actions and his moral standards, and this compatibility must be evident through the leader's actions or moral behaviors, which should be somewhat consistent with the values, needs, and preferences of his followers (Phuong & Takahashi, 2021).

Human resource development is the processes that enhance capabilities through experiential learning to improve the skills of individuals, teams, and organizational processes, ultimately leading to improved system performance, reduced employee turnover rates, and thus enhanced overall well-being (Chen et al., 2021). A series of organized activities within a specific time frame aims to stimulate behavioral changes and improve personal and organizational capabilities (Wilson, 2014).

As indicated by (Renjini, 2020), the orientation dimension is that customer orientation is essential to achieving organizational success, as frontline employees play a crucial role in ensuring positive interactions with customers and meeting their needs in the service environment. That orientation only provides knowledge transfer. However, it is unable to empower the latent potential within each employee. At the same time, the organization will grow and develop if its employees cannot only apply their skills and knowledge but also provide space/ideas for change for the organization by the organization's goals (Afandi, 2021).

Training is a process that helps people develop specific skills that support organizational goals. Therefore, training can be viewed narrowly or broadly and is linked to many company goals. It enhances employee performance in current or future positions (Imron et al., 2024).

Career development is the organized and intentional progress that an individual works to achieve in his job and depends on his characteristics, inclinations, skills, and opportunities (Al-Shawabkeh, 2017). It can also be defined as a series of work experiences that qualify the employee for a higher job level (Stewart & Brown, 2019).

Performance evaluation is the process of determining an individual's ability to perform his job duties and responsibilities, examining his behavior and actions on the job, measuring improvement in his skills and knowledge, and assessing his ability to take on additional responsibilities.(Durand & Chouinard, 2012) Performance appraisal is a fundamental process by which organizations evaluate the performance of their employees against specific standards and goals and provide feedback; the content of the appraisal itself can be an essential element of performance control (Riaz & Ghanghas, 2024).

2.2 Hypotheses:

The main hypothesis: There is no significant effect of authentic leadership in its dimensions on developing human resources in its dimensions, and the following hypotheses branch out from it:

H1: There is no significant effect of the dimension (self-awareness) on developing human resources.

H2: There is no significant effect of the dimension (moral perspective) on human resource development.

H3: There is no significant effect of the dimension (transparency of relationships) on human resources development.

H4: There is no significant effect of the dimension (balanced treatment) on human resources development.

3. Methodology:

3.1 The Sample:

According to Table (1), the study community is represented by (Diyala State Company) affiliated with the Iraqi Ministry of Industry and Minerals. The research sample included (180) employees affiliated with this company who were randomly selected, as their percentage constitutes approximately (10) % of the total community, which has approximately (1880) employees at various administrative levels.

Table 1: The gender

Indicators		F	%
Gender	Male	114	63.3%
	Female	66	36.7%
	Total	180	100%

Source: Prepared by the researchers

3.2 The hypothetical scheme of the research:

The hypothetical diagram shows the nature of the influence relationship between the independent variable and the dependent variable. It thus presents an expressive image of the idea of the study and the extent to which the relationship between its variables can be measured. The following figure shows the hypothetical diagram (1):
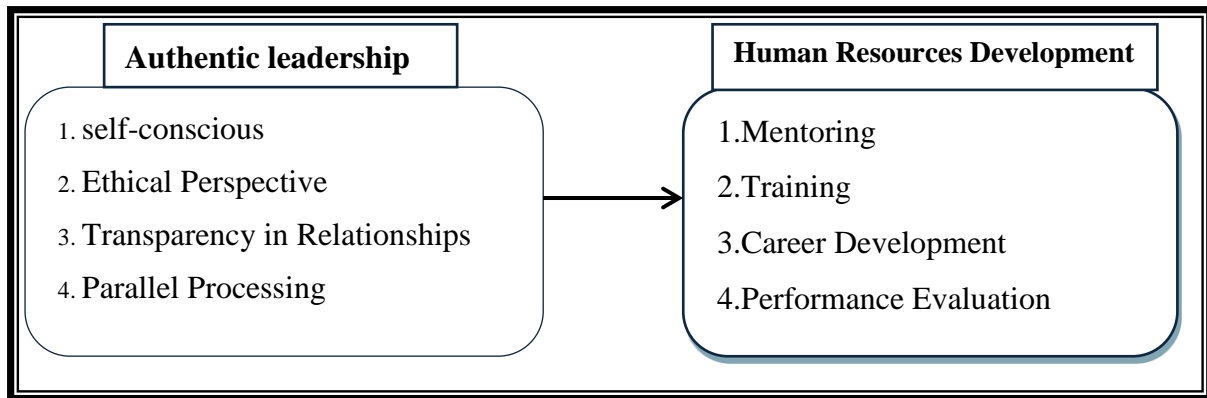
Authentic leadership	Human Resources Development
1. self-conscious	1.Mentoring
2. Ethical Perspective	2.Training
3. Transparency in Relationships	3.Career Development
4. Parallel Processing	4.Performance Evaluation

Figure 1 The Hypothetical outline of the study

Source: Prepared by the researcher.

4. The Reuslts:

4.1 Descriptive analysis of the dimensions of the independent variable (authentic leadership)

Table 2 shows the results of the descriptive statistical analysis of the dimensions of the future variable for the study (authentic leadership) according to the arithmetic mean (M), standard deviations (SD), and Coefficients of Variation (CV). Moreover, the following order depends on how the four main dimensions of the independent variable (authentic leadership) are achieved: transparency of relationships, balanced treatment, self-awareness, and ethical perspective.

Table 2: Descriptive statistical analysis of the dimensions of the future variable for the study (authentic leadership).

	Dimensions of Authentic Leadership	Mean	standard deviation	Coefficient of variation%	Relative importance %	Order
Q1	Relationship Transparency	4.24	0.66	15.59	84.82	1
Q2	Balanced Processing	4.21	0.66	15.75	84.33	2
Q3	Self-Awareness	4.19	0.61	14.60	83.88	3
Q4	Ethical Perspective	4.17	0.63	15.07	83.51	4
	Authentic Leadership (Independent Variable)	4.20	0.64	15.25	84.13	

Source: researchers using SPSS.

It is clear from Table (2) that the authentic leadership variable consists of four dimensions: (self-awareness X1, transparency of relationships X2, ethical perspective X3, and balanced processing X4). Transparency in relationships X2 comes in first place with a relative importance of 84.82, followed by balanced processing X4 with a relative importance of 84.33. Self-awareness X1 comes in third place with a relative importance of 83.89 and ethical perspective X3 comes in fourth place with a relative importance of 83.51. This arrangement shows that the factors related to transparency in relationships and balanced processing are considered the most important among employees. This enhances the importance of building open and balanced relationships at work to enhance performance and effective communication.

4.2 The descriptive analysis of the dimensions of the variable Human Resources Development:

Table (3) displays the results of the descriptive statistical analysis of the dimensions of the dependent variable of the study (Human Resources Development) according to the arithmetic mean (M), Standard Deviations (SD), and coefficients of variation (CV). Moreover, the following order depends on how the four main dimensions of this variable are achieved: career development, performance evaluation, guidance, and training.

Table 3: The Descriptive statistical analysis of the dimensions of the study's dependent variable (Human Resources Development).

	Dimensions of Human Resources Development	Mean	standard deviation	Coefficient of variation%	Relative importance%	Order
Q1	Career development	4.20	0.63	15.18	84.06	1
Q2	Performance Evaluation	4.18	0.65	15.58	83.69	2
Q3	Guidance	4.15	0.65	15.70	83.04	3
Q4	Training	4.11	0.68	16.64	82.33	4
	Human Resources Development (Dependent Variable)	4.16	0.6525	15.775	83.28	

Source: researchers using SPSS.

It is clear from Table 3 that the human resources development variable consists of four dimensions: (guidance Y1, training Y2, career development Y3, performance evaluation Y4). It shows that career development Y3 comes in first place with a relative importance of 84.07, followed by performance evaluation Y4 with a relative importance of 83.69. Then comes guidance Y1 with a relative importance of 83.04 in third place, and finally, training Y2 with a relative importance of 82.33 in fourth place. This arrangement highlights the importance of developing work paths and performance evaluation as high priorities among employees, followed by guidance directing them towards achieving personal and institutional goals, and finally, the importance of training in developing their technical and professional skills and capabilities.

4.3 Hypothesis testing:

4.3.1 main hypothesis:

There is no effect of authentic leadership on human resource development

It is clear from the Table (4) that the value of (α= .231), which is the lowest value for human resource development, and the value of (β= .935) indicates a positive direct effect of authentic leadership in the state on human resource development. The coefficient of determination (R^2) equals (0.697), which means that 69.7% of the variance in human resource development can be explained by authentic leadership. The (F) test shows a value of (409.760) with a probability of error of (0.000), which indicates a strong statistically significant effect. Therefore, the second main hypothesis is rejected, and accepted its alternative hypothesis. The following sub-hypotheses are tested:

4.3.1.1 Testing the first sub-hypothesis: There is no effect of self-awareness on human resource development

The value (α = 1.346) represents the lowest possible value for human resource development. In contrast, the value (β = .672) indicates a positive direct effect of self-awareness on human resource development. The coefficient of determination (R^2) equals (0.417), which means that 41.7% of the variance in human resource development can be explained by self-awareness. The (F) test shows a value of (127.186) with a probability of error of (0.000), which indicates a significant statistical effect. Therefore, the first sub-hypothesis is rejected, and accepted as the alternative hypothesis.

4.3.1.2 Testing the second sub-hypothesis: There is no effect of relationship transparency on human resource development

It is clear that the value (α = 1.447) represents the lowest possible value for human resource development, and the value (β = .641) indicates a positive direct effect of relationship transparency on human resource development. The coefficient of determination (R^2) equals (0.472), which means that 47.2% of the variance in human resource development can be explained by relationship transparency. The (F) test shows a value of (158.863) with a probability of error of (0.000), which indicates a statistically significant effect. Therefore, the second sub-hypothesis is rejected, and accepted as the alternative hypothesis.

4.3.1.3 Testing the third sub-hypothesis: There is no effect of the ethical perspective on human resource development

That is, the value (α = 1.230) represents the lowest possible value for human resource development, and the value (β = .703) indicates a positive direct effect of the ethical perspective on human resource development. The coefficient of determination (R^2) equals (0.488), which means that the ethical perspective can explain 48.8% of the variance in human resource development. The (F) test shows a value of (169.536) with a probability of error (0.000), which indicates a statistically significant effect. Therefore, the third sub-hypothesis is rejected, and accepted its alternative hypothesis.

4.3.1. Testing the fourth sub-hypothesis: There is no effect of the balanced treatment on human resource development

The value (α = 1.626) represents the lowest possible value for human resource development, and the value (β = .602) indicates a positive direct effect of the balanced treatment on human resource development. The coefficient of determination (R^2) equals (0.561), which means that the balanced treatment can explain 56.1% of the variance in human resource development. The (F) test shows a value of (227.738) with a probability of error (0.000), which indicates a statistically significant effect. Therefore, the fourth sub-hypothesis is rejected, and accepted its alternative hypothesis.

Table (4) The impact of the variable of authentic leadership and its dimensions on the development of human resources							
Variables	development of human resources y						
	A	B	t(β)	Sig.(β)	R^2	F	Sig.(F)
Self-awareness X1	1.346	.672	11.278	.000	.417	127.186	.000b
Relational transparency X2	1.447	.641	12.604	.000	.472	158.863	.000b
Ethical perspective X3	1.230	.703	13.021	.000	.488	169.536	.000b
Balanced processing X4	1.626	.602	15.091	.000	.561	227.738	.000b
Authentic leadership X	.231	.935	20.243	.000	.697	409.760	.000b

Source: researchers using SPSS.

5. The Discussion of Results:

The organization's leadership seeks to create an environment that attracts human competencies and elites, reflecting its commitment to improving the quality of products and services. This trend reflects the leadership's interest in its employees as it seeks to overcome the challenges they face in their career path. This shows the importance of the beliefs adopted by the company's management and its keenness to ensure that these beliefs are consistent with its behaviors. Management also shows interest in employees' positions and in defending their core values, which requires a comprehensive study of all points of view before making final decisions. The Human Resources Department plays a pivotal role in this framework by providing multiple services and facilities such as housing, land distribution, and health insurance, reflecting its keenness to address legal issues and employee working hours. The company's management attaches great importance to field presence at work sites and enhances cooperation between the Human Resources Department and other departments when preparing training programs. The Human Resources Department also contributes to solving training problems; external training is essential to developing employees' skills. The Human Resources Department supports employees' career paths by following up on legal procedures related to promotions. This cooperation between the Human Resources Department and other departments reflects the importance of career planning and is also evident in the effectiveness of the performance evaluation system. The Human Resources Department is interested in training leaders on performance evaluation procedures, which enhances employee motivation and raises their morale by benefiting from the evaluation results for the areas benefiting from previous studies by addressing some previous Arab and foreign studies related to the study variables represented by (authentic leadership and human resources development), and identifying some sources, studies and theoretical and applied research related to this field so that the researcher can review them and follow up on their results, which facilitates the path for him in building the theoretical framework for his study and determining the methodologies of these studies and the sequence of their paragraphs in a way that enables the researcher to design the methodology of his study—determining the appropriate environment and sample for the current study by reviewing the size of the samples adopted in these studies and the method of drawing them from the community. One of the most important features that distinguishes the current study from previous studies is that this study is distinguished from previous studies in that it aims to know the impact of the dimensions of (authentic leadership) through the dependent variable (human resources development) in the Diyala General Company affiliated with the (Iraqi Ministry of Industry and Minerals). After reviewing previous studies, the researcher concluded that no correlation study addressed the relationship between authentic leadership and human resources development in general and in the place of application, to the best of the researcher's knowledge. The current study aims to reveal the importance of authentic leadership in developing human resources within the company under study.

6. Conclusions:

The data reveal that leadership at Diyala State Company is focused on building employee trust and competence. This approach fosters a positive perception of individual capabilities within the company. Additionally, the management's efforts have a significant and visible impact on human resource development, leading to improved performance individually and in groups. As a result, the company is seen as a valued and supportive workplace. It was found that management's admission of mistakes enhances trust and mutual respect between management and employees, creating a more transparent and open work environment. Management's admission of mistakes also provides an opportunity to learn from them and avoid repeating them, enhancing employees' personal and professional growth. It was found that avoiding secret procedures enhances transparency and credibility within the company, building strong trust between management and employees. In addition, open management that avoids secrecy contributes to creating a positive work environment where employees feel that they are

part of the team and are informed of important decisions. The results showed that wisdom in dealing with problems reflects the management's ability to manage crises efficiently and effectively, which reduces their negative impact on the workflow. Acting wisely in emergencies also enhances trust between employees and management, as employees feel that management can solve problems thoughtfully. Avoiding favoritism and bias fosters a culture of fairness and integrity within the company, creating a more just and transparent work environment. Unbiased management decisions build trust between employees and management, as employees perceive that their evaluations and career advancements are based on their performance and skills rather than personal relationships. Furthermore, effective collaboration between HR and other departments enhances organizational integration, promoting greater harmony and cooperation across different areas of the company. In addition, familiarizing the new employee with the relevant departments and employees helps facilitate the social and professional integration of the new employee into the organization. The results show that focusing on specialized training enhances the technical and specialized skills of employees within the company, which helps them perform their tasks more efficiently. Specialized training also enhances employees' ability to think creatively and find new solutions, which contributes to the development of processes within the organization. Helping employees achieve their professional aspirations improves their satisfaction and loyalty to the company, as they feel that the company invests in their professional growth and regards them as individuals. Employees' achievement of their professional aspirations increases productivity and performance as they become more willing to devote themselves to their work and achieve organizational goals. Cooperation in designing and implementing the performance appraisal system enhances understanding between the human resources department and other departments, facilitating coordination and cooperation in management activities. Working together helps improve the accuracy of evaluation processes and ensures transparency in employee performance assessment, as the criteria and standards used are uniform.

Authors Declaration:
Conflicts of Interest: None
-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.
- Ethical Clearance: The Research Was Approved by The Local Ethical Committee in The University.

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