THE ROLE OF AUTHENTIC LEADERSHIP IN BUILDING PSYCHOLOGICAL CAPITAL FIELD RESEARCH FOR A SAMPLE OF UNIVERSITY LEADERS AT THE UNIVERSITY OF ANBAR

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I. INTRODUCTION

The modern competitive world is characterized by renewed and continuous environmental, economic, political, social and creative developments, which increase the demand for leaders who show a clear ethical style in their practices and behavior towards others. Which confirms that leadership in the contemporary includes different and diverse styles, as authentic leadership has become of great importance for the continuity of organizations as social systems exposed to the challenges of global changes at various levels, so that these modern leadership styles lead to more positive performance results. This is because authentic leaders emphasize adherence to values, norms, behaviors, and ideas, and they have an impact in enhancing the psychological aspect of workers.

It is imperative that this change or development be accompanied by a similarity of ideas, especially after the expansion of organizations, the increase in competition and cases of environmental uncertainty. Where individuals are the most important resource in organizations, if other resources in the organization are consumed over time, the human resource, on the contrary, can increase its value and importance and support its advantages. From this point of view, researchers directed to raise the issues of human capital, which includes the philosophy of (what you know?) and social capital (who you know?), and recently increased interest in psychological capital, which includes (who you are?), Which has emerged recently with the emergence of modern leadership styles that we have referred to, in which leaders adopt the principles of transparency, ethical standards and honesty in order to create value for organizations, where it is important for leadership to recognize the positive psychological status (psychological capital) of the individual, which is characterized by confidence based on self-efficacy to make the necessary effort to succeed in challenging tasks, persistence in achieving goals, setting achievable goals (hope) for success and making it a resource that must be preserved to achieve sustainable competitive advantages.

From here crystallizes the problematic of the research by identifying and knowing the role of authentic leadership in building psychological capital and clarifying its concept, importance and dimensions in the intellectual aspect. In order to achieve the goals by indicating the level of presence of the research variables (authentic leadership, psychological capital), in addition to identifying the nature of the influence relationships and the correlation between these variables.

The first topic: research methodology and previous studies

The first requirement: research methodology

1. Research problem

Authentic leadership, based on positive psychology, is an example of a leadership theory that emerged after the industrial revolution, meaning that it is collaborative, relational, process-oriented, not focused on the individual leader, is changeable, and emerges from a developmental perspective that can be developed and reinforced through learning (Jourian ,2014:1). Therefore, many researchers and writers directed their efforts to enhance awareness and awareness of the concept of authentic leadership and psychological capital, and their quest to remove ambiguity and ambiguity about research variables in organizations. Through the above, the research problem is embodied by
answering the following questions about what is the role of authentic leadership in building psychological capital. Through this, the sub-questions are as follows:

1. What is the concept of (authentic leadership), and what is the level of its awareness among the research sample and group?

2. What is the concept of (psychological capital) and what is the level of awareness of it among the research sample and community?

3. What is the level of presence of authentic leadership practices and dimensions in the research sample and community?

2. Research objectives
In light of the research problem, this research seeks to achieve the following objectives:

1. Clarify the contemporary theoretical and intellectual frameworks for research variables by looking at their cognitive and intellectual implications and clarifying them in detail.

2. Determine the nature of the relationship and influence between authentic leadership and psychological capital? And any of the dimensions of authentic leadership most closely related and influential to psychological capital.

3. Giving some recommendations and conclusions that contribute to the development of authentic leadership in its dimensions and raise the level of psychological capital among workers, in addition to providing some recommendations and theoretical ideas regarding future research

3. Research importance
The importance of the research is highlighted by the importance of the research variables that were concerned with treating, diagnosing and explaining the interrelationship between the research variables, as authentic leadership is one of the important topics that are no less important than leadership styles represented by charismatic, spiritual and ethical leadership, as authentic leadership has acquired the attention of many researchers and writers, And its pursuit of scientific honesty, originality and seriousness at work, and to complement the efforts of interested and researchers from studies aimed at developing the psychological capital of workers in business organizations today, as behaviors are the result of interactions between co-workers, whose success depends primarily on mutual trust between administrative levels in educational institutions. Research is one of the importance of the practical and field aspects of research, through its interest in the higher education sector as it is a scientific, social, and academic institution.

4. Research assumes
• The first main hypothesis: There is a significant correlation relationship between authentic leadership and psychological capital

• The second main hypothesis: There is a significant influence relationship for the authentic leadership in psychological capital

5. Hypothetical research model
The figure below shows an explanation of the correlation and influence relationship between the influential variable, authentic leadership with its dimensions, and the responsive variable, psychological capital with its dimensions.
6. Research Methodology

This analytical approach has been adopted as a method in dealing with the subject of the research because it is considered appropriate for the study of social and administrative phenomena, as it provides data on these phenomena, indicating their causes, results, analyzes and relationships, and identifies the factors affecting them, and it is useful behind this to draw appropriate conclusions and recommendations regarding them.

7. Community and sample research

The University of Anbar was chosen as a field aspect to conduct the research in. This sample was chosen to fit with the research variables that need a degree of awareness and understanding and in a way that is closer to comprehensiveness in perception, responsibility and the ability to evaluate others. Therefore, the research sample included university leaders at the University of Anbar, and the total sample of the research (82) individuals, which constitutes (68.3%) of the research community of (120) individuals.

8. The validity and reliability of the resolution

The validity and reliability of the questionnaire were verified by submitting it to a group of (12) arbitrators with expertise and competence in the field of administrative sciences in order to ascertain the linguistic wording and the extent to which the paragraphs are compatible with the research variables. (0.81) This indicates the correctness of the resolution.

9. Data collection sources:

It represented the theoretical aspect: it was covered based on Arab and foreign references represented by books, periodicals, conference proceedings, letters, theses and solid internet sites. As for the practical side: the sources of data collection were represented by the questionnaire, as the questionnaire is one of the modern and practical sources in collecting data resulting from testing the research hypotheses, the results of which are reached using the statistical program (spss) according to the five-point Likert scale, whose value ranges from completely agreeing (5) or Totally agree (1) The questionnaire was formed from two dimensions The first dimension represents authentic leadership with its dimensions (self-awareness, authentic relationships, authentic behavior, and balanced treatment), and the second dimension is represented by psychological capital with its dimensions (self-efficacy, hope, optimism, and Resiliency).

II. THE SECOND REQUIREMENT: PREVIOUS STUDIES

1. Study (Rego, et; al, 2012)

(Authentic leadership promoting employees’ psychological capital and creativity)

The study aims that authentic leadership predicts the creativity of employees, either directly or through the mediating role of psychological capital for employees. The research sample consists of a group of (201) employees using the questionnaire as a data collection tool that was analyzed by (spss) program. A set of conclusions was reached, the most important of which is that authentic leadership is a critical resource to help organizations meet competitive challenges, take advantage of business opportunities, and improve organizational effectiveness. The research recommendations came to integrate authentic leadership and psychological capital in the research, and indicate that both may enhance employee creativity.
2. Study (Mohammadpour, et al, 2017)
(Authentic Leadership: A New Approach to Leadership Describing the Mediatroy Role of Psychological Capital in the Relationship between Authentic Leadership and Intentional Organizational Forgetting)

This study aims to test the relationship between authentic leadership and the concept of intentional organizational forgetfulness and psychological capital. A sample of 165 employees of the National Oil Products Distribution Company in Sistan and Baluchestan Province in Iran was selected. The questionnaire was used as a tool to collect data according to the descriptive approach. The conclusions indicate that authentic leadership directly and indirectly affects the intentional (forgetting) through psychological capital. In the development of the organization, this happens best when the organization has original leaders who can actively manage their organization.

III. THE THIRD REQUIREMENT: THE THEORETICAL SIDE
Define authentic leadership

Authenticity based on positive psychology is defined as “personal experiences of a person such as thoughts, emotions, needs, values or beliefs, i.e. the processes that individuals undertake in order to know themselves” (Besen, et al, 2017:8). It is also defined as “a reflection of an individual's internal values and beliefs in his behaviour, which may be good or bad (George, 2016:17). It explained the real and theoretical practices of leadership for workers in learning organizations by giving them the opportunity and challenge to respond to the call for social change, by recognizing how their different and intersecting social identities impact and appear in the work they do (Jourian, 2014:1). A number of researchers agreed in their definition of authentic leadership on the two elements of positive psychological capabilities and the developed organizational or administrative context. (Roux, 2010:3) defined authentic leadership in organizations as “a process that emerges from both positive psychological capabilities and a highly developed organizational context.” Which leads to increased self-awareness and positive self-organized behaviors on the part of leaders and affiliates, and the promotion of positive self. Rather, the leader’s authentic values, beliefs and behaviors work on the model of employee development.” And I agreed with him (Sarfraz, et al, 2019:21). In his definition of authentic leadership, “a set of actions by which positive psychological capabilities and a highly developed managerial background are expressed, manifested in both increased self-awareness and positive self-organized behaviors on the part of leaders and their subordinates.”

Second: The importance of authentic leadership

Authentic leadership receives multidisciplinary attention because of its greater influence on followers. The leader influences his followers in a positive way through the right practices. Although this is a concept that has recently emerged in the West, in the Islamic world this concept, its applications and practices have been found for a long time because its concepts and leadership qualities are part of the personalities of Islamic leaders (Makhmoor, 2018:4). Thus, he highlighted the importance of authentic leadership to the extent that leaders remain “real” and “self-confident.” Through this, authentic leadership highlights its importance in the workplace when leaders clarify their true selves and this occurs in behaviors such as honesty with oneself and honesty with others (Leroy, et al, 2012:2).

IV. THE DIMENSIONS OF AUTHENTIC LEADERSHIP

1. (Self-awareness)

Self-awareness is an understanding of an individual's needs, values, emotions, abilities, goals, influence on others, and level of trust in them, as well as the process by which an individual comes to constantly reflect on their multifaceted self (Qian, 2010:4). This dimension refers to different aspects of leaders that include their self-awareness of values, identity, emotions, and goals, as well as the consequences of their actions on employees. Self-knowledge means more than one’s awareness of one’s thoughts, values, and motives, as self-knowledge also includes awareness of one’s feelings as well as knowledge of internal contradictions (Valsania, et al, 2012:562)

2. (Authentic relationships)

It is the close relationships between the leader and his followers and the extent to which they possess high levels of self-disclosure and confidence, and it shows the extent to which the leader promotes open and transparent relationships with others in order to provide the opportunity to enjoy opinions and comments (Mohammazpour, et al., 2017:493, Authentic relationships in authentic leadership also aim to build trust between leaders and
followers. It is difficult to establish trust in places that feel insecure or when people feel pressure, or lack of conformity due to a lack of real or perceived support for their true selves (Jourian, 2014:8).

3. (Authentic behavior)
It is the ability of leaders who adopt authentic behavior. Their values and beliefs can be strong and are not affected by the behavior and opinions of others, although values and beliefs are formed through the development of experiences dating back to early childhood, which enables leaders to gain transparency and increase the development of the authentic behavior of a person in maturity. (Tahhan, 2019:9-8). Authentic behavior is defined as “the degree to which a leader sets a high standard for ethical behavior, directs actions according to internal moral standards and values (as opposed to collective, organizational, and societal pressures), and expresses decision-making and behaviors that are consistent with these internal values, as pointed out by (Rego, et;al; 2012:30) (Leroy,et;al, 2012:3) Authentic behavior shows the internal moral standards that guide a person and are used to automatically regulate his behavior” (Besen, et;al, 2017:8).

4. (Balanced Processing)
It is the degree to which the leader objectively analyzes all relevant information before making a decision and what results from these decisions is more acceptable information as shown by (Datta, 2015:36) (Kotzé&Nel, 2017:47). He shows that leaders who benefit from this behavior avoid overemphasizing internal knowledge and externally generated information (Aria, et;al, 2019:68). This dimension shows how carefully the leader knows the different elements of the goals set before reaching conclusions (Kim, et; al, 2018:7). It also means avoiding favoritism on certain issues and being unbiased. Balanced processing involves seeking the views of those who disagree with the leader and thinking fully about their positions before taking your action.

V. PSYCHOLOGICAL CAPITAL
As (Luthans, et;al, 2012:254) referred to psychological capital, it is the effectiveness and applicability of positive psychological capabilities in the workplace. Making the necessary effort to succeed in challenging tasks Positive attribution (optimism) about success now and in the future Perseverance with goalsAnd when necessary, redirect paths to goals (hopefully) for success. And when you're beset by trouble and adversity, you keep yourself up, bounce back, and transcend (resilience) to succeed. It is a positive psychology that consists of hope, optimism, self-efficacy and flexibility, which can contribute to reducing stress and increasing participation in work. Cades suggested that psychological capital “is a powerful way to independently explore ways to improve performance in an organization, through a secondary construct consisting of the covariance of its dimensions (hope, efficacy, resilience, optimism), and how it correlates positively with performance and well-being independently (Cades, 2018:34). From this point of view, psychological capital has been considered important and qualified for emerging organizations through the possession of working individuals with a set of personality traits that can affect productivity, through the individual’s possession of a view of self or his sense of self-esteem (Larson & Luthans, 2006:79). Therefore, organizations cannot succeed without their strong management and employment of psychological capital, as it is characterized by many dimensions (self-efficacy, hope, optimism, and resilience). These are among the positive qualities of employees that have a significant impact on organizational variables (Sabr, 2018: 247).

1. Self-efficacy
(Roemer & Harris) explains in defining self-efficacy as “the perception of the individual regarding his ability to carry out the required tasks successfully and includes knowledge of cognitive resources that facilitate the required performance and explains that individuals with high efficiency of self-regulation processes that help reduce negative feelings due to stress (Roemer & Harris) (Harris, 2018:3) shows (Akbaba & Altındağ, 2016:325) in his definition of self-efficacy as “the individual's belief in himself in his ability to activate motivation, cognitive resources, processes and procedures to perform a particular work under specific conditions.”

2. Hope
(Cheung, et; al, 2011:351) defines it as “the perceived ability to derive pathways to intended goals and motivate oneself through sound thinking in the use of these pathways,” and shows (Mandela, 2014:52) Hope is the positive characteristic of developing pathways and goal-directed behavior through perseverance. Hope is seen as a motivational construct that is generally associated with positive well-being, effective performance, psychological
strength, and optimal health. Hope enables individuals not only to have the willpower to pursue goals but also to facilitate the creation of multiple pathways to achieving Objectives (Dawkins, et al, 2013:351)

3. Optimism

Optimism is broadly defined as "the tendency to maintain a positive outlook." Positive organizational behavior focuses on realistic optimism, which includes promoting and maintaining positive aspects (Nguyen & Nguyen, 2012:88). He defined it (Luthans, et al, 2005:255) as "a mood or attitude associated with an explanation about the social or material, which the individual considers socially desirable for his own good." It states that people with "realistic" optimism are more committed, which leads to higher performance. Optimistic people enjoy goal pursuit

4. Resilience

The resilience literature is largely theoretical and empirical from clinical psychology, and thus is described as a category of phenomena characterized by coping strategies and individuals who exhibit higher levels of resilience being more resistant to negative influence (Nestingen, 2017:5). He agrees (Russo & Stoykova, 2015: 31) that resilience is an individual's adaptive response to negative events and stems from interaction with the environment and processes that promote well-being or protect against risk factors and these processes can be individual coping strategies.

The third topic: the practical side

First: To test the hypotheses of the correlation between the research variables

The correlation and influence relationships between authentic leadership in its dimensions and psychological capital in its dimensions, which were stipulated by the first main hypothesis and the sub-hypotheses emanating from it, will be tested, and in order to accept the statistical hypothesis or not, the correlation coefficient (Pearson) was tested.

<table>
<thead>
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<th>The number of links</th>
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<th>sub-variables</th>
<th>main variables</th>
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<td>0.704**</td>
<td></td>
<td>authentic leadership</td>
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The correlation coefficient between authentic leadership as an influential variable and psychological capital as a responsive variable reached (0.704**) at a level of significance (0.01), which is a strong positive statistical correlation with a high moral significance, and this indicates the important and effective role that authentic leadership plays in building and psychological capital development.

Through the above table, the first main hypothesis was proven and accepted, which states (there is a statistically significant correlation between authentic leaders and (psychological capital).

Second: Test the effect between the research variables

This paragraph aims to test the hypotheses of the effect among the research variables using the simple linear regression model. The levels of analysis were taken at the sub- and total levels to know the significance of the effect for each sub-variable of the explanatory variables in each sub-variable of the response variable. As for the acceptance or rejection of the effect hypothesis, it is done Calculating the number of significant models as a percentage out of all models. If a large percentage is achieved, the hypothesis is accepted, but if the significant models are less than this percentage, the hypothesis is rejected. This is done by comparing the calculated (F) with the tabular value (F) under two significant levels (0.05) and (0.01).) and as follows:
Authentic leadership and psychological capital: The calculated F value reached (78.55), which is greater than its tabular value of (7.08), and this indicates the existence of a strong influence relationship of authentic leadership on psychological capital, and this confirms that the regression curve is very good to describe the influence relationship between leadership And this effect was significant, as the value of (t) reached (8.86), which is greater than its tabular value of (2.60), and the value of (R²) reached (0.495), and this indicates authentic leadership, explaining the percentage of (49.5%) of Changes in psychological capital, while the remaining percentage (50.5%) indicates the presence of other variables that are not included in the research model, and the value of (B) is (0.74), and this indicates that the change in the original leadership by one unit leads to the change in psychological capital (74%), and the effect equation is as follows:

\[ \hat{Y} = b^0 + b_i X_2 \]

\[ X_2 = 27.96 \hat{Y} = +0.56 \]

Through the above table, the second main hypothesis was proven and accepted, which states (there is a significant statistically significant effect relationship between authentic leaders and psychological capital).

VI. FOURTH REQUIREMENT: CONCLUSIONS AND RECOMMENDATIONS

1. The results of the analysis indicated that there is a strong positive correlation with a high morale level between authentic leadership in its dimensions as an influential variable and psychological capital in its dimensions as a responsive variable.

2. The results of the analysis indicated that there is a strong positive correlation and a high level of morale between authentic leadership with its dimensions as an influential variable and psychological capital with its dimensions as a responsive variable. The more authentic leadership practices increase, corresponding to an increase in psychological capital behaviors, and therefore the second main hypothesis can be accepted.

3. The results of the statistical analysis reflected on the existence of a significant influence relationship of the authentic relationships in psychological capital with its dimensions, which leads to the acceptance of the second sub-hypothesis of the second main hypothesis.

4. The need for university leaders to take into account the attitudes and attitudes of teachers in the work environment, which are represented by feelings, perceptions and beliefs, as well as to study the factors that make the teacher adhere to the university and his loyalty to it through his interaction with it, and to know the factors surrounding those situational outputs to make them more efficient in achieving the goals.

5. Taking care by the university of decision-making processes to avoid favoritism by relying on objectivity and impartiality in decision-making by holding sessions and seminars to exchange information and discuss studies and research that would enable workers to return to normal situations in the event of facing obstacles.
REFERENCES


