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Department of Business Administration

THE EFFECT OF AUTHENTIC LEADERSHIP ON JOB TURNOVER INTENTION, WORK ENGAGEMENT, AND PERCEIVED STRESS: A STUDY IN HOTELS IN TURKEY

Master Thesis

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Supervisor

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Turkish Abstract : Türkiye'de otelcilik sektörü, özellikle turist hareketliliğinin yüksek olduğu dönemlerde, ekonomik genişleme ve ilerlemenin desteklenmesinde hayati bir rol oynamaktadır. Bununla birlikte sektörde yüksek oranda personel devir oranı gözlenmekte ve bu durumda ciddi bir verimlilik kaybına neden olmaktadır. Bu çalışma kapsamında da otantik liderliğin çalışan stresi ve işe bağlılığının işten ayrılma niyeti üzerindeki etkisininin incelenmesi amaçlanmıştır. Türkiye'de 4 ve üzeri yıldıza sahip otellerde çalışan 436 katılımcının oluşturduğu örneklemden elde edilen veriler SmartPLS 4.0 yazılımı ile analiz edilmiştir. Bulgular, otantik liderliğin çalışanların stres düzeyi ile negatif, işe tutkunluk düzeyleriyle ise pozitif ve anlamlı bir ilişkisi olduğunu ve çalışanların işten ayrılma niyetleri ile de negatif ve anlamlı bir ilişkisi olduğunu göstermektedir. Ayrıca, çalışma sonucunda hem çalışan stresi hem de çalışan işe tutkunluğunun otantik liderlik ile işten ayrılma niyeti arasında aracılık etkisi

olduğu tespit edilmiştir. Çalışanları işlerini korumaya motive etmek, işe tutkunluklarını artırmak ve stres düzeylerini azaltmak için otantik liderliğin benimsenmesi önemli bir husus olarak karşımıza çıkmaktadır. Otel yöneticileri ve turizm sektöründeki paydaşlar, hem destekleyici hem de ilgi çekici bir çalışma iklimi oluşturmak için otantik liderlik özelliklerinin benimsenmesi ve geliştirilmesine öncelik vermelidir. Bu yöntem çalışan memnuniyetini ve performansını artırmakla birlikte, Türkiye'deki konaklama sektörünün genel refahına da katkıda bulunacağı değerlendirilmektedir.

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DECLARATION

I, as a result of this, declare that in the preparation of this thesis, scientific ethical rules have been followed, the works of other persons have been referenced following the scientific norms if used, there is no falsification in the used data, and any part of the thesis has not been submitted to this university or any other university as another thesis.

Sara ZAHEDI

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ÖZET

Türkiye'de otelcilik sektörü, özellikle turist hareketliliğinin yüksek olduğu dönemlerde, ekonomik genişleme ve ilerlemenin desteklenmesinde hayati bir rol oynamaktadır. Bununla birlikte sektörde yüksek oranda personel devir oranı gözlenmekte ve bu durumda ciddi bir verimlilik kaybına neden olmaktadır. Bu çalışma kapsamında da otantik liderliğin çalışan stresi ve işe tutkunluğunun işten ayrılma niyeti üzerindeki etkisinin incelenmesi amaçlanıştır. Türkiye'de 4 ve üzeri yıldıza sahip otellerde çalışan 436 katılımcının oluşturduğu örneklemden elde edilen veriler SmartPLS 4.0 yazılımı ile analiz edilmiştir. Bulgular, otantik liderliğin çalışanların stres düzeyi ile negatif, işe tutkunluk düzeyleriyle ise pozitif ve anlamlı bir ilişkisi olduğunu ve çalışanların işten ayrılma niyetleri ile de negatif ve anlamlı bir ilişkisi olduğunu göstermektedir. Ayrıca, çalışma sonucunda hem çalışan stresi hem de çalışan işe tutkunluğunun otantik liderlik ile işten ayrılma niyeti arasında aracılık etkisi olduğu tespit edilmiştir. Çalışanları işlerini korumaya motive etmek, işe tutkunluklarını artırmak ve stres düzeylerini azaltmak için otantik liderliğin benimsenmesi önemli bir husus olarak karşımıza çıkmaktadır. Otel yöneticileri ve turizm sektöründeki paydaşlar hem destekleyici hem de ilgi çekici bir çalışma iklimi oluşturmak için otantik liderlik özelliklerinin benimsenmesi ve geliştirilmesine öncelik vermelidir. Bu yöntem çalışan memnuniyetini ve performansını artırmakla birlikte, Türkiye'deki konaklama sektörünün genel refahına da katkıda bulunacağı değerlendirilmektedir.

Anahtar Kelimeler: liderlik, otantik liderlik, işe bağlılık, algılanan stres, işten ayrılma niyeti.

ABSTRACT

The hotel industry in Turkey plays a vital role in supporting economic expansion and progress, especially during periods of high tourist flows. However, there is a high staff turnover rate in the sector, and this causes a serious loss of profitability. Within the scope of this study, it is aimed at examining the effect of authentic leadership on employee stress and job commitment on turnover intention. The data obtained from a sample consisting of 436 participants working in hotels with 4 or more stars in Turkey were analysed with Smart PLS 4.0 software. The findings show that authentic leadership has a negative and significant relationship with employees' stress levels, a positive and significant relationship with employees' work engagement levels, and a negative and significant relationship with employees' turnover intentions. In addition, as a result of the study, it was determined that both employee stress and employee work engagement have a mediating effect between authentic leadership and turnover intention. The adoption of authentic leadership is an important issue in order to motivate employees to keep their jobs, increase their passion for work, and reduce their stress levels. Hotel managers and stakeholders in the tourism sector should prioritise the adoption and development of authentic leadership characteristics to create a work climate that is both supportive and engaging. It is considered that this method will not only increase employee satisfaction and performance, but also contribute to the overall well-being of the hospitality industry in Turkey.

Keywords: leadership, authentic leadership, work engagement, perceived stress, job turnover intention.

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DEDICATION

I dedicate my thesis to my mother and sister, who set a good example for me and helped me develop into the woman I am today by teaching me to enjoy and learn from life's experiences from a variety of viewpoints.

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ABBREVIATIONS

SA: Self Awareness

IMP: Internalised Moral Perspective

BP: Balancing Process

RT: Relational Transparency

AUL: Authentic Leadership

PSS: Perceived Stress

PSISP: Perceived Stress Inadequate Self-efficacy Perception

JTI: Job Turnover Intention

WE: Work Engagement

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INTRODUCTION

The hospitality industry is crucial to the economies of numerous countries. (Martínez-Martínez et al., 2019). The travel and tourism business is a prominent global sector that accounts for 9.4% of global employment (World Travel & Tourism Council, 2015). The hospitality sector relies significantly on representation and feedback, as it is built upon the delivery of human services. (Sisson & Adams, 2013) define the hospitality industry as the hotel, tourism, food and beverage, and meeting and event sectors. The hospitality industry heavily depends on representation and customer feedback as it is founded on providing human services. This sector of the industry is essential to the economy of numerous nations. (Martínez-Martínez et al., 2019). It ranks among the major global industries and accounts for 9.4% of all employment worldwide (World Travel & Tourism Council, 2015). The hospitality sector strongly relies on representation and customer feedback because it is built on human services. Therefore, it is vital to implement radical innovations and changes to live in this dynamic and competitive environment, compete, and improve (Eren, 2010: 461; Sürücü and Eeşen, 2019). The Turkish hospitality industry is projected to achieve a value of USD 5.58 billion in 2024 and is anticipated to increase to USD 6.83 billion by 2029, exhibiting a compound annual growth rate (CAGR) of 4.12% during the period from 2024 to 2029 ("Hospitality Industry in Turkey Insights," n.d.). Investments in the hotel and tourism sector in Turkey significantly promote economic growth and contribute to the country's GDP, highlighting the importance of tourism as a catalyst for economic development. According to data from the Turkish Statistical Institute (TÜİK), there has been a significant rise in the number of tourists visiting, leading to a proportional increase in the amount of money generated from tourism ("Hospitality Industry in Turkey Insights," n.d.). These revenues are essential for generating foreign cash. The revenue reached USD 54.3 billion, reflecting a growth of 16.9% compared to the previous year. The Turkish hospitality industry is expected to achieve a value of USD 6.83 billion by 2029, with a Compound Annual Growth Rate (CAGR) of 4.12%.

The hospitality industry is growing rapidly, boasting more than a third of the entire global services trade (ILO, 2010). However, it has long struggled with high turnover (Stamolamproset et al., 2019) and, regrettably, this problem continues to increase by 72.1% (Ruggless, 2016). As a result, the hospitality industry is anchored in a high staff turnover rate (Stamolampros et al., 2019). The hotel industry offers services around the clock, every day of the year even on nights and weekends, hotel personnel are frequently forced to work longer hours in an unpredictably stressful workplace (Lockwood, 2007; Saks, 2006). Consequently, the hotel sector is characterised by a high percentage of employee turnover (Davidson et al., 2010). The hospitality industry, like any other organisation, needs to use the right kind of leadership, which is authentic leadership, to be effective and more successful in the long run (Hassan & Ahmed, 2011). The study by Değirmenci, 2012, found that visionary leaders who took advantage of the 21st century's creative power of global knowledge were more successful. Aware of this, the business sector seeks out leaders with a global vision to prevent errors regarding emerging technologies. Needs quickly rise and diversify during the unavoidable transformation process. Businesses trying to address the evolving and varied wants of consumers must reinvent themselves. The need for a new generation of leaders

who can quickly adapt to change, and recognise their shortcomings and strive to improve, share ideas with their subordinates, and elevate their subordinates is revealed for businesses to survive in competitive market conditions. To get more accurate and effective governance, research academics from all over the world have stressed ethics and authenticity for organisational leaders from ancient times (Hassan & Ahmed, 2011). Every organization's leadership should uphold moral principles in all of its discussions, actions, and decisions because this can assist an organisation in running smoothly. Organisations are currently encountering challenges as a result of the rapid changes that are occurring in the business environment around the globe. Organisations therefore want leaders who can inspire their workforce to provide better customer service than before. Leaders are expected to cherish their organization's employees in the twenty-first century and seek to create a positive environment that encourages individual contributions and has an impact on work engagement in the organization's work. (Myrick and Young, 2005) assert that the genuine link and attachment that define the employer-employee relationship serve as the cornerstone of good leadership. Authentic leaders consistently display high integrity, a sense of purpose, and a dedication to their core principles. These executives can support businesses in meeting the needs of stakeholders and shareholders. These leaders thus foster positive working relationships amongst teams, which has several positive effects such as increased work engagement, intention to stay, organisational commitment, job satisfaction, etc. (Hassan & Ahmed, 2011). This chapter defines leadership theories and terms as "authentic leadership," "Work engagement," "Perceived stress," and "Employees' intention to quit jobs " and reviews pertinent studies. According to (Hassan and Forbis, 2011), authentic leaders foster and sustain virtues like trust, transparency, organisational dedication to their environment, job satisfaction, and accepting accountability at work. Therefore, among these positive outcomes, it would be desired to observe a decrease in workplace stress and employees' intentions to quit their employment and increase work engagement. In this chapter, a group of antecedents and outcomes studies related to work engagement, workplace engagement, perceived stress at work, job turnover, and authentic leadership are listed. Authentic leadership is conceptualised within four sub-dimensions and several related theories are provided. Finally, prior studies regarding drivers of engagement in the hospitality industry, and those generally done regarding authentic leadership style, and engagement as well as work stress and employees' job turnover are reviewed.

To address the gap between work engagement and disengagement, employee stress in this demanding profession, and employee desire to leave, this study aims to explore the effects of authentic leadership on the hospitality sector. Although leaders have a significant impact on work engagement, only a small number of studies have been done to objectively examine how different leadership styles affect hotel staff members' stress levels, job intentions, and engagement levels. No study has been conducted to investigate the effects of authentic leadership on perceived stress, work engagement, and job turnover intentions in hotels in Turkey. This creates a gap in academic research regarding the specific subscales of authentic leadership and their influence on the aforementioned variables. Additionally, the role of work engagement and perceived stress in moderating the relationship between authentic leadership and employees' job turnover intentions

has not been explored. This study enhances comprehension of these issues within the hotel industry and addresses the previously noted research void. So, the purpose of this study is to;

1. Examine the impact of authentic leadership style on the work engagement of hotel employees, their stress level, and ultimately their intention to leave their jobs.

It is expected that companies in the hotel and tourism industries will gain from this study's identification of authentic leadership styles and motivators that result in fewer stressed and engaged workers who perform better on the job and have higher job satisfaction, organisationalcommitment, and a lower turnover rate.

CHAPTER ONE

LITERATURE REVIEW

1.1. Leadership Concept

When reflecting on the past century, it is difficult to envision a more favourable era for the investigation of leadership studies (Gelfand et al. 2007, Goethals 2005). Presently, more attention than ever before is being devoted to leadership; therefore, the most crucial inquiry we should address is as follows: What is our current understanding of leaders and leadership, and what should it be? Notwithstanding its current widespread recognition, there remains discord regarding its definition and optimal application (possibly attributable to the imperative for enhanced leadership across various domains (Bass, 1990; Goethals & Sorenson, 2007).

Despite the considerable scholarly attention devoted to the subject of leadership, an exact definition has yet to be established. Scholars assert that achieving a universally accepted definition of leadership is nearly unattainable, and any attempt to do so could impede the generation of innovative concepts and creative thinking (Alvesson & Sveningsson, 2003, p. 362). Over the years, leadership has been defined in a variety of ways by academics: as an inherent quality, as a collection of behaviours or skills, and as a process or interaction (Bass, 1990; Northouse, 2007). Consequently, an array of viewpoints and methodologies exist to advocate for the concept of leadership. Hughes, Ginnett, and Curphy (2019) posit that certain scholars of leadership have directed their attention toward the attributes, conduct, or deeds of the leader, whereas others have scrutinised the dynamics of engagement between leaders and followers. Others, however, investigated the impact of situational factors on the actions of leaders. In contrast to the transactional, hierarchical, and exclusive views that are prevalent in traditional industrial perspectives, post-industrial ideas emphasise leadership that is relational, empowering, and inclusive (Northouse, 2007; Rost, 1991).

Numerous definitions of leadership include the existence of an influence process as a fundamental component. "In most conceptions of leadership, influence appears to be an essential component". Leithwood et al. (1999, p. 6) state. (Castron, 1988, p. 193). Therefore, leadership is characterised as a process of influence. For example, "leadership implies taking the initiative and taking risks; it refers to people who bend others' motivations and actions to achieve certain goals." This definition underscores the deliberate nature of the influence process by emphasising its objective of generating specific outcomes. This notion is supported by Fidler's (1997, p. 25) assertion that "followers are influenced towards goal achievement." While "influence" is frequently used to describe leadership, this definition lacks specificity regarding the objectives or courses of action that ought to be pursued throughout this process, rendering it neutral. However, many alternative leadership theories underscore the criticality of operating under robust ethical principles in both one's personal and professional spheres. "Unification of individuals around fundamental values is the principal responsibility of every leader," states Wasserberg (1999, p. 158). Leadership is the capacity to achieve goals via the assistance or cooperation of others inside the organisation (Kotter, 1999). According to Mihelic et al. (2010), leadership can be defined as the skill of influencing a follower to willingly pursue the objectives and tasks set by the leader. Put

simply, the duty of a leader is directing and influencing people's actions in order to achieve a specific objective (Mihelic et al., 2010). To summarise, Leadership is a process of influence, involving taking initiative and risk to achieve specific goals. It involves directing and influencing followers to follow the leader's objectives.

1.2. Leadership Theories

Leadership is a complex and diverse notion that has been thoroughly examined and theorised in different fields of study. The objective of this paragraph is to offer a perceptive summary of the important theories of leadership, emphasising their development and importance in comprehending how successful leadership can be nurtured and implemented. Starting with the initial trait theories that emphasised the innate qualities of leaders, and progressing to modern models like transformational and servant leadership, each theory provides distinct viewpoints and frameworks. Through the analysis of these theories, we may acquire a more profound understanding of the various methods used in leadership and their crucial significance in both the success of an organisation and individual growth.

1.2.1. The Trait Approach

The trait approach to leadership is one of the earliest theories in the field of leadership studies, with the primary objective of identifying the personal characteristics that distinguish leaders from non-leaders. This methodology has undergone substantial development over time. The trait approach's roots can be traced back to the Great Man Theory of the 19th century. This theory posited that exceptional leaders are born, not created and that they exhibit specific inherent characteristics that distinguish them from others (Stogdill, 1948). According to this theory, leadership was predominantly determined by the individual's characteristics, as these characteristics were believed to be consistent across various leaders and situations. In the early 20th century, researchers began to systematically identify the attributes that are associated with effective leadership. They suggested that intelligence, assertiveness, and confidence were characteristics that distinguished leaders (Northouse, 2019). This period signified the commencement of endeavours to catalogue and investigate these characteristics more empirically. Nevertheless, the universal applicability of these characteristics was called into doubt during the 1930s and 1940s. In 1948, Ralph Stogdill published a seminal review that questioned the notion that a uniform set of characteristics could accurately predict leadership in all circumstances (Stogdill, 1948). He argued that leadership is not solely determined by individual characteristics, but also by the interaction between these traits and situational factors. This critique resulted in a decrease in the prevalence of the pure trait approach, as the field began to acknowledge the significance of context and situational variables in leadership.

During the 1950s to the 1970s, the focus shifted towards understanding how traits interact with situational variables. This period saw an integration of behavioral theories, which emphasized the actions and behaviors of leaders rather than just their inherent traits (Judge et al., 2002).

1.2.2. Behavioural Theory

This perspective posits that the success of a leader is not exclusively determined by their inherent characteristics, but also by their behaviours. In particular, the outcomes of subordinates are significantly influenced by how a leader interacts with them, including their approach to delegation of authority, decision-making processes, planning and control mechanisms, goal-setting, problem-solving, and other interpersonal behaviours (Owens, 1979). This comprehension resulted in the development of behavioural theories of leadership, which prioritise the observable actions of leaders over their inherent characteristics. Numerous studies were conducted to develop a comprehensive behavioural theory of leadership, each of which provided valuable insights into a variety of leadership styles and behaviours. Some of these studies are leadership studies at Ohio State University, Leadership studies at Michigan University, Managerial Grid by Blake Mouton, The X and Y theory by Douglas McGregor, and Likert 4 Styles of Management and Leadership.

1.2.2.1. Leadership Studies at Ohio State University

Experts in the area of behavioural theory consider the leadership experiments conducted at Ohio State University in 1945 to be very significant (Koçel, 2015). A consortium of psychologists, sociologists, and economists used the Leader Behaviour Inventory to ascertain the perceptions of subordinates on the actions and behaviours of their superiors. The objective was to identify several aspects of leadership conduct. Ultimately, leadership conduct was divided into two distinct dimensions: work-related activity (structure) and interpersonal behaviour (consideration). Leaders prioritise establishing structure, emphasising job completion, and ensuring efficient and high-quality task execution in the professional realm. This encompasses the establishment of regulations, schedules, and communication protocols, as well as the coordination of group members and provision of necessary training (Bélanger, 1979; Koçel, 2015; Nahavandi et al., 2013; Robbins and Judge, 2009). Conversely, the component of human behaviour in leadership pertains to the extent to which a leader esteems the views of their workers, demonstrates attentiveness to their emotions, and fosters trust and respect in the relationship between the superior and subordinate. This dimension measures the extent to which the leader demonstrates concern for the desires and welfare of their followers (Koçel, 2015).

The study conducted by Ohio State University indicates that leaders who possess proficiency in both areas are likely to achieve favourable outcomes for both themselves and their companies (Koçel, 2015). Concern, as a component of leadership conduct, encompasses qualities such as trust, respect, intimacy, support, and genuine care for the welfare of colleagues (Rothberg, 2005). Conversely, initiating structure refers to the actions that establish the nature of the relationship between the leader and the worker. The concept encompasses the processes of planning, communicating, and executing tasks (Dierendonck et al., 2004).

1.2.2.2. Leadership Studies at Michigan University

A Likert-based study done at Michigan University in 1947 tried to find out what makes a group happier and more productive (Sivaruban, 2021). The study looked at things like cost, motivation, complaints, job happiness, employee turnover, and the number of people who quit their jobs. Like the Ohio State University leadership studies, two factors were found for the study of leadership behaviours by polling workers from different classes and industries. Some of these factors are the employee's behavioural style and the job-based behavioural style. Leaders use the individual-based behavioural style to give power to group members, which leads to better performance and happiness (Koçel, 2015). The Ohio and Michigan University studies give us a general idea of how leaders act, moving our focus from top executives to workers inside the company. It's also clear from these studies that situational factors play a big role in how well leaders do their jobs, even when both the person and task dimensions are high (Koçel, 2015).

1.2.2.3. Managerial Grid by Blake Mouton

The managerial grid model was developed by Blake and Mouton (1964), which identified different leadership styles based on their focus on production and human needs. The preferred style, according to Blake and Mouton, is the Team Management Style (9.9), which emphasizes both production and individual concerns. This style encourages teamwork and commitment among employees, making them feel like effective parts of the company. The other styles identified in the managerial grid include Impoverished Management Style (1.1), Task Management Style (1.9), Middle of Road Management Style (5.5), and Country Club Management Style (9.1). These styles vary in their emphasis on production and human needs. The order of the styles from best to worst, according to Blake and Mouton, is Team Management Style, Middle of the Road Management Style, Country Club Management Style, Task Management Style, and Impoverished Management Style. The managerial grid considers factors related to production and inter-individual relationships.

1.2.2.4. The X and Y theory by Douglas McGregor

Douglas McGregor came up with two theories, called X Theory and Y Theory, about how people behave at work. The book "The Human Side of Enterprise" by McGregor released these ideas in 1960. They help us understand how to motivate and manage people in businesses (Arslan and Staub, 2013).

One of the ideas behind the X Theory is that normal people hate their jobs, would rather be led by someone else, and need to be severely supervised and punished to meet the goals of the organisation. According to the X Theory, managers don't trust their workers, keep a close eye on them, and blame workers for any problems in the company (Michael, 2019).

On the other hand, the ideas of the Y Theory say that work can be fun and that people are self-disciplined and determined to reach their goals. When the conditions are right, people are willing to take on and do their tasks well. Y Theory also stresses the importance of using your ideas, intelligence, and creativity to figure out how to run an organisation. According to Fisher (2009),

managers who follow the Y Theory build trust, talk to their coworkers often, include their workers in decision-making, and give them chances to learn and use their skills.
It should be kept in mind that these ideas are not rules that managers must follow. Instead, they are based on common sense. There are no hard and soft management styles based on X and Y theories. Instead, different jobs and situations may call for different management styles (Arslan and Staub, 2013; Fisher, 2009; Maslow, 1943; Michael, 2019).

1.2.2.5. Likert 4 Styles of Management and Leadership

According to Hall (1972), the Likert management approach is regarded as one of the most significant behavioural concepts in management. It implies that a business can be operated in four distinct methods. An exploitative authoritative management system is the first style, in which senior management is responsible for all decisions, and motivation is predicated on fear and menace. A second form of management system is the benevolent authoritative system, in which the top supervisor is responsible for the majority of decisions, and motivation is influenced by punishment and reward. The consultative management system is the third style, which provides lower-level employees with some options and motivates them through intrinsic, economic, and personal reasons. The fourth model is the participative management system, in which economic rewards are the primary motivator and all employees are involved in decision-making. Review and control are the obligations of both supervisors and employees, and communication can occur in both vertical and horizontal pathways.

1.2.3. Contingency Approach

There are different ways to be a leader in different settings. (Fiedler,1971). Leadership behaviour varies based on the circumstances (Behrendt et al., 2017). In these ideas, factors related to the leader, factors related to the followers, and factors related to the environment have all been named. The personality and traits of the leader, the organization's goals and missions, the climate and culture of the organisation, the personalities and behaviours of superiors, and the personalities and behaviours of coworkers and subordinates are all important factors in making a leader successful (Fiedler, 1971). Scholars have come up with several different contingency ideas.

1.2.3.1. The Contingency Theory of Leadership by Fiedler

According to Fiedler's Contingency Theory of Leadership, a leader's efficacy is based on how well their style of leadership fits the circumstances (Peters et al., 1985). This notion highlights how crucial it is to match leadership style to position. According to this idea, there are two poles for leadership styles: imperial relations and humanism, or human and organisationalism (Peters et al., 1985). The relationship between a leader and their followers, the clarity of the organisational structure and tasks, and the leader's authority in law and profession are all taken into account as indications in this theory. Fiedler (1971), asserts that human interactions and task-oriented

leadership are more effective in moderate situations, whereas humanist leadership and style are more effective in extremely desirable or unwanted situations.

1.2.3.2. Theory of Path-Goal

The Path-Goal Theory of Leadership, according to House (1996), is predicated on an anticipation and probability-motivating paradigm. According to this view, a leader's actions are legitimate as long as they provide followers with inspiration and fulfillment. Four categories of leadership styles are identified by the theory: accomplishment, supportive, directive, and participative. The idea also highlights how crucial follower traits and the surrounding environment are in identifying the best leadership approach. Furthermore, House (1996) points out that a supportive approach works especially well in high-risk circumstances. According to this notion, the leader must recognise followers and the surrounding conditions to inspire them to reach objectives.

1.2.3.3. The Hersey-Blanchard Situational Leadership Theory

The idea covered in this input is regarded as one of the contingency theories. (Hersey & Blanchard, 1969). Task-oriented leadership and relationship-oriented leadership are the two general leadership philosophies that are identified. According to the theory, four main kinds of leadership styles can be applied to various circumstances: selling, participating, telling, and delegating. When a leader tells or directs behaviour, they are giving instructions and deciding how, where, and when to complete tasks. A leader who engages in selling behaviour coaches and persuades the group. The group and the leader share decision-making responsibilities when engaging in participatory behaviour. A leader who practices delegation will assign tasks and track results. The degree of maturity of the subordinates determines which leadership style is most appropriate (Raza and Sikandar, 2018; Hersey and Blanchard, 1981; Hersey and Blanchard, 1969).

1.2.3.4. Phillip Yetton and Victor Vroom's Leadership Theory

A decision tree can be used to illustrate the relationship between leadership style and decision-making, according to Vroom and Yetton (1973). Their approach assesses managers' decision-making abilities by posing queries and choosing the best leadership stance. According to Vroom and Yetton (1973), this model is adaptable and enables the selection of the proper leadership approach depending on the decision-making process.

1.2.4. Charismatic Leadership

Koçel (2015) defines charismatic leadership as the act of motivating others to exhibit certain behaviours through effective communication, encouragement, and the sheer force of one's personality. Charismatic individuals, such as politicians, commanders, scientists, and artists, have exerted substantial influence on society, leading to profound transformations. This leadership style

is seen as effective and inspires followers to carry out the organization's vision. Nevertheless, a disadvantage arises when charismatic leaders depart, as the organisation may encounter difficulties in locating a suitable successor. According to House and Howell (1992), charisma is a set of distinctive personality attributes that differentiate leaders from other individuals. According to Shamir et al. (1993), charismatic leaders establish a powerful emotional connection with their followers, motivating them to exert their utmost efforts and make sacrifices in pursuit of the organization's objectives. Sabine (1947) defines charismatic power as an exceptional authority bestowed upon specific individuals by God, to alleviate suffering. Conger et al. (2000) observe that charismatic leaders possess distinct personal traits and wield a unique power to exert influence over their followers.

1.2.5. Servant Leadership

The idea of servant leadership is based on the charismatic leadership paradigm, which views the desire to serve as the main driver of leadership. As to Keith's (2008) assertion, servant leadership is associated with moral and useful conduct. Servant leaders are individuals who prioritise helping others and give up their own interests for the good of others, according to Robert Greenleaf, the creator of this leadership style. Four ethical precepts for servant leadership are introduced by Daft (1999), including putting others' needs ahead of one's own and fostering mutual trust. A leader that practices servant leadership is driven by a feeling of equity with their subordinates, viewing themselves as on par with those they are guiding. This viewpoint places a strong emphasis on each organisation member having equal access to information, rights, and perspectives (Dierendonck, 2011).

1.2.6. Transactional Leadership

After the 1970s, McGregor and Burns were the first to identify the transactional style of leadership. Other academics then developed it (Kuhnert and Lewis, 1987). While transformational leadership seeks to enhance follower performance above and beyond expectations, transactional leadership behaviour entails the exchange of valuables between leaders and followers. To sway their followers and accomplish their objectives, transactional leaders employ psychological, political, and financial incentives (Bass, 1990). In addition to using time limits, assessments, and stringent procedures to accomplish their objectives, they offer motivation, direction, and fulfilment through a variety of incentives (Bono and Judge, 2004). In this method, workers in a formal organisation band together to accomplish predetermined objectives. This style encompasses four distinct behavioural types: offering support and resources, keeping an eye on work procedures and taking corrective action when necessary, stepping in when anything goes wrong, and letting staff members complete tasks independently (Koçel, 2015).

1.2.7. Transformational Leadership

In the last few decades, transformational leadership has received a lot of attention as a leadership approach (Wang et al., 2011). By affecting several elements, transformational leaders improve the entrepreneurial activities, creativity, and innovation of their staff (Leong and Fischer, 2011). Through influencing their emotions, they spiritually inspire and lead their followers (Keller, 2008). In order to reflect greater innovation, transformational leaders also produce a dynamic organisational perspective and frequently require a change in cultural values (Eyal and Kark, 2004). To enable subordinates to strive for transcendent aims, they create a link between individual and social interests (Howell and Hall-Merenda, 1999). Transformational leadership appeals because it is based on the idea that leaders influence their followers to accomplish their objectives and that the success of their followers is mostly dependent on their emotions (Judge and Bono, 2000). As demonstrated by several research, transformational leadership improves organisational engagement and loyalty among other desirable outcomes (Brewer et al., 2016). First presented by Burns (1978), the idea of transformational leadership was later elaborated upon by Bass (1990). Although Bass described it as a leadership style that empowers followers and pushes them to perform above expectations, Burns described it as a process in which leaders and followers push each other towards a greater level of ethics and motivation (Burns, 1978; Bass, 1990). Idealised impact, personal factors, motivating inspiration, and intellectual stimulation are among the aspects of transformational leadership (Burns, 1978; Bass and Avolio, 1990). Since transformational leadership emphasises the inspirational and charismatic qualities of the leader, it differs from transactional leadership (Northouse, 2015). By attending to their needs and incentives, it seeks to empower the followers to perform at their best (Avolio, Zhu, et al., 2004). Transformational leaders try to link individual and group interests and produce dynamic organisational insights (Howell and Avolio, 1993). Stewart (2006) asserts that an organization's leadership determines whether it succeeds or fails. The accomplishment of organisational goals depends on the efforts and talent of employees, which can only be attained through effective leadership, even though managers may succeed in other tasks. Furthermore, organisations must prioritise transformational leadership in an unstable environment, according to Leithwood and Jantzi (2000), to create intangible assets and utilise dynamic skills.

1.2.8. Authentic Leadership

1.2.8.1 Definition of Authentic Leadership

According to Ilies et al. (2005), ancient Greek philosophy gave rise to the idea of authenticity, which is essential for well-being, self-awareness, and personal development. Authentic leadership, which first surfaced in the 1960s, is rooted in positive psychology and emphasizes staying true to oneself (Iszatt-White & Kempster, 2019; Raso, 2019). Authentic leaders are sincere, uphold their values, and foster relationships based on mutual respect and trust (George & Sims, 2007). They are conscious of and appreciate each person's individuality (Kcr and Paşaolu, 2014). Authentic leadership is characterized by self-awareness, positive behaviors, and professional development among staff members (Walumbwa et al., 2008). It fosters a moral

atmosphere that supports relational transparency, self-awareness, balanced perspective, and balanced information processing (Walumbwa et al., 2008). Authentic leaders have a direct impact on their work and can transform organizations (Ilies et al., 2005). They cultivate trust, offer assistance, and maintain transparency in their interactions with subordinates (Lux, Grover, & Teo, 2019). Authentic leadership shapes employee creativity, facilitates the dissemination of organizational knowledge, and fosters organizational transformation (Tsai et al., 2015). It is founded upon the principles of honesty, integrity, and trust (Raso, 2019). The adoption of relational leadership styles, such as authentic leadership, is more effective in cultivating supportive workplace environments compared to task-focused leadership styles (Cummings et al., 2021). People admire leaders who are honest, competent, forward-looking, and inspired (Kouzes & Posner, 2017). Table 1. outlines the definitions of Authentic Leadership as articulated in scholarly literature.

Table 1. A List of Authentic Leadership Definitions

Research	Definitions of AL
Henderson and Hoy (1983)	Some of the aspects of authentic leadership are "the leader's ego dominance over the role, not lying to the subordinates, and taking on organisational and personal responsibilities."
Bhindi and Duignan (1997)	Authentic leadership is based on the idea of being real. For that to happen, each person must find their authoritative self through meaningful relationships in the organisation and activities that support their core values. They must also be committed to their faith.
Begley (2001)	When you lead with Authentic leadership, you teach ideas and put your skills to use.
Luthans and Avolio (2003)	"A real leader is sure of themselves." This kind of leader is positive, hopeful, fluid, honest, open, and looks to the future. He or she also values the growth of others more than his or her own.
	"Real leaders know what they believe, who they are, and how they act, and others can tell that they understand their values, knowledge, and power." They're also known for being sure of themselves, hopeful, strong, and having strong morals.

Avolio et al. (2004)	Authentic leadership is made up of four parts: balanced processing, relational transparency, self-awareness, and an internalised moral viewpoint.
Ilies et al. (2005)	Real leaders are very aware of their morals and beliefs.
Shamir and Eilam (2005)	Four things about the leaders themselves can tell you the difference between real leaders and leaders who aren't as authentic. The first thing that matters is how well a person knows what their job requires of them. The second reason is how much he or she knows about himself or herself and how much his or her core beliefs and values help them be honest. The third factor is how well the person can adapt to the goals' personality. The fourth thing that matters is how consistent the leader is in their beliefs, actions, and ideals.
George et al. (2007)	Leaders who are real are honest about who they are and what they believe.
Walumbwa et al. (2008)	Authentic leadership is an example of how a leader should act in order to develop and maintain both good psychic abilities and a good moral climate. Positive self-renewal can help some leaders who work with followers become more relationally open, develop an internalised moral viewpoint, become more self-aware, and have more balanced processing.
Whitehead (2009)	Someone who knows themselves, is humble, looks for ways to improve, is aware of the people they are responsible for, and wants others to be happy is considered a true leader. A boss like this sets up a system that is moral and honest, which builds trust. This leader also makes sure the organisation succeeds by sticking to the social and moral framework.

Source: Authentic Leadership: A Review of the Literature and Research Agenda (Gardner et al., 2011)

1.2.8.2. Dimensions of authentic leadership:

Authentic leadership was broken down by Walumbwa et al. (2008) into four subcategories: self-awareness, relational transparency, prejudice evaluation, and internalised moral understanding. Four qualities distinguish genuine leaders. Internalised moral perspective, relational transparency, self-awareness, and balanced processing are some of these. Self-awareness refers to an individual's capacity to recognise their drives, wants, and thoughts about themselves. Lagan (2007) defines self-awareness as "the knowledge that one has of oneself or how this knowledge affects one's self-reflection over time." Being honest, true, and uncomplicated in one's interactions with others is what we mean when we talk about transparency in relationships. True leaders, it is hypothesised, do not have secret or nebulous goals, so their followers know exactly where they stand with them at all times. Genuine leaders, as defined by Gardner et al. (2005), are emotionally open and transparent with their subordinates and employees. Sharing one's information and expressing one's true feelings towards one's coworkers and other stakeholders is all part of being transparent in one's relationships (Walumbwa et al., 2010). Integrity in one's own moral outlook constitutes the third quality of genuine leadership. The topic of this aspect is one's own personal code of ethics. Leaders' ethics and the level of employee engagement are both affected by the authenticity of their leadership (Avolio & Gardner, 2005). Moral integrity is a hallmark of genuine leaders. On the other hand, genuine leadership isn't complete without balanced processing. According to the research of Gardner et al. (2005), the term "balanced processing" refers to the proper analysis of all relevant information.

Self-awareness

Self-awareness is crucial for authentic leaders, who connect more with their followers and get feedback without trying to impress them with charismatic traits or highly motivating speeches. They are sincere and accept their mistakes, allowing their followers to express themselves more comfortably (Walumbwa et al., 2008).

Relational Transparency

Relational transparency is essential for authentic leaders, as they are sincere and accept their mistakes. They make necessary arrangements to eliminate inappropriate situations and conditions, fostering transparent relationships and creating trust and loyalty within the organization (Gardner et al., 2005).

Prejudicial Evaluation / Balanced Processing

Prejudice evaluation is another important aspect of authentic leadership. Authentic leaders encourage their followers to express their ideas freely and convince them of their unbiased perspective. This increased credibility of decisions and trust in the followers' view of the leader contribute to a successful business environment (Kernis, 2003).

Internalised Ethics/ Internalised Moral Perspective

Authentic leaders must establish their internal ethical standards in society and front of their followers because they have an internalised moral outlook. This rule should not, however, preclude the leader from interacting with their followers.

An important source in the creation and formation of the internalised moral knowledge is the examination, development, and evaluation of the relationships made by the leader and the messages received from society and evaluating them with certain internal values and standards. Although there is an internalised sense of morality, this understanding is formed as a result of outside influences. Authentic leaders do not naturally possess these qualities. With the help of the criticism they receive from their followers and society, they attempt to better themselves and fill their shortcomings (George, 2003).

1.2.8.3. Results and Implications of Authentic Leadership in Organisations

Genuine leaders possess a deep understanding of their shortcomings and make efforts to overcome them, while also being conscious of their innate abilities. This leadership style encompasses the establishment of objectives, principles, and enduring connections with individuals. (George et al., 2007). Authentic leaders facilitate the discovery of purpose in workers' work, fostering optimism and cultivating transparent interactions that strengthen trust and foster a healthy moral culture. Given that leaders serve as behavioural models for their followers, it is anticipated that the followers will imitate the leader's positive behaviour perceptions (Rego et al., 2013). People are inclined to emulate individuals who possess qualities such as trustworthiness and self-discipline, as they are cognizant of their attitudes and attributes (George, 2003). Butler et al. (2011) demonstrated that effective leadership has the potential to influence military students both in the short term and the long term. The immediate impacts encompass enhanced self-esteem and morale, reduced absenteeism, improved performance, goal attainment, adaptation to the environment, increased trust between followers and leaders, and the promotion of empowerment. Moreover, the long-term consequences involve exemplary leaders serving as role models for their followers, who in turn want to imitate their leaders (Butler, 2011). When faced with the request to alter their principles, they adamantly decline to do so (George, 2003).

An authentic leader demonstrates self-control in aligning their behaviour and personality (Ozdemir, 2017). Authentic leadership is evident when followers regard their leaders as being responsible for the consequences of errors and actions made by their company. Furthermore, real leaders refrain from using deceit and openly display their true characteristics (Hoy and Henderson, 1983). Authentic leadership is defined by followers striving for congruence between the leaders' values, emotions, goals, choices, and actions (Sparrowe, 2005). Authentic leaders exhibit integrity and cultivate transparent and sincere relationships (Ilies et al., 2005). Authentic leaders have adopted the unbiased evaluation method (Avolio and Gardner, 2005a). According to Gardner et al. (2005), true leaders possess the ability to comprehensively and efficiently comprehend and analyse activities and behaviours.

Authentic leaders have a high level of self-awareness about their talents and possess a thorough understanding of their position and obligations (Avolio, Luthans, et al., 2004). Genuine leaders understand that leadership involves continuous personal development that lasts throughout their whole lives. As a result, individuals dedicate themselves to enhancing their skills and abilities (George, 2003). Authentic leaders abstain from using coercion to coerce adherence to their own perspectives; instead, they serve as exemplars for others (Luthans and Avolio, 2003). They possess

self-assurance and prioritise cultivating devoted followers, enhancing their cognitive capabilities, and establishing a good and valued asset for the organisation (Ilies et al., 2005). Artificial intelligence (AI) enhances the self-awareness, empathy, and technological proficiency of followers, therefore fostering unified leadership practices. Begley (2003) argues that genuine leadership results in the development of knowledge, acknowledgment of worth, and skilled implementation. Authentic leaders develop and nurture true trust and establish honest connections with people. They have the ability to inspire others to attain exceptional accomplishments because to the strong relationships of trust they have established with them. They demonstrate autonomy by sticking to their principles and viewpoints rather than conforming to external expectations. George et al. (2007) value altruism above pursuing personal recognition or success.

1.3. Work Engagement

1.3.1. Conceptualisation of work engagement:

According to Schaufeli and Bakker (2004), work engagement can be defined as a mental state that is typified by pleasant and gratifying experiences with work. This state of mind is marked by qualities such as energy, dedication, and absorption (p. 4). Furthermore, Schaufeli and Bakker (2004) have shown that individuals who exhibit high levels of energy in the workplace also demonstrate enhanced cognitive abilities, emotional adaptability, motivation to exert effort, and a tenacious attitude in the face of adversity. The notion of "personal engagement" was first introduced by Kahn (1990, p. 694), and since then, there have been other conceptualizations and definitions of "employee engagement" and its closely related terminology such as "job engagement," "work engagement," "staff engagement," and "personal role engagement." The present conceptualizations can be categorised into six distinct categories by integrating the existing literature based on the criteria of definition and operationalization approach as outlined by Bailey et al. (2017). The concept of personal role engagement, as defined by Kahn (1990), refers to an individual's active involvement and investment in their work role. This can be contrasted with work task or job engagement, which focuses on the interaction between job demands and resources. This latter perspective is often seen as the opposite of burnout (Maslach et al., 2001, p. 416) or in line with the Utrecht Group's definition of engagement as a positive and fulfilling work-related state of mind. Furthermore, The concept of "engagement as a management practise" pertains to the implementation of strategies aimed at fostering engagement within an organisation. This involves actively promoting a culture of engagement and encouraging individuals to actively participate in their work. Additionally, "self-engagement with performance" refers to an individual's sense of responsibility and dedication towards achieving high levels of performance. These concepts were discussed by Bailey et al. (2017). Schaufeli et al. (2002) claim that employee engagement refers to a state of mental well-being and satisfaction experienced by individuals during their professional activities. Engagement and job participation are distinct concepts, with engagement mostly pertaining to the level of concentration or attention given to a task, while job involvement primarily pertains to one's attitude or emotional connection towards their work. According to Saks (2006). Organisations that possess a workforce characterised by high levels of

employee engagement are known to exhibit elevated levels of energy, excitement, motivation, and inspiration. Employee engagement can be described as the favourable emotional state of completeness experienced inside the work environment. Pastor Álvarez and colleagues (2019). According to Melcrum (2007), direct supervisor assistance and senior leaders are identified as two prominent factors that significantly contribute to engagement. According to Hsieh and Wang's (2015) findings, which align with the social exchange hypothesis, employees establish a connection with and actively participate in their work as a means of reciprocating the supervisor's favourable relationships and trust. Consequently, the presence of authentic leadership yields a positive impact on individuals' behaviour and job perceptions. Ciftci and Erkanli (2020) did a study to examine the influence of authentic style on employee job engagement in the hotel business. The study utilised a sample of 395 persons. A significant positive association between the two factors was identified. In recent years, there has been a significant amount of research conducted by both practitioners and academics to examine the factors contributing to employee engagement and its resulting impacts (AbuKhalifeh and Som, 2013; Saks, 2006; Saks, 2019). Through the utilisation of personal, emotional, physical, and social resources, individuals can maintain optimal levels of engagement. Similarly, organisations can enhance employee engagement by effectively leveraging the resources at their disposal. Prior studies (Demerouti, Bakker, De Jonge, Janssen, & Schaufeli, 2001; McBain, 2007; Saks, 2006; Schaufeli & Bakker, 2004) have demonstrated that coworker support plays a crucial role in promoting engagement.

1.3.2. Work engagement in the hospitality industry

The hospitality industry has recently emerged as one of the hottest fields for employee engagement studies focusing on corporate social responsibility, public relations, and psychometric properties, even though work engagement research on tourism and hospitality has only made up a small portion of all employee engagement research. For instance, recent research in the hospitality industry has shown that work engagement levels have a significant impact on several factors, including service quality, employee loyalty, intention to stay, intention to leave, proactive behaviour on the part of employees, job performance, job satisfaction, and organisational commitment (Jyoti and Dimple, 2022; Karatepe et al., 2021; Wang et al., 2020; Lee and Ok, 2016). Only 13% of employees worldwide are highly engaged, according to research on employee engagement conducted across 141 countries (Mann and Harter, 2016). A thorough understanding of employee engagement is especially crucial for the hospitality industry, where employee turnover is 10%–15% higher than that of other industries (Dwesini, 2019; Young et al., 2013), as a high employee turnover rate can be attributed to various factors, including low engagement level (Davidson et al., 2006). Employees that are fully engaged in their work perform better than expected in their roles and even inspire their coworkers to work more for the organization's success. A high level of job satisfaction, a desire to stay put, individual success, and eventually organisational performance have all been cited as significant benefits of employee engagement (Jones and Harter, 2005). In a study by Rigg (2012), the support of coworkers was identified as one of the antecedents of engagement among other major resources for Jamaican hotel employees. In another study by Alqusayer (2016) on the elements influencing hotel employee engagement in

Saudi Arabia, it was discovered that rewards and recognition, as well as favourable working circumstances, are crucial for motivating staff.

There is still a need for a more thorough understanding of employee engagement mechanisms in the tourism and hospitality sectors, despite the significant potential and ongoing refinement of the role of employee engagement in the business (Lee and Ok, 2016).

1.3.3. Dimensions of work engagement

There are three dimensions of employee involvement, according to the literature on the subject. These qualities are vigour, dedication, and absorption (Maslach et al. 2001). Vigour is defined as having an amazing amount of energy and mental flexibility for the duration of labour, passion for devoting time to supporting others in their efforts, and perseverance even when faced with challenges and difficulties. On the other side, dedication is defined as the attribute of being loyal or committed to an activity or a purpose. Maslach et al. (2001) defined dedication as having a sense of relevance, enthusiasm, interest, inspiration, encouragement, pride challenges, and being intensely involved in other people's work. The final aspect of employee engagement is absorption. According to Maslach et al. (2001), absorption was defined as being intensely concentrated and preoccupied with effort.

1.4. Stress

1.4.1. Definition of Stress

Yongkang, Weixi, Yalin, Yipeng, and Liu (2014) describe job stress, also known as occupational stress, as a form of stress that results from circumstances unique to one's employment. Work-related stress may have deleterious effects on an individual's mental and physical health (Kotteeswari & Sharief, 2014). Several aspects in the hospitality sector, including the adoption of effective facial expression tactics, might impact employees' emotional weariness. Managers have been worried about employee stress and turnover rates for as long as anybody can remember. Extensive research has been conducted to try to answer the topic of what causes people to decide to quit. Samad (2011) argues that in order to keep consumers happy, workers must consistently present a positive facial expression while going about their work. Stress produced by organisational politics, rigorous bureaucracy, job demands, and excessive worry and unhappiness could inhibit people from attaining their goals (Cavanaugh MA, et al., 2000). If employees are feeling overwhelmed, it could have an effect on their work (Robbins SP., 2007; Robbins SP., 2009). Workers in the hospitality business are among the most stressed in the economy (Karatepe & Sokmen, 2006). Workplace tension can result when individuals are expected to meet standards that are impossible to achieve. Working in a hotel can be stressful due to the long hours, shift work, and varying occupancy (Hotel Tech Report, 2022). O'Neill & Davis discovered that hotel workers felt stress on anywhere from 40-62% of their workdays, significantly greater than the typical worker across all industries (Ko, 2020). The effects of family-work conflicts on the well-being of hotel front desk staff are also investigated by Lestari et al. (2021). Literature reviews (Tunç & Elik, 2010) show that researchers look into the connections between many ideas connected to work

stress, especially performance, and attempt to quantify the factors that effect workplace stress. There are a lot of things that might go wrong at work, but it's also clear that many supervisors don't know their employees very well and struggle to respond to the intensifying competition. Kelloway and coworkers (2004) argue that ineffective leadership styles like laissez-faire leadership can contribute to workplace stressors such role conflict, role ambiguity, and the perception of poor interpersonal treatment by the leader. It is no longer debatable that leadership is linked to the phenomenon of workplace stress. The word "stress" has entered common usage despite its origins in the realm of physical and mental health protection (Korkmaz et al., 2015; Sürücü et al., 2020). Politics, commerce, economics, and the study of education are all included here. In an industrial setting, there is a myriad of potential hazards that workers must contend with daily. Many people experience stress in a similar, pervasive, and subtle fashion as do occupational injuries and diseases (Sabuncuolu & Vergiliel, 2013). Robbins and Judge (2013) define stress as a dynamic condition in which a person encounters a demand for, or a resource for, what he desires without understanding that the significance and ambiguity of his conclusion increases the stress he experiences. The pressures of work and the challenges of everyday living are just two sources of stress among many. The development of stress is influenced by a number of factors, including those at the individual, organisational, and environmental levels (Eren, 2012). Workers' capacity to conduct their tasks effectively may be negatively impacted by the physiological and psychological responses to stress on the job (Cam, 2004). Dewettinck and Buyens (2003) discovered that when workers were overwhelmed, they provided lower-quality service and produced fewer results. According to the results of several investigations (ARYEE, S., et al. (2009); O'neill, J.W., Davis, K. (2011); Sharpley, C.F., et al. Numerous unfavourable health effects can be traced back to stress in the workplace, which can have both personal and organisational causes. Gül (2007) and Sürücü and eşen (2019) both find that effective organisational and managerial frameworks aid employees in dealing with stress. According to Helen et al. (2009), stress in the workplace greatly increases the probability of employee turnover. For instance, a reduction in performance, alienation from the job, and a loss of belonging might result from feeling something intensely and for an extended period of time (Bayram, 2006). Managers in the present day are under a lot of scrutiny for their ability to balance work and personal life (Voki and Bogdani, 2007). This study aims to contribute to the existing body of information by identifying the ameliorative impact of authentic leadership on occupational stress. The profession as a whole suffers from an insufficient focus on genuine leadership, an abundance of focus on business stress, and a complete absence of the hospitality sector. Job stress is a common source of stress for many individuals, with factors such as accelerated work pace and job insecurity contributing to this stress (Macdonald, 2007; NIOSH, 1999; Farrell and Geist-Martin, 2005). This stress can lead to poor health, injuries, and lost workdays (OSHA, 2013; BLS, 1999). In the healthcare industry, job stress is particularly prevalent, with healthcare workers experiencing higher rates of substance abuse, suicide, depression, and anxiety (NIOSH, 2008). Common stressors in healthcare settings include inadequate staffing, long work hours, and exposure to infectious and hazardous substances (NIOSH, 2008). Job stress can stem from both worker personality and the work environment (Newman and Beehr, 1979; Ratliff, 1988; Al-Omar, 2003). Factors such as work overload, poor administration, and dealing with patients' pain contribute to stress in healthcare professionals (Ramirez et al., 1996). Role

ambiguity, role conflict, and organizational goals also have a high relationship with work stress (Al Omar, 2003). By reducing organizational stress and maintaining an optimal level of stress for employees, organizations can decrease accidents, and healthcare expenditures, and improve job performance and motivation (Al Omar, 2003).

The concept of stress has been explored since ancient Greek civilization, with little consensus on its definition (Bechtle, 1993). The word stress is derived from Middle English and has evolved to be associated more frequently with humans than with machines (Cooper, 2004). The term "stress" has become prevalent in various academic disciplines, mostly in the context of safeguarding physical and mental well-being. However, it has also permeated diverse fields such as political sciences, business, economy, and education, making it a widely employed concept in everyday life (Korkmaz et al., 2015; Sürücü et al., 2020).

Various disciplines such as psychology, social psychology, management, nursing, and medicine have contributed to stress research, making it difficult to compare different concepts and integrate research findings (Cooper, 1998). Hans Selye, a pioneer researcher on stress, initially defined it as a specific syndrome of nonspecifically induced changes within a biological system, but later expanded the definition to include a psychological perspective (Selye, 1956; Roberto, 2006). Other researchers have added their own twists to the definition, such as the idea of losing coping resources or the imbalance between demands and resources (Chan, 1977; Lazarus and Folkman, 1984). Overall, stress is described as any factor that makes it difficult to adapt and requires increased effort to maintain equilibrium between oneself and the external environment (Humphrey, 2003). However, the term "stress" is considered inaccurate in the scientific literature due to its use to describe both the sources and effects of the stress process (Williams, 1994).

The concept of Perceived Stress Perceived Self-efficacy Inadequacy (PSISP) is a notion that centres on the stress caused by an individual's belief in their insufficient self-efficacy. This assesses the stress that arises from an individual's perception of their inability to properly manage activities and obstacles, thereby impacting their overall stress levels (Bandura, 1997; Cohen, Kamarck, & Mermelstein, 1983). The PSISP concept originated from studies conducted on self-efficacy and its influence on stress. Self-efficacy, a word introduced by psychologist Albert Bandura, denotes an individual's conviction in their capacity to achieve success in particular circumstances (Bandura, 1997). The PSISP concept further expands on this notion by particularly examining how low self-efficacy perceptions can result in heightened levels of stress. The establishment and standardisation of PSISP as a separate metric has progressed through research that connects self-efficacy beliefs to stress and coping methods (Lazarus & Folkman, 1984; Schwarzer & Jerusalem, 1995).

1.4.2. Types of Stress

Stress can have both positive and negative implications. According to Selye (1976; cited in Daenzer, 2009), stress reactions are not always bad and can be a part of living. He described stress as "the spice of life" that can be a great stimulus to achievement but also acknowledged that it can cause disease, suffering, and death (Selye, 1979). Different types of stress include eustress, distress, acute stress, and chronic stress.

Eustress stress

Eustress refers to a positive psychological response to a stressor that is interpreted as having positive implications for well-being (Selye, 1983; cited in Jarinto, 2011). It can motivate individuals, boost confidence, increase self-esteem, and enhance motivation (Simmons, 2000; Greenberg, 2003).

Distress stress

Distress, on the other hand, is negative stress that occurs when individuals perceive stress as dangerous, difficult, unfair, or painful. It can lead to various health problems such as immune disorders, gastrointestinal problems, allergies, insomnia, hypertension, stroke, fatigue, depression, and hair loss (Shea, 2004; cited in Daenzer, 2009). Distress also causes economic and social losses, particularly in the business sector (Jarinto, 2011).

Acute stress

Acute stress is a short-term stress that can be either eustress or distress. It is intense and quickly disappears, often resulting from recent or anticipated demands and pressures (Journeywell, 2010; American Psychological Association, 2011). Signs of acute stress include increased heart rate, sweating, quickened breathing, and a scratchy voice (Donatelle, 2013).

Chronic stress

Chronic stress, on the other hand, lasts for longer periods and wears people down continuously. It occurs when a person feels trapped in a bad situation and never sees a way out. Chronic stress can arise from long-term illness, difficult relationships, workplace pressures, and financial or health worries. It is dangerous for health as individuals become continually aroused and more prone to burnout and other negative effects (American Psychological Association, 2011).

1.5. Job Turnover Intention

1.5.1. Definition of Job Turnover Intention

Turnover occurs when workers leave an organisation for whatever reason, whether voluntarily or involuntarily. Voluntary termination occurs when the employee chooses to end the working relationship, while involuntary termination occurs when the employer makes the choice (Holtom, B.C., Mitchell, T.R., Lee, T.W., Eberly, M.B., 2008). There are two types of voluntary turnover: healthy and unhealthy (Griffeth, R., Hom, P., 2001). In contrast to "dysfunctional turnover," which refers to the departure of high-performing workers, "functional turnover" refers to the departure of low-performing staff. Voluntary dysfunctional employee turnover (also known as employee turnover) is the focus of this investigation because losing a top performer can have negative effects on both the company and the labour market (Wynen, J., Dooren, W.V., Mattijs, J., Deschamps, C.,2019). According to research by Heneman (H.G.), Judge (T.A.), and Kammeyer-Mueller (J.) (2018), organisations that are successful at retaining their top talent enjoy more development and stability. Changes in employee turnover can be a sign of a faltering economic sector, therefore governments should monitor this as well. Knowing what makes workers want to

leave their jobs is crucial information for any organisation or government body that wants to see lower turnover rates. The best predictor of actual employee turnover is "turnover intention," defined as an employee's stated readiness to leave the organisation within a specified time frame (Hom, P., Lee, T., Shaw, J., Hausknecht, J, 2017). Because specific resignation data is sometimes unavailable due to factors such as privacy policies (Cohen, G., Blake, R.S., Goodman, D.,2016). this correlation is nonetheless widely employed in studies of employee retention. Moreover, since one precedes the other, the precise forecast of intended turnover enables employers and policymakers alike to react and thereby prevent actual turnover.

According to Mobley et al. (1979), the term "turnover intention" describes an employee's propensity to leave their current employer. The term "person turnover" is used to describe the process of replacing an employee who has left an organisation with a new hire. In this discussion, departure might take on both deliberate and involuntary forms. Leaving a job freely includes retirement, resigning, and other similar situations. However, contract termination, discharge, and death fall under the category of involuntary departures (Li et al., 2019). According to Glissmeyer (2012), the presence of turnover intention mediates the relationship between factors influencing turnover intention and subsequent voluntary departure. Employee turnover has been studied about organisational success (Hancock et al., 2013; Holtom et al., 2008), with a particular emphasis on the costs of replacing departing workers through recruitment, training, and onboarding. It has been estimated that turnover costs can amount to anywhere from 150% to 250% of an employee's annual salary (Mello, 2011). Reduced employee morale, job satisfaction, and customer perceptions of service quality have all been linked to higher rates of turnover in the past (Grey et al., 2000). There is further evidence linking poor leadership to high rates of employee turnover (Abbasi and Hollman, 2000; Mossholder et al., 2005). Companies should make an effort to proactively manage turnover intent given the expenses involved. Studies by Allen et al. (2009) and Cowden et al. (2011) show that an employee's level of comfort with their boss has a significant effect on whether or not they stay with the company. Consequently, it can be stated that authentic leadership may serve as an effective technique for keeping valued workers by establishing trust and fostering authentic relationships within the organisational setting.

CHAPTER TWO

THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT

2.1. Resource- Based Approach

Authentic leadership, which includes traits such as being conscious of oneself, being open and honest in relationships, making fair decisions, and having a strong moral compass, has been recognised as a crucial element in improving positive employee results (Gardner et al., 2005). Authentic leadership, defined by self-awareness, transparency, ethical/moral behaviour, and balanced decision-making, has garnered significant interest in organisational psychology. This leadership style is thought to significantly impact many employee outcomes, such as work engagement, perceived stress, and turnover intention. This leadership style prioritises authenticity and transparency with employees, cultivating trust and fostering a healthy work atmosphere. According to studies, backing supervisors and superiors is essential to an organization's productivity (Zahra et al., 2013). Northouse (2018), Fairhurst and Connaughton (2014), and Shamir and Eilam Shamir (2018) are just a few of the scholars who have delved into the topic of leadership. George et al. (2007), Wang et al. (2014), and Regan et al. (2016) all note that authentic leadership is understudied. Walumbwa et al. (2011), among others, looked into the connection between authentic leadership and professional outcomes like organisational citizenship behaviour.

By using Barney's Resource-Based View, it is argued that authentic leadership serves as a crucial organisational resource that may significantly influence employees' work engagement, their propensity to leave their jobs, and their perceived stress levels. This section presents a summary of the theoretical basis and formulates hypotheses to examine these associations.

Barney's Resource-Based View states that a company's sustained competitive advantage is derived from its unique resources that have the attributes of being valuable, scarce, difficult to imitate, and not easily replaced (Barney, 1991). According to Barney's Resource-Based View, resources that meet these criteria may provide a company with a strong competitive edge that is difficult for competitors to copy. Authentic leadership may be defined as an intangible resource that adheres to certain criteria. Take for example, Authentic leadership cultivates a favourable and dependable environment, enhancing employee satisfaction and productivity (Walumbwa et al., 2008). Effective leaders can foster a culture of trust and active engagement, which is crucial for attaining organisational success. Authentic leadership qualities are not prevalent in all companies, making them a somewhat scarce resource (Avolio & Gardner, 2005). Only a select few leaders possess the requisite personal and ethical qualities to embody genuine leadership, which makes it a really exceptional and invaluable asset.

Authentic leadership is derived from an individual's own ideas and self-concept, which makes it difficult for rivals to replicate (Gardner et al., 2005). Recreating the unique combination of self-awareness, ethical behaviour, and open communication is a challenging endeavour.

Authentic leadership has distinct effects on employee outcomes that cannot be fully replaced by any other form of leadership (Walumbwa et al., 2008). Although other leadership styles may bring certain advantages, the unique benefits offered by true leadership are unparalleled.

By combining Barney's Resource-Based View with authentic leadership theory, we suggest that authentic leadership is a valuable strategic asset that meets the requirements and has a strong influence on important employee results. The distinctive characteristics of authentic leadership, such as its sincere focus on the well-being of employees and its ethical basis, make it a crucial asset for organisations aiming to improve employee engagement, decrease turnover, and effectively handle stress.

The importance of authentic leadership lies in its ability to foster a positive organisational culture. Authentic leaders establish trust by practicing transparency and demonstrating ethical behaviour, which in turn enhances employee morale and promotes dedication (Avolio & Gardner, 2005). As a result, this leads to increased engagement in work and reduced tendencies to quit the job (Leroy, Palanski, & Simons, 2012). Authentic leadership is seldom widely found, making it a scarce and highly valued asset. Organisations that cultivate authentic leaders possess the capacity to differentiate themselves from their rivals (Avolio, Walumbwa, & Weber, 2009). The limited availability of these leadership qualities improves the firm's competitive advantage by retaining highly skilled people and reducing staff turnover (Luthans & Avolio, 2003). The intrinsic characteristic of authentic leadership, which is closely linked to an individual's fundamental values and ethical standards, makes it difficult to duplicate. Competing organisations are unable of swiftly replicating the unique relationship dynamics and trust that authentic leaders cultivate with their employees, ensuring a durable competitive advantage (Gardner, Cogliser, Davis, & Dickens, 2011). While other forms of leadership may have their own benefits, the distinct combination of trust, transparency, and ethical behaviour that is inherent in authentic leadership cannot be easily substituted. This unique approach addresses the emotional and professional needs of employees, leading to improved overall outcomes (Avolio & Gardner, 2005).

As a whole, real leadership is a rare and valuable asset that is hard to copy or interchange. It has a huge effect on how committed workers are to their jobs, how much they want to leave the company, and how stressed they feel. Authentic leaders improve the performance of their organisations by making the workplace more pleasant, which helps workers do their best work. Later studies should put these ideas to the test in the real world to see if they are true and to learn more about how important authentic leadership is as a strategic resource for businesses.

2.2. Authentic Leadership and Perceived Stress

The impact of authentic leadership on job stress may exhibit a negative correlation, which can be attributed to the dynamics of the employee-employer or employee-manager relationship. Leaders who can effectively persuade, communicate, inspire, and adequately prepare their staff for change are crucial in mitigating job-related stress levels. By fostering efficiency and promoting organisational harmony within their enterprises, these leaders contribute significantly to the reduction of stress among employees. A notable and adverse correlation exists between self-awareness and job stress within the context of authentic leadership. Authentic leaders exhibit sincerity, acknowledge and take responsibility for their mistakes, and communicate their emotions using straightforward language. The cultivation of decision-making procedures that foster

transparent interactions and engender trust and loyalty inside the organisation is crucial in establishing a thriving company environment. A study conducted by SAĞBAŞ, KARABAL, and SÜRÜCÜ (2021) examined the correlation between authentic leadership, workplace stress, and self-awareness among employees working in five-star hotels in Alanya, Turkey. The study was published in the electronic Social Science journal. Authentic leaders are postulated to foster an environment wherein their followers are motivated to generate novel and innovative ideas, hence enabling the attainment of an impartial viewpoint. Additionally, there exists a noteworthy and adverse correlation between authentic leadership and job stress, whereby the prejudiced evaluation aspect of authentic leadership exerts a detrimental influence on job stress levels. The research employed a survey instrument of three sections, namely demographic variables, authentic leadership, and job stress. The authentic leadership scale, as formulated by Walumbwa et al. (2008), comprises four sub-dimensions, namely self-awareness, relational transparency, balanced processing, and internalised moral perspective. The Cronbach's Alpha coefficients for the scale were determined to be 0.90, 0.86, 0.85, and 0.83, respectively. In summary, it can be inferred that leaders who possess genuine qualities, such as a profound understanding of oneself, open and honest communication with others, and a strong internalisation of ethical principles, are more inclined to mitigate job-related stress and foster a favourable atmosphere within the workplace. The study employed the SPSS 23.0 software package for Windows to conduct statistical analysis and evaluate a model developed specifically for this research. The researchers conducted descriptive and frequency analyses to ascertain the demographic features of the participants. Additionally, reliability and Pearson correlation tests were performed to examine the associations between variables. The hypotheses were tested through the use of regression analyses. The results of the Kaiser Meyer Olkin (KMO) test indicated that there was a stronger association between authentic leadership and job stress compared to work stress. The Barlett sphericity test revealed that the correlation structure among the variables examined in the study is appropriate for conducting factor analysis. The scales have a satisfactory level of reliability, as indicated by the internal consistency coefficients (α and Cr), which exceed 0.70. There exists a significant and negative association between job stress and all sub-dimensions of authentic leadership. The variable that exhibits the strongest link with work stress is internalised moral perspective ($r = -0.309$, $p < 0.05$). Job stress is found to be connected with demographic characteristics, including age, gender, and marital status. In order to enhance comprehension of the impact of authentic leadership on job stress, a regression analysis was conducted to control for the influence of demographic variables on job stress. The findings of the regression analysis indicate that self-awareness, relational transparency, balanced processing, and internalised moral perspective exhibit a statistically significant and inverse relationship with job stress. The sub-dimension of authentic leadership known as balanced processing has been found to exert the most significant influence on job stress. The study accepted hypotheses 1, 2, 3, and 4. The findings of the study indicate that there exists an inverse correlation between authentic leadership and work stress within the tourist sector. Authentic leadership encompasses various attributes such as self-awareness, relational transparency, unbiased evaluation, and internalised moral comprehension. The sector's dynamic and labor-intensive characteristics can result in elevated levels of stress among workers, who face pressures from both unit managers and customers. Authentic leadership fosters the presence of

transparency, unbiased evaluations, and a strong moral compass within various situations. According to the findings of the study, it is suggested that the implementation of managers' objective methods, comprehensive evaluations, and honest and fair behaviour may lead to a reduction in work-related stress. Leaders must exhibit greater authenticity and adaptability in response to the multifaceted problems posed by the COVID-19 pandemic. The practise of authentic leadership holds the potential to inspire and drive employees towards the attainment of organisational objectives, while concurrently mitigating work-related stress.

According to Ergün and Çelik (2015), employee-oriented leadership behaviors such as employee support, coaching, counseling, appreciation, and rewarding are related to job stress in employees. Leaders who effectively communicate, motivate, and prepare employees for change play a crucial role in reducing job stress levels (Ergin and Özbek, 2017). Aksay and Güğerçin (2016) suggest that employee-manager relationships and destructive management practices are primary sources of stress. Rahimnia and Sharifirad (2015) found that authentic leadership mediates the relationship between perceived stress and stress symptoms, while Weiss et al. (2018) concluded that authentic leadership is important in reducing work stress. However, Dar et al. (2016) found no significant relationship between authentic leadership and job stress in their study. This study aims to examine the relationship between authentic leadership and job stress, hypothesizing a negative association between the sub-dimensions of authentic leadership and the single dimension of work stress.

Although workers face a variety of stressors at work, several managers are said to be unfamiliar with their staff members and unable to relate to the intense competition. At this point, it becomes clear how closely workplace stress and the idea of leadership are related. Scholars studying the notion of leadership have attempted to elucidate leadership through the emphasis on many attributes, including "feature," "process," "interaction," "power relationship," "aspects of management," and "effectiveness" (Yukl and Portugal, 1994). These ideas illustrate the connections between the task, the employee, and the leader as well as the impact of the leader on potential workplace stress. Our study's focus is on authentic leaders, who are defined as those that cultivate and uphold positive traits in the workplace, such as accountability, trust, openness, and organisational dedication to their surroundings (Hassan and Forbis, 2011). Workplace stress is one of the main obstacles to these anticipated beneficial outcomes in the workplace. These days, managers regularly face stress related to meeting high performance standards and dealing with employees' obligations to handle several business and non-work-related issues (Voki and Bogdani, 2007). It is believed that this study will identify the beneficial impact of genuine leadership on workplace stress and that the findings will add to the body of knowledge. Furthermore, the outcomes will be a resource for managers, staff, and organisations in the hotel industry to address issues. One problem in this field is the paucity of research on genuine leadership and business stress, as well as the fact that these topics are not relevant to the hotel industry. One aspect that appears to contribute to employees' experience of stress in the workplace is their connection to their company or management. Different management approaches might put a strain on employees. According to Ergin and zbek (2017), leaders play a crucial role in reducing workplace stress among employees through the use of techniques such as persuasion, effective interpersonal interactions,

inspiration, and proactivity. Current theories indicate that negative management practises and the dynamics between employees and supervisors are major sources of stress (Aksay & Güerçin, 2016). A study by Rahimnia and Sharifirad (2015) found that genuine leadership plays a moderating function between stress perception and physical manifestations. According to the results of a study by Weiss et al. (2018), genuine leadership significantly reduces workplace stress. However, the sample situations encountered in other studies (Dar et al., 2016) demonstrate that there are no significant connections between authentic leadership and occupational stress. According to available data, there is a negative association between real leadership and job stress. In this investigation, we focus on how genuine leadership influences workers' decisions to leave a company. Therefore, the following hypothesis is drawn:

H1 There is a relationship between Authentic leadership, Perceived Stress (PSS), and Perceived Stress Inadequate Self-efficacy Perception (PSISP)

H1a There is a relationship between authentic leadership's BP and perceived stress

H1b There is a relationship between authentic leadership's BP and PSISP

H1c There is a relationship between authentic leadership's IMP and perceived stress

H1d There is a relationship between authentic leadership's IMP and PSISP

H1e There is a relationship between authentic leadership's RT and perceived stress

H1f There is a relationship between authentic leadership's RT and SPISP

H1g There is a relationship between authentic leadership's SA and perceived stress

H1h There is a relationship between authentic leadership's SA and SPISP

2.3. Authentic Leadership and Employees' Work Engagement

The significance of leaders' and supervisors' support for employees' success in the workplace has been highlighted in research conducted by Zahra et al. (2013). Numerous researchers have undertaken the examination of leadership, as evidenced by the works of Northouse (2018), Fairhurst and Connaughton (2014), and Shamir and EilamShamir (2018). There has been limited scholarly focus on the concept of authentic leadership, as evidenced by the studies conducted by George et al. (2007), Wang et al. (2014), and Regan et al. (2016). Previous studies have prioritised employee involvement (Robinson et al., 2004; Macey and Schneider, 2008). Macey and Schneider (2008) and Robinson and coworkers (2004) have looked into the benefits of employee participation. Schaufeli et al. (2002) offer three factors—vigor, dedication, and absorption—that contribute to employee engagement. Abidin (2017) looked into how employees felt when they worked for a CEO they didn't believe in. According to Wang and Hsieh (2013) of Taiwan's National Changhua University of Education, there hasn't been much investigation into the connection between authentic leadership and employee engagement in hotels in Turkey. So, the goal of this study is to see if authentic leadership leads to more invested workers in the hotel industry in Turkey.

Abidin (2017) conducted a study to investigate the influence of perceived authentic leadership on employee engagement. However, there is a limited body of research examining the

impact of authentic leadership on the hotel business. The impact of leadership on employee work engagement has been widely acknowledged in the literature (Harter et al., 2002). Prior research has examined the relationship between leadership and job engagement. According to a study conducted by Bono and Judge (2003), employees who were exposed to transformational leaders reported higher levels of work engagement. Tims et al. (2011) conducted a study that yielded comparable results, revealing a significant correlation between transformative leadership and the level of everyday engagement exhibited by employees. Babcock-Roberson and Strickland (2010) discovered a positive correlation between charismatic leadership and work engagement, as well as the complete mitigation of leadership's impact on organisational citizenship behaviour. Furthermore, previous research (e.g., Giallonardo et al., 2010) has substantiated the positive correlation between authentic leadership and the level of work engagement exhibited by followers.

According to Schaufeli and Bakker (2004), employees who exhibit complete absorption in their work experience a state of timelessness. This state is characterised by their deep engagement, unwavering focus, enthusiastic attachment, and complete immersion in their work.

The demographics of employees and their level of engagement in a study conducted by Burke, Jing, Koyuncu, and Fiksenbaum (2009). An examination was undertaken to investigate the disparities in demographic characteristics among hotel managers in Beijing, China, and their corresponding impact on staff engagement levels. Burke et al. (2009) identified limited associations between employee engagement and demographic factors such as age and gender. In Another study conducted by Burke, Koyuncu, Fiksenbaum, and Tekin (2013), the researchers examined the personal and occupational variables that contribute to work engagement among frontline employees in the hotel industry in Turkey. According to this study conducted by Burke et al. (2013), there were no significant variations in the level of participation based on gender and age. Rigg (2012) conducted a study on the personal characteristics of engaged employees in Jamaican hotels. The findings revealed that older hotel employees exhibited higher levels of engagement compared to their younger counterparts. However, no statistically significant differences were observed between male and female employees in terms of their levels of engagement (Rigg, 2012). A study conducted by Rigg, Sydnor, Nicely, and Day (2013) examined the correlation between demographic and personal attributes and the level of employee engagement at hotels located in Jamaica. The findings of the study revealed that those aged 42 or above had higher levels of work engagement. The findings of the study indicated that there was no statistically significant disparity in the level of employee involvement based on gender (Rigg et al., 2013). The findings of the two aforementioned studies align with the outcomes of Alqusayer's (2016) investigation of hotel employees in Riyadh, Saudi Arabia. Alqusayer (2016) discovered that individuals belonging to the baby boomer generation exhibited higher levels of engagement. Furthermore, no statistically significant disparities were observed in the levels of engagement between male and female employees.

According to a study on employee engagement conducted in 141 countries by Mann and Harter (2016), it was found that a mere 13% of employees globally exhibit high levels of engagement. The coronavirus epidemic has had a substantial impact on the tourism and hospitality sectors, specifically. According to Seifman (2020), a significant proportion of hospitality and

tourism establishments in the United Kingdom experienced a cessation of operations in April 2020, with over 80% of enterprises being affected. Consequently, the pandemic has been said to have engendered feelings of uncertainty and isolation among workers in the tourist and hospitality industry, leading to decreased levels of engagement and preparedness. Therefore, it is incumbent upon tourist and hospitality enterprises to develop suitable strategies for engaging and supporting their workforce, to mitigate the crisis and alleviate adversity in the face of this unparalleled challenge.

Furthermore, scholars (Rego et al., 2012) have put up the argument that the utilisation of an authentic leadership style significantly influences the level of staff involvement, hence leading to improved job results. Banks et al. (2016) claim that authentic leadership refers to a scenario wherein employees see that their leader and organisation place significant worth on their well-being and treat them with respect. The organisation stands to gain advantages from the employees' collaborative efforts in generating new solutions. According to Harter et al. (2002) and Avolio et al. (2004), leadership plays a critical role in enhancing employee engagement in the performance of their job responsibilities. Nevertheless, there exists a divergence of opinions about the implementation of numerous leadership styles. Numerous scholars have conducted research on various leadership styles. The concept of true leadership has been subject to examination by several scholars. Ling et al. (2017) and Qiu et al. (2019) propose that authentic leadership is characterised by a set of behaviours demonstrated by leaders, which contribute to the development and cultivation of favourable psychological capacities and an ethical climate. The hotel industry is characterised by certain factors, such as poor compensation, demanding workloads, and elevated workplace stress (Kaya & Karatepe, 2020). Consequently, employees within this sector may derive greater advantages from effective leadership compared to individuals in other industries. Besides offering chances for personal growth and development, proficient leadership can also enhance the synchronisation of goal-setting inside and among groups of subordinates (Cheung et al., 2019). Employee work engagement refers to the subjective experience of fulfilment and satisfaction that individuals perceive when carrying out their work tasks (Pastor Álvarez A., et al., 2019). Authentic leaders foster a positive emotional climate among their followers. Megeirhi et al. (2018) conducted a study which found that those who see their leader as possessing moral and reliable qualities are less inclined to participate in detrimental actions. Service sector workers experience an enhancement in their sense of self-value due to the way they are perceived, which in turn leads them to participate in positive behaviours such as work engagement. Based on a study conducted by Pastor Lvarez et al. (2019), it has been found that authentic leadership plays a crucial role in promoting job engagement among employees. This is achieved by providing support to workers in leveraging their individual strengths and acknowledging their respective skill sets. In their study, Hsieh and Wang (2015) examined the correlation between job devotion and management's view of real leadership. The outcomes of their study provide further support for previous research indicating that the presence of openness and ethical conduct among managers might serve as a motivating factor for employees. Paredes et al. (2021) conducted a study examining the correlation between leadership authenticity and work engagement. The findings suggest that authentic leaders promote work engagement among their teams by cultivating a climate of trust. Authentic leaders

that encourage open communication and the expressing of respectable opinions and thoughts cultivate a positive rapport with their followers. The concept of authentic leadership is associated with higher-level constructs, including moral ideals and integrity. These attributes are favourably correlated with emotional well-being and contribute to the development of motivation. The following hypothesis is derived from the aforementioned information:

H2 There is a relationship between authentic leadership and work engagement

H1a There is a relationship between authentic leadership's BP and work engagement

H1b There is a relationship between authentic leadership's IMP and work engagement

H1c There is a relationship between authentic leadership's SA and work engagement

H1d There is a relationship between authentic leadership's RT and work engagement

2.4. Perceived Stress and Job Turnover Intention

A variety of studies proposes hypotheses regarding the influence of Perceived Stress Inadequate Self-Efficacy Perception (PSISP) on job turnover. These studies investigate interconnected concepts such as job stress, self-efficacy, and turnover intentions. A study published in Frontiers in Psychology revealed a positive correlation between elevated job stress, diminished self-efficacy, and heightened turnover intentions. According to Adriaenssens et al. (2015), employees who had stronger self-efficacy were less inclined to think about quitting their employment, but those who experienced higher levels of workplace stress were more likely to have intentions of leaving their positions. A separate study, published in the journal Behavioural Sciences, examined the hotel industry and discovered that job stress played a substantial role in work-related burnout, leading to an increase in turnover intentions. The study also indicated that the perceived stability of employment and reliance on financial resources influenced the effect of work-related stress and exhaustion on the likelihood of leaving one's job. According to Onur et al. (2024), employees who have more job security and rely more on their employment for financial stability are less inclined to quit their positions, even when experiencing high levels of stress. This finding was reported in the MDPI journal. These studies suggest that implementing measures to decrease work-related stress and improve individuals' belief in their abilities could potentially result in decreased rates of employee turnover. In addition, offering more work stability and assistance could help alleviate the negative impact of stress on employees' inclination to quit. In their study, Liu et al. (2019) discovered a fortuitous and affirmative correlation between occupational stress and the propensity of employees to consider leaving their current employment. The results suggest that there is a significant relationship between job satisfaction, work stress, and turnover intentions. Specifically, job satisfaction is found to have a univariate correlation with both work stress and turnover intentions. This implies that job satisfaction plays a role in reducing the impact of work stress on turnover. There is a growing inclination among individuals to transition to different industries, primarily driven by heightened levels of work-related stress stemming from excessive workloads and poor emotional experiences within the workplace. The study conducted by Ahn and Chaoyu (2019) and Zahra et al. (2018) investigated the correlation

between workplace stress and work turnover rate, focusing on the concept of organisational fairness. The study conducted by Prasetio et al. (2018) presented empirical findings that substantiate a noteworthy positive association between turnover intentions and work stress in the context of the hotel business. Hotel employees who exhibit reduced levels of stress are less inclined to express a propensity for job attrition. Moreover, the research conducted by Omar (2020) unveiled a positive association between occupational stress and the propensity to resign from one's job. Based on a study conducted in 2007, it was found that employees are more likely to engage in work disengagement when they experience elevated levels of stress. Diverse levels of individual motivation to terminate employment may be observed, with work-related stress exerting a substantial influence on this decision and heightening the likelihood of people ultimately resigning. One characteristic that sets hotel personnel apart is their remarkable tendency for high rates of employee turnover. The topic of high turnover rates among hotel personnel is a subject of significant concern, as emphasised by Carbery et al. (2003:650–651). Multiple research has investigated the relationship between occupational stress and the intention to leave (Chiang & Liu, 2017; Serinikli, 2019; Hwang et al., 2014). The prevailing body of research investigating the association between job stress and intention to leave has consistently demonstrated a positive correlation, indicating that job stress exerts a significant influence on individuals' propensity to seek alternative employment opportunities. The present study presents the hypothesis and research model. The presence of workplace stress has a beneficial impact on an individual's intention to leave their current employment. The following hypothesis is developed from the previously stated information:

H3 There is a relationship between perceived stress and job turnover intention

H3a There is a relationship between perceived stress and inadequate self-efficacy perception (PSISP) and job turnover intention

H3b There is a relationship between perceived stress and job turnover intention

2.5. Work Engagement and Job Turnover Intention

Work engagement, as defined by Gonzalez-Romá et al. (2006), is distinguished by intense enthusiasm and a deep personal investment in one's job. Concerning how employee engagement in their work impacts organisational performance, numerous studies have been conducted (Harter et al., 2003; Koyuncu et al., 2006; Saks, 2006; Schaufeli and Bakker, 2004). Rahimnia and Sharifirad used the attachment insecurity theory as a lens to analyse genuine leadership's influence on employee satisfaction and commitment to their jobs. The researchers concluded that workplace well-being is connected with a "state of joyful or happy emotions that arise from the job experience" (p.364). Employee motivation and contentment on the job can be greatly influenced by how things are organised. Individual well-being and staff dedication to the job can both benefit from a more structured environment. This research looks specifically at the hotel business to see how different dimensions of authentic leadership affect employee engagement, stress, and turnover intentions. Work engagement is also studied, along with the factors that affect it and how they

relate to one another. Based on the data presented, we believe that employee involvement at work will reduce the correlation between genuine leadership and intent to leave the company. Simply said, increased productivity is a direct result of genuine leadership, which in turn decreases the risk of employee turnover. The following hypothesis has been formulated based on this theoretical, empirical, and practical literature:

H4 There is a relationship between work engagement and job turnover intention

2.6. Authentic Leadership and Employees' Job Turnover Intention

The concept of authentic leadership, as proposed by Avolio et al. (2004), Avolio and Gardner (2005), and Wong and Cummings (2009), is widely recognised as a crucial factor in cultivating leadership styles that are effective in promoting employee retention. Prior research has mostly focused on investigating the impact of supervisor support and trust on employees' intention to leave their business, as crucial factors associated with leadership. Through an extensive examination of multiple scholarly inquiries (Chen et al., 2008; Lacey et al., 2007; Lu et al., 2005; Lynn and Redman, 2005; Nedd, 2006; Sourdif, 2004; Tourangeau and Cranley, 2006), a consistent finding has emerged indicating a positive correlation between the degree of supervisor support and employees' propensity to retain their current employment. In a study conducted by Strachota et al. (2003), it was found that employees who chose to quit their roles showed unhappiness with the degree of managerial help and raised worries about the lack of support provided. Moreover, the research conducted by Gregory et al. (2007) demonstrated that employee trust appeared as a noteworthy factor influencing the inclination to stay within a business. Based on the premise that genuine leadership fosters employee trust and promotes favourable personal growth among subordinates (Gardner et al., 2005; Luthans & Avolio, 2003), it is plausible to postulate that there exists a negative correlation between authentic leadership and employees' intentions to leave their current position. The scholarly exploration of the association between authentic leadership and the inclination to quit has been rather few. Prior studies have examined the indirect relationships between the two variables through the examination of job satisfaction, burnout, and workplace bullying (Laschinger et al., 2012). Moreover, it is worth noting that prior studies have successfully demonstrated strong associations between turnover intention and transformational leadership, a leadership approach that has been consistently associated with authentic leadership (Boyle et al., 1999; Doran et al., 2004). Authentic managers prioritise the welfare of their subordinates and exhibit exemplary levels of integrity, transparency, and self-awareness. Consequently, they establish a sense of trust among their followers, thereby fostering increased levels of employee engagement and productivity. Research on the positive aspects of leadership often focuses primarily on four subtypes of leadership: charismatic leadership, selfless leadership, ethical leadership, and transformative leadership. Because of its track record of boosting performance and unleashing dormant potential, authentic leadership is an intriguing type of successful management that is becoming increasingly popular. It comes to reason that putting into practise the study's suggested "authentic leadership dimensions" will increase communication and trust between a manager and their subordinates given the study's emphasis on true leadership. This can be helpful

to businesses in increasing employee excitement, reducing stress in the workplace, and cutting staff turnover rates. This study was conducted to analyse the association between the perceptions of authentic leadership held by Turkish hotel workers, their levels of engagement on the job, their stress levels, and the possibility that they will quit their positions. For examples of the many publications produced on the topic of employee retention, see Bothma (2012), Du Plooy (2010), Greyling and Stanz (2010), Griffeth (2000), Horn (2000), Gaertner (2000), Kotzé and Roodt (2005), and Mendes and Stander (2011). There is a lot of turnover in the hotel industry, and it's notoriously hard to find skilled individuals to fill open positions. According to Deloitte L. Hospitality 2015, the hotel industry has "nearly twice the average rate for all other sectors" of turnover. Depending on the position that has to be filled and the company's current turnover rate, poor leadership, and personnel turnover can cost an organisation hundreds of thousands. Branham (2012) found through the Saratoga Institute that employees leave organisations or companies for reasons that are closely related to leadership competencies. These factors include a supervisor's lack of respect or support, the employee's own lack of leadership abilities, their relationships with other supervisors, a lack of appreciation, and a lack of skills. Abbasi and Hollman (2000) and Mossholder et al. (2005) both found that ineffective leadership was correlated with high employee turnover rates. Companies should make an effort to proactively manage their turnover intentions in light of the associated costs. By encouraging trust and open communication, genuine leadership may help businesses keep valuable staff members. Having a positive rapport with one's superior has been shown to have a substantial impact on an employee's decision to remain in their current position (Allen et al., 2009; Cowden et al., 2011). The goal of this research is to learn how genuine leadership qualities affect worker commitment, stress, and intention to leave their current positions. The investigation has developed the following hypothesis following the body of available literature.

H5 There is a relationship between authentic leadership and job turnover intention

H1a There is a relationship between authentic leadership’s BP and job turnover intention

H1b There is a relationship between authentic leadership’s IMP and job turnover intention

H1c There is a relationship between authentic leadership’s RT and job turnover intention

H1d There is a relationship between authentic leadership’s SA and job turnover intention

2.7. Perceived Stress, Authentic Leadership, And Job Turnover Intention

Studies investigating the correlation between individuals' perception of stress, authentic leadership, and their desire to leave their employment have shown noteworthy linkages among these factors. Multiple studies have investigated the impact of real leadership on workers' perception of stress and their consequent inclination to quit an organisation. Perceived stress has been recognised as a crucial determinant affecting the desire to leave one's employment. Podsakoff, LePine, and LePine (2007) did a meta-analysis to examine the impact of occupational stressors on turnover intentions. Their findings revealed a significant positive correlation between greater levels of perceived stress and increased turnover intentions. This discovery emphasises the

need for organisations to tackle factors that cause stress in the workplace to decrease the probability of people contemplating quitting their employment. Research has shown that authentic leadership may help reduce the perception of stress. Gardner et al. (2005) showed that real leaders, by their transparency and support, may establish a favourable work environment that decreases workers' perceived stress. Creating a conducive workplace fosters a sense of security and support among workers, thereby reducing stress. Other research has also examined the correlation between genuine leadership and job turnover intention. According to the study conducted by Walumbwa et al. (2008), workers who were led by genuine leaders had a lower likelihood of having intentions to leave their jobs. The reason for this phenomenon may be linked to the authentic leaders' capacity to establish trust and foster a nurturing organisational culture, resulting in increased work satisfaction and decreased inclination to quit the organisation. Recent research has started to combine these factors, investigating the influence of authentic leadership on perceived stress and its subsequent effect on turnover intentions. Laschinger et al. (2014) discovered that authentic leadership had a substantial impact on reducing perceived stress. This stress reduction therefore acted as a mediator in the connection between leadership and turnover intentions. This implies that authentic leadership has an indirect effect on reducing turnover intentions by reducing the perceived levels of stress among workers.

These studies highlight the crucial importance of authentic leadership in lowering perceived stress and decreasing the desire to leave a job. Authentic leaders can identify and tackle the underlying reasons for stress, as well as improve employee retention, by creating a work climate that is both supportive and honest. Research in the field has shown convincing evidence of the interconnection between perceived stress, authentic leadership, and job turnover intention. Authentic leadership has a vital role in decreasing perceived stress and, as a result, minimising turnover intentions. Further investigation is necessary to examine these connections in many settings and sectors to enhance the overall comprehension of these interactions.

The following hypothesis has been formulated based on the studies that were conducted.

H6 perceived stress (PSS) has a mediating role between authentic leadership and job turnover intention

H6a perceived stress inadequate self-efficacy perception (PSISP) has a mediating role between authentic leadership’s BP and job turnover intention

H6b PSS has a mediating role between authentic leadership’s BP and JTI

H6c PSISP has a mediating role between authentic leadership’s IMP and JTI

H6d PSS has a mediating role between authentic leadership’s IMP and JTI

H6e PSISP has a mediating role between authentic leadership’s RT and JTI

H6f PSS has a mediating role between authentic leadership’s RT and JTI

H6g PSISP has a mediating role between authentic leadership’s SA and JTI

H6h PSS has a mediating role between authentic leadership’s SA and JTI

2.8. Work Engagement, Authentic Leadership, and Job Turnover Intention

Multiple studies have repeatedly shown that there is an adverse relationship between work engagement, which refers to a pleasant and gratifying state of mind associated to work, and the desire to leave one's employment. Employees that are highly engaged, displaying significant levels of energy, commitment, and immersion in their job, tend to have a lower likelihood of leaving their organisation (Schaufeli & Bakker, 2004). Halbesleben's (2010) research revealed that work engagement had a negative correlation with turnover intention, indicating that highly engaged individuals are less inclined to contemplate quitting their positions. Authentic leadership, which is defined as leaders who exhibit genuineness, transparency, and ethical behaviour, has been shown to have a positive correlation with work engagement. Authentic leaders are seen as exemplary individuals who create a nurturing and all-encompassing work atmosphere, hence augmenting workers' feelings of affiliation and dedication. Walumbwa et al. (2008) established that genuine leadership has a key role in increasing work engagement. This is largely achieved by fostering trust and promoting open communication among team members. Authentic leadership is essential for decreasing job turnover intention. Authentic leaders enhance workers' job satisfaction and organisational loyalty by fostering an ethical and supportive work atmosphere, which reduces their inclination to quit the organisation (Avolio & Gardner, 2005). In their study, Gardner et al. (2011) discovered a negative correlation between authentic leadership and turnover intention, indicating that authentic leadership can effectively retain talented individuals inside organisations. Research has also examined how work engagement acts as a mediator in the connection between authentic leadership and the desire to leave a job. An empirical investigation conducted by Bamford, Wong, and Laschinger (2013) revealed that the association between authentic leadership and turnover intention is partly mediated by work engagement. This implies that authentic leadership promotes job engagement, leading to a decrease in turnover intention. This discovery highlights the need to promote authentic leadership to improve employee engagement and retention. The subsequent hypothesis is derived from the aforementioned information:

H7 work engagement has a mediating role between authentic leadership and job turnover intention

CHAPTER THREE

METHODOLOGY AND APPLICATION

This section's goal is to explain the research methodology, which includes data collection and analysis techniques. Part; It is divided into seven subsections, covering the following topics: methodology, research questions and hypotheses, research model, sample, data collection, significance and contribution of the study, and purpose.

3.1. Research Questions

The study is guided by the following research questions:

1. Does Authentic Leadership have a substantial impact on employees' intentions to leave their jobs, their level of work engagement, and their stress level?

2. Do work engagement and perceived stress take the mediating role in this relationship?

3.2. Purpose of the Research

The objective of this study is to ascertain the impact of authentic leadership style on work engagement, work-related stress, and job retention intentions of hotel employees. Furthermore, another aim of the study is to examine how work engagement and perceived stress act as a mediator, elucidating the impact of authentic leaders on the performance of hotels.

3.3. Importance and Contrıbutıon of the Research

Overall, a dissertation on this topic has the potential to generate valuable knowledge that could benefit both academia and the hospitality industry in Turkey, as well as contribute to our broader understanding of leadership effectiveness in a global context. Providing empirical evidence on the relationship between authentic leadership and organisational outcomes within the context of Turkey's hospitality industry would add to the body of academic literature already in existence. There might not be as much research on this subject in the Turkish hospitality industry, therefore this could close a gap in the literature. The dissertation's conclusions may provide hotel managers and other leaders in Turkey with insightful information on the significance of real leadership techniques. It might draw attention to particular traits and actions connected to genuine leadership that are especially advantageous for boosting worker engagement, work happiness, and organisational performance in the hotel sector. The dissertation may offer helpful suggestions to Turkish hotel managers and other leaders on how to foster real leadership in their establishments, based on the research findings. In order to encourage genuine leadership behaviours among hotel managers, this could involve recruiting and selection procedures, performance management techniques, and leadership development programme tactics. It could also have broader implications for policymakers and industry stakeholders in Turkey. For example, it could inform

the development of policies and initiatives aimed at promoting authentic leadership practices within the hospitality sector, which could ultimately contribute to the industry's overall sustainability and competitiveness. Given the focus on the hospitality industry in Turkey, the dissertation could also provide valuable cross-cultural insights into the role of authentic leadership in a specific cultural context. This could help to enhance our understanding of how leadership theories and practices may vary across different cultural settings and provide valuable lessons for both scholars and practitioners in other regions.

3.4. Model of the Research

Based on the literature review on authentic leadership, work engagement, perceived stress and turnover intention variables, the proposed research model is presented in Figure 1.

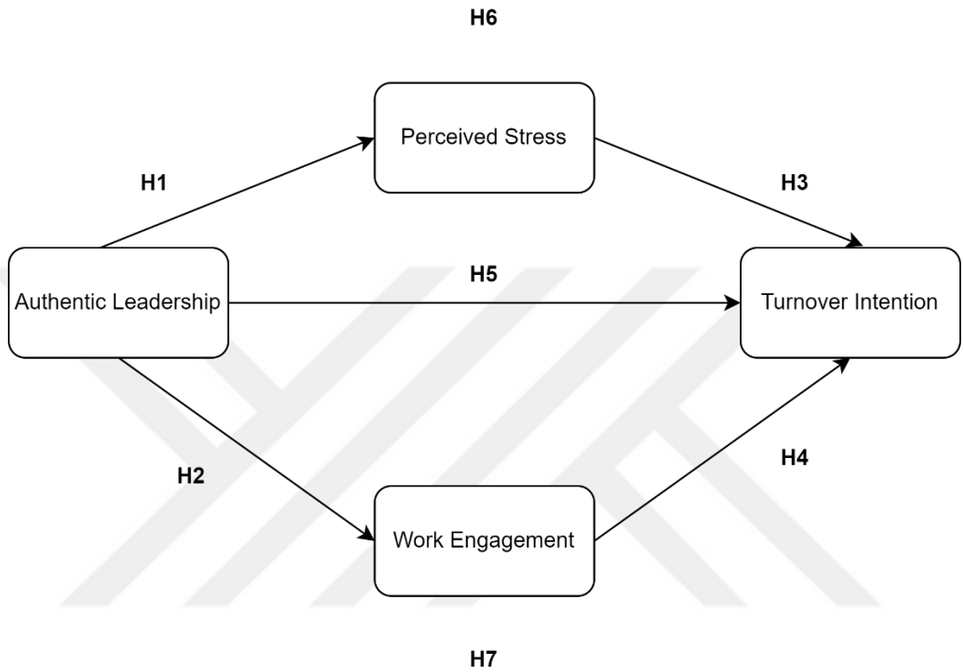


Figure 1. Proposed Research Model

3.5. Research Hypotheses

The subsequent hypotheses have been formulated to clarify the associations between variables.

H1 There is a relationship between authentic leadership and perceived stress

H1a There is a relationship between authentic leadership's BP and PSISP

H1b There is a relationship between authentic leadership's BP and PSS

H1c There is a relationship between authentic leadership's IMP and PSISP

H1d There is a relationship between authentic leadership's IMP and PSS

H1e There is a relationship between authentic leadership's RT and PSISP

H1f There is a relationship between authentic leadership's RT and PSS

H1g There is a relationship between authentic leadership's SA and PSISP

H1h There is a relationship between authentic leadership's SA and PSS

H2 There is a relationship between Authentic leadership and work engagement

H2a There is a relationship between Authentic leadership's BP and WE

H2b There is a relationship between Authentic leadership's IMP and WE

H2c There is a relationship between Authentic leadership's SA and WE

H2d There is a relationship between Authentic leadership's RT and WE

H3 There is a relationship between perceived stress and JTI

H3a There is a relationship between PSISP and JTI

H3b There is a relationship between perceived stress and JTI

H4 There is a relationship between work engagement and JTI

H5 There is a relationship between authentic Leadership and JTI

H5a There is a relationship between authentic leadership's BP and JTI

H5b There is a relationship between authentic leadership's IMP and JTI

H5c There is a relationship between authentic leadership's RT and JTI

H5d There is a relationship between authentic leadership's SA and JTI

H6 PSS has a mediating role between authentic leadership and job turnover intention

H6a PSISP has a mediating role between authentic leadership's BP and JTI

H6b PSS has a mediating role between authentic leadership's BP and JTI

H6c PSISP has a mediating role between authentic leadership's IMP and JTI

H6d PSS has a mediating role between authentic leadership's IMP and JTI

H6e PSISP has a mediating role between authentic leadership's RT and JTI

H6f PSS has a mediating role between authentic leadership's RT and JTI

H6g PSISP has a mediating role between authentic leadership's SA and JTI

H6h PSS has a mediating role between authentic leadership's SA and JTI

H7 work engagement has a mediating role between authentic leadership and job turnover intention

H7a work engagement has a mediating role between authentic leadership's SA and JTI

H7b work engagement has a mediating role between authentic leadership's BP and JTI

H7c work engagement has a mediating role between authentic leadership's IMP and JTI

H7d work engagement has a mediating role between authentic leadership's RT and JTI

3.6. Sampling and Data Collection

This study used a quantitative approach and a survey to analyse data collected between January and April 2024. The study included 436 employees and managers from hotels with four or more stars located in Istanbul, Antalya, and Marmaris in Turkey. The data was collected through both online and face-to-face surveys.

3.7. Scales Used in the Research

This study employed four types of scales and demographic questions. The Global Perceived Stress Scale (Cohen, 1983) was used to evaluate work-related stress in hotel staff. The Work and Well-being Survey (Schaufeli and Bakker, 2003) evaluated the level of work engagement of hotel employees, while the Authentic Leadership Scale (Walumbwa, Avolio, Gardner, Wensing and Peterson, 2008) was used to assess authentic leadership style. The 3-item Intention to Quit Scale developed by Cammann et al. (1979) was used to measure employees' job turnover intention.

3.7.1. Perceived Stress Scale (PSS)

The Perceived Stress Scale (PSS) is a psychological tool to assess an individual's perception of stress (Cohen, Kamarck, & Mermelstein, 1983). It measures how individuals perceive situations in their lives as stressful and evaluate their emotions and thoughts over the past month. The PSS is available in three versions: PSS-4, PSS-10, and PSS-14, with 4, 10, and 14 items respectively. Participants rate the frequency of their emotions on a 5-point Likert scale. The PSS-10 is widely used due to its concise and reliable nature. In this study, the PSS-10 was used with 10 items.

3.7.2. Work & Well-being Survey (UWES)

The origins of studying work and well-being can be traced back to the early 20th century when industrial psychology emerged and researchers began investigating worker productivity and contentment (Roethlisberger & Dickson, 1939). The Utrecht Work Engagement Scale (UWES),

developed by Schaufeli and Bakker in 2003, is a widely used tool to assess the level of employee engagement and job satisfaction (Schaufeli & Bakker, 2004). To ascertain whether employees experienced this sentiment regarding their occupation, nine statements were implemented. If they have never experienced this sensation, they have exceeded the "0" (zero) in the space immediately following the statement. If they have experienced this sensation, they indicated the frequency of their experiences by crossing the number (ranging from 1 to 6).

3.7.3. The Authentic Leadership Questionnaire: The Study of Reliability and Validity

The Authentic Leadership Questionnaire (ALQ) is a tool designed to measure authentic leadership behaviour (Roof, R.,2014). It was developed by Bruce Avolio, William L. Gardner, and Fred Walumbwa in 2005 (Roof, R.,2014). The development of the ALQ began in the early 2000s, with extensive literature reviews and interviews with leaders conducted by Avolio, Gardner, Walumbwa, and their research teams (Avolio, Gardner, & Walumbwa, 2007). This study used the Authentic Leadership Scale developed by Walumbwa, Avolio, Gardner, Wensing, and Peterson (2008) and adapted into Turkish by Tabak et al. (2012). The scale consists of 16 items and 4 sub-dimensions.7

3.7.4. Job turnover Intention scale

The 3-item Intention to Quit Scale, which was initially established by Cammann et al. (1979) and subsequently employed by Doğan, Bozkurt, and Karaeminogulları (2019), was employed to assess the intention to quit the job. The scale's items were evaluated using a 7-point Likert-type scale, with 1 representing strong disagreement and 7 representing strong agreement.

CHAPTER FOUR

ANALYSIS AND FINDINGS

In this section, firstly, the data is analysed and descriptive statistical information of the participants is presented. Then, the data was evaluated using the Smart PLS 4.0 program. The measurement model was first assessed using factor loadings, reliability, and convergent-discriminant validity analyses, followed by conducting a structural model assessment.

4.1. Descriptive Statistical Information

The descriptive statistics were derived after the demographic characteristics of the research participants were collected using a concise demographic survey.

There is an almost even gender distribution among hotel labourers and employers in Turkey, with men comprising 49.1% (214 individuals) and women comprising 50.9% (222 individuals). The age distribution indicates that most individuals are classified as young adults, with 39.7% (173 individuals) falling within the 18-30 age range and 38.8% (169 individuals) falling within the 31-40 age range. The age group of 41 to 50 years comprises 20.2% (88 individuals), while those over the age of 50 comprise only 1.4% (6 individuals). A significant portion of the workforce has a high level of education, as evidenced by their educational heritage. A university degree is held by the majority of the population (55.7%, or 243 individuals), while a lesser percentage (11.9%, or 52 individuals) have postgraduate credentials. Out of a total of 135 individuals, 31.0% have completed high school, while a mere 1.4% (6 individuals) have completed elementary school. The business employs a majority of individuals, specifically 65.4% or 285 individuals, who have been employed for 1-5 years. Subsequently, 105 individuals, or 24.1% of the population, have a tenure of 6-10 years. Thirty individuals, or 6.9% of the total, possess 11 to fifteen years of experience. Furthermore, 16 individuals, or 3.7% of the total, possess more than 16 years of experience. Workers comprise 72.2% (315 individuals) of the workforce, while supervisors comprise the remainder 27.8% (121 individuals).

The marital status of the workforce is nearly evenly distributed, with 50.7% (221 individuals) being married and 49.3% (215 individuals) being unmarried. The hotels in which these individuals are employed have a wide range of star classifications. 3-star hotels employ approximately 20.6% (90 individuals), while 30 percent (131 individuals) are employed by 4-star hotels, and 49.3% (215 individuals) are employed by 5-star hotels.

This statistics summary provides a comprehensive examination of the demographics and educational backgrounds of hotel workers and employers in Turkey, with a particular emphasis on the industry's most noteworthy trends and characteristics. The industry boasts a workforce that is both well-educated and vibrant, with a gender distribution that is evenly distributed. Workers are more prevalent than administrators, and there is an equal division in terms of marital status.

Table 2. Descriptive Statistical Information

	Frequency	Percent	Cumulative Percent
Gender			
Male	214	49,1	49,1
Female	222	50,9	100,0
Total	436	100,0	
Age			
18-30	173	39,7	39,7
31-40	169	38,8	78,4
41-50	88	20,2	98,6
Above 50	6	1,4	100,0
Total	436	100,0	
Education			
First school	6	1,4	1,4
High School	135	31,0	32,3
University	243	55,7	88,1
Postgraduate	52	11,9	100,0
Total	436	100,0	
Tenure			
1-5	285	65,4	65,4
6-10	105	24,1	89,4
11-15	30	6,9	96,3
Above 16	16	3,7	100,0
Total	436	100,0	
Positions			

Manager	121	27,8	27,8	
Employee	315	72,2	100,0	
Total	436	100,0		
Hotel Stars				
3	90	20,6	26,6	
4	131	30,0	50,7	
5	215	49,3	100,0	
Total	436	100,0		
Marital Status				
Married	221	50,7	50,7	
Single	215	49,3	100,0	
Total	436	100,0		

4.2. Data Analysis

The Smart PLS 4 program was employed to analyse the data. The measurement model was initially assessed using convergent-discriminant validity analyses, reliability, and factor loadings. As part of the evaluation procedure, the second stage entailed executing a structural model assessment.

4.2.1. Measurement Model Analyses

The whole sample was looked at, and any factor loadings that were less than 0.40 were thrown out. The study then began again. Two-factor loadings (AUL-1 and AYL5) were not removed because removing the relevant indicators did not change other indicators or the reliability and validity of the test (Hair 2017). The loadings of other indicators are higher than the 0.70 number that is wanted.

Table 3. Factor Loadings of the Measurement Model

Indicators	RT	IMP	BP	SA	PS	PSISP	WE	JTI
AUL1	0.696							
AUL2	0.784							
AUL3	0.824							
AUL5	0.646							
AUL6		0.874						
AUL9		0.836						
AUL11			0.853					
AUL12			0.923					
AUL13				0.816				
AUL14				0.806				
AUL15				0.850				

AUL16				0.752				
PS1					0.767			
PS2					0.793			
PS3					0.748			
PS4					0.759			
PS5					0.758			
PS6						0.651		
PS7						0.709		
PS8						0.789		
PS9						0.806		
WE1							0.895	
WE2							0.859	
WE3							0.918	
WE4							0.922	
WE5							0.901	
WE6							0.809	

WE7							0.859	
WE8							0.858	
JTI1								0.901
JTI2								0.951
JTI3								0.955

Note: AUL= Authentic Leadership, PS= Perceived Stress, WE= Work Engagement, JTI= Job Turnover Intention

CONSTRUCT AND CONVERGENT RELIABILITY ANALYSIS

According to Mark (1996), “Reliability is defined as the extent to which a measuring instrument is stable and consistent. The essence of reliability is repeatability. If an instrument is administered repeatedly, will it yield the same results” (p.28). The two most common methods for establishing reliability include Cronbach Alpha and Composite Reliability (CR), which is desired to be over 0.70 as a threshold. However, in IMP, we see that Cronbach's alpha value is less than 0.635, but it is also stated that values between 0.60 and 0.70 are acceptable (Hair et al 2022). While Cronbach Alpha ranged from 0.635 to 0.929 CR ranged from 845 to 0. 955. Hence it can be concluded that construct reliability is established. The results for both methods are shown in the following table 4. Convergent validity is the degree to which multiple attempts to measure the same concept are in agreement. The idea is that two or more measures of the same thing should covary highly if they are valid measures of the concept (Bagozzi et al. 1991, 525). According to Hair et al. (2022), the value of AVE must be higher than 0.50. It is seen on the Tablet that all AVE values are higher than the threshold. Based on these results, the condition for the construct reliability and convergent validity is met.

Table 4. Construct and Convergent Reliability Analysis Results

	Cronbach's alpha	Composite reliability (CR)	Average variance extracted (AVE)
BP	0.740	0.883	0.790

IMP	0.635	0.845	0.732
PSF	0.799	0.861	0.555
PSS	0.767	0.851	0.588
RT	0.729	0.828	0.549
SA	0.821	0.881	0.650
JTI	0.929	0.955	0.876
WE	0.957	0.964	0.771

Note: BP= Balanced Processing, PS=Perceived Stress, PSISP= Perceived Stress Inadequate self-efficacy perception, JTI= Job Turnover Intention, WE= Work Engagement, IMP= Internalized Moral Perspective, SA= Self Awareness, RT= Relational Transparency

DISCRIMINANT VALIDITY - FORNELL AND LARCKER CRITERION

According to Fornell and Larcker's (1981) criterion, discriminant validity is established when the square root of AVE for a construct is greater than its correlation with all other constructs. In this study, the square root of AVE for a construct was found greater than its correlation with other constructs. Hence, providing strong support for the establishment of discriminant validity. The results of the discriminant validity are described in Table 5.

Table 5. Discriminant Validity (Fornell and Larcker Criterion)

	BP	IMP	PS	PSISP	RT	SA	JTI	WE
BP	**0.889**							
IMP	0.631	**0.856**						

PSF	-0.529	-0.443	**0.745**					
PSS	-0.479	-0.339	0.588	**0.767**				
RT	0.704	0.679	-0.586	-0.567	**0.741**			
SA	0.776	0.642	-0.497	-0.484	0.697	**0.806**		
JTI	-0.592	-0.536	0.611	0.596	-0.684	-0.612	**0.936**	
WE	0.628	0.544	-0.672	-0.627	0.721	0.651	-0.774	**0.878**

Note: The bolds represent the square root of AVE

Note: BP= Balanced Processing, PS=Perceived Stress, PSISP= Perceived Stress Inadequate self-efficacy perception, JTI= Job Turnover Intention, WE= Work Engagement, IMP= Internalized Moral Perspective, SA= Self Awareness, RT= Relational Transparency

INDICATOR MULTICOLLINARITY

When collecting data from a single participant, there is a risk of common method bias, which can affect the accuracy of the results. To determine whether a reflective model is affected by this bias, a thorough collinearity test can be conducted, paying close attention to the inner VIF values. If all inner VIF values are 3.3 or lower, it indicates that the model is not affected by common method bias (Kock, 2015). In this study, a VIF test was performed to evaluate collinearity, and none of the VIF values exceeded this threshold.

Table 6. Inner Indicator VIF Results

Inner Model	VIF
BP -> PS	2.953
BP -> PSISP	2.953
BP -> JTI	3.019
BP -> WE	2.953
IMP -> PSF	2.108
IMP -> PSISP	2.108
IMP -> JTI	2.163
IMP -> WE	2.108
PSF -> JTI	2.061
PSS -> JTI	1.900
RT -> PSF	2.561
RT -> PSISP	2.561
RT -> JTI	3.252
RT -> WE	2.561
SA -> PSF	2.952
SA -> PSISP	2.952
SA -> JTI	3.088
SA -> WE	2.952
WE -> JTI	2.960

Note: BP= Balanced Processing, PS=Perceived Stress, PSISP= Perceived Stress Inadequate self-efficacy perception, JTI= Job Turnover Intention, WE= Work Engagement, IMP= Internalized Moral Perspective, SA= Self Awareness, RT= Relational Transparency

4.2.2 Structural Model Assessement

Path Coefficients

The evaluation of the proposed relationships was the next stage in our investigation. The findings indicated that the sub-dimension of Authentic Leadership Balanced by progressing (BP) has a negative effect on the subdimension of perceived stress (PSISP) (H1a: β:=-0.192, t=2.812, p=0.005) since H1a is accepted. However, there was no relationship between Balanced by progressing (BP) and Perceived Stress (H1b: β=-0.118, t=1.819, p=0.069) hence H1b is rejected. As to another subdimension of Authentic Leadership, Internalized Moral Perspective (IMP), there was no relationship with stress's subdimension (PSISP) (H1c: β=-0.008, t=0,115, p=0.0908) while there was a relationship with second subdimension of stress (PSS) (H1d: β=-0.167, t=2,615, p=0.009) hence H1c rejected and H1d is accepted. The third dimension of Authentic Leadership, Relational Transparency (RT) negatively affects both of the Perceived Stress dimensions (H1e: β=-0.402, t=6,266, p=0.000; H1f: β=-0.485, t=7,444, p=0.000;) hence H1e and H1f are accepted. The last subdimension of Authentic Leadership Self Awareness (SA) has no relationship with the subdimension of perceived stress (PSISP) factor (H1g: β=-0.062, t=0.815, p= 0.415) while a positive relationship with second subdimension of stress (PSS) (H1h: β=-0,162, t=2,226, p= 0.026) hence H1g rejected and H1h accepted.

Regarding Work Engagement, the first dimension of Authentic Leadership, Balanced by the Progressing dimension (H2a: β= 0.110, t=1.952, p=0.051), and the second dimension Internalized Moral Perspective (H2b: β= 0.110, t=0.008, p=0.994) are not associated with Work Engagement hence H2a and H2b are rejected. However, the third dimension of Authentic Leadership Relational Transparency (H2c: β= 0.485, t=8,447, p=0.000), and the fourth dimension Self Awareness subdimension (H2d: β= 0.228, t=3,675, p=0.000) of Authentic Leadership have an association with Work Engagement hence H2c and H2d are accepted.

Regarding Turnover Intention, the results of the analyses showed that both sub-dimensions of Perceived Stress have a positive relationship with Turnover Intention (H3a: β= 0.084, t=2.048, p=0.041; H3b: β= 0.122, t=2.949, p=0.003), therefore H3a and H3b were accepted. Work Engagement has a negative relationship with Turnover Intention (H4: β= -0.453, t=8.295, p=0.000), therefore H4 is also accepted. Finally, the results indicated that the subdimensions of Authentic Leadership; balanced by progress (H5a: β= -0.015, t=0.259, p=0.796), Internalized Moral Perspective (H5b: β= -0. 065, t=1.348, p=0.178), Self -Awareness have no relationship with Turnover Intention (H5d: β= -0.067, t=1.274, p=0.203), but Relational Transparency (H5c: β= -0.137, t=2.595, p=0.009) has a negative relationship. Therefore, H5a, H5b, and H5d are rejected and H5c is accepted. Direct relationship hypothesis results are described in Table 7.

Table 7.Direct Relationship Results

Hypothesis	Relationships	Original sample (O)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Results
H1a	BP -> PSISP	-0.192	0.068	2.812	0.005	Accepted
H1b	BP -> PSS	-0.118	0.065	1.819	0.069	Rejected
H1c	IMP -> PSF	-0.008	0.072	0.115	0.908	Rejected
H1d	**IMP -> PSS**	**0.167**	**0.064**	**2.615**	**0.009**	Accepted
H1e	RT -> PSF	-0.402	0.064	6.266	0.000	Accepted
H1f	RT -> PSS	-0.485	0.065	7.444	0.000	Accepted
H1g	SA -> PSISP	-0.062	0.076	0.815	0.415	Rejected
H1h	SA -> PSS	-0.162	0.073	2.226	0.026	Accepted
H2a	BP -> WE	0.110	0.056	1.952	0.051	Rejected
H2b	IMP -> WE	0.000	0.061	0.008	0.994	Rejected
H2c	RT -> WE	0.485	0.057	8.447	0.000	Accepted
H2d	SA -> WE	0.228	0.062	3.675	0.000	Accepted
H3a	PSISP -> JTI	0.084	0.041	2.048	0.041	Accepted
H3b	PSS -> JTI	0.122	0.041	2.949	0.003	Accepted

H4	WE -> JTI	-0.453	0.055	8.295	0.000	Accepted
H5a	BP -> JTI	-0.015	0.057	0.259	0.796	Rejected
H5b	IMP -> JTI	-0.065	0.048	1.348	0.178	Rejected
H5c	RT -> JTI	-0.137	0.053	2.595	0.009	Accepted
H5d	SA -> JTI	-0.067	0.053	1.274	0.203	Rejected

Note: BP= Balanced Processing, PS=Perceived Stress, PSISP= Perceived Stress Inadequate self-efficacy perception, JTI= Job Turnover Intention, WE= Work Engagement, IMP= Internalized Moral Perspective, SA= Self Awareness, RT= Relational Transparency

Mediation Analysis

Mediation analysis was performed after assessing the direct relationships (Table 8). Mediation analysis was conducted following the guidelines Hair et al. (2017) gave. First, we check the specific indirect effect in the model. The indirect path RT -> PSS -> JTI was found to be significant, revealing that RT indirectly affects JTI via PSS. (β= -0.059, t=2.595, p=0.009). Next, we checked the direct effect of RT on JTI and was found to be significant in the presence of the mediator (β= -0.137, t=2.595, p=0.009). Since direct and indirect effects are both significant and point in the same direction the results indicate that PSS has a complementary mediation between RT and JTI between RT and JTI. Similarly, for the second subfactor of PSS, the indirect path RT -> PSF -> JTI was found significant (β= -0.034, t=1.967, p=0.049). Since the direct effect of RT on JTI was also negative, it is concluded that the second subfactor of PSS also has a complementary mediation between RT and JTI. Moreover, the study results also found that WE plays a mediating role in the effect of RT and SA as sub-dimensions of Authentic leadership on JTI. Specific indirect effcet of RT -> WE -> JTI was significant (β= -0.220, t=5.600, p=0.000). In the same way, the indirect effect for SA->WE->JTI was also significant (β= -0.103, t=3.342, p=0.001). When we checked the direct effects for both relationships it was revealed that the direct effect of RT on JTI was also significant and in the same direction (β= -0.137, t=2.595, p=0.009). Hence it was identified that WE has a complementary mediation between RT and JTI. As to the direct effect of SA on JTI, it was revealed that there is no direct effect between them (β= -0.067, t=1.274, p=0.203). Since the indirect effect was significant but the direct effect was not the results indicate full mediation (Zhao, Lynch, and Chen; 2010). The following table 8, summarizes the mediation analysis results.

Table 8. Mediation Analysis Results

Hypothesis	Relationships	Original sample (O)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Results
H6a	BP -> PS -> JTI	-0.014	0.009	1.578	0.115	Rejected
H6b	BP -> PSISP -> JTI	-0.016	0.010	1.600	0.110	Rejected
H6c	IMP -> PS -> JTI	0.021	0.011	1.948	0.052	Rejected
H6d	IMP -> PSISP -> JTI	-0.001	0.007	0.099	0.921	Rejected
H6e	RT -> PS -> JTI	-0.059	0.022	2.743	**0.006**	Accepted
H6f	RT -> PSISP -> JTI	-0.034	0.017	1.967	**0.049**	Accepted
H6g	SA -> PS -> JTI	-0.020	0.012	1.696	0.090	Rejected
H6h	SA -> PSISP -> JTI	-0.005	0.008	0.679	0.497	Rejected
H7a	BP -> WE -> JTI	-0.050	0.026	1.912	0.056	Rejected
H7b	IMP -> WE -> JTI	0.000	0.028	0.007	0.994	Rejected
H7c	RT -> WE -> JTI	-0.220	0.039	5.600	**0.000**	Accepted
H7d	SA -> WE -> JTI	-0.103	0.031	3.342	**0.001**	Accepted

Note: BP= Balanced Processing, PS=Perceived Stress, PSISP= Perceived Stress Inadequate self-efficacy perception, JTI= Job Turnover Intention, WE= Work Engagement, IMP= Internalized Moral Perspective, SA= Self Awareness, RT= Relational Transparency

After assessing the path coefficients and the significance values of the research model, it was examined the explanatory power and predictive power for the next step. The distribution of prediction errors in the model was then looked at. They were symmetrically distributed, as was discovered. As a result, it was compared the root mean square error (RMSE) values obtained for PLS-SEM with the LM benchmark. Table xx makes it clear that most of the indicators in the PLS-SEM analysis have RMSE values that yield reduced prediction errors compared to the LM, suggesting that our model has a medium level of predictive capacity (Shmueli et al., 2019). The model's explanatory power was assessed with the help of R2. In the model, it was observed that exogenous variables explained 0.372 of and 0.353 of stress dimensions 0.566 of work engagement, and 0.653 of turnover intention which indicates substantial explanatory power based on Chin (1998).

Table 9. Predict Power

Items	Q^2predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
PS3R	0.220	0.679	0.530	0.689	0.539
PS4R	0.139	0.752	0.598	0.754	0.607
PS5	0.224	0.859	0.677	0.873	0.685
PS6R	0.234	0.662	0.499	0.671	0.501
PS9R	0.151	0.825	0.648	0.839	0.664
PS1	0.130	1.095	0.942	1.082	0.926
PS10R	0.276	0.891	0.697	0.853	0.673
PS2	0.194	0.782	0.643	0.787	0.638
PS8	0.175	0.928	0.746	0.921	0.736
TO1	0.385	1.570	1.279	1.551	1.238
TO2	0.451	1.448	1.123	1.465	1.128

TO 3	0.463	1.460	1.121	1.461	1.108
WE 1	0.416	0.902	0.681	0.904	0.677
WE 2	0.368	1.093	0.828	1.060	0.785
WE 3	0.509	0.923	0.705	0.937	0.706
WE 4	0.495	1.016	0.793	1.021	0.789
WE 5	0.450	1.066	0.779	1.078	0.789
WE 6	0.360	1.104	0.860	1.094	0.851
WE 7	0.388	1.045	0.812	1.052	0.813
WE 8	0.416	0.929	0.715	0.930	0.724

4.3. Summary of the Findings

Table 10. The summary of the hypotheses' Results

1	**There is a relationship between Authentic leadership and Perceived Stress**			
1a	There is a relationship between authentic leadership's BP and PSISP	Accepted		Partially accepted
1b	There is a relationship between authentic leadership's BP and PSS		Rejected	
1c	There is a relationship between authentic leadership's IMP and PSISP (note:+)		Rejected	
1d	There is a relationship between authentic leadership's IMP and PSS	Accepted		

1e	There is a relationship between authentic leadership's RT and PSISP			
1f	There is a relationship between authentic leadership's RT and PSS	Accepted		
1g	There is a relationship between authentic leadership's SA and PSISP	Accepted		
1h	There is a relationship between authentic leadership's SA and PSS		Rejected	
2	**There is a relationship between authentic leadership and work engagement**			
2a	There is a relationship between authentic leadership's BP and work engagement		Rejected	Partially accepted
2b	There is a relationship between authentic leadership's IMP and work engagement		Rejected	
2c	There is a relationship between authentic leadership's SA and work engagement	Accepted		
2d	There is a relationship between authentic leadership's RT and work engagement	Accepted		
3	**There is a relationship between perceived stress and JTI**			Accepted
3a	There is a relationship between PSISP and JTI	Accepted		
3b	There is a relationship between PSS and JTI	Accepted		
4	**There is a relationship between work engagement and JTI**			Accepted
5	**There is a relationship between authentic leadership and JTI**			
5a	There is a relationship between authentic leadership's BP and JTI		Rejected	Partially

				acc epted
5b	There is a relationship between authentic leadership's IMP and JTI		R ejected	
5c	There is a relationship between authentic leadership's RT and JTI	Ac cepted		
5d	There is a relationship between authentic leadership's SA and JTI		R ejected	
6	**Perceived stress has a mediating role between authentic leadership and JTI**			
6a	PSISP has a mediating role between authentic leadership's BP and JTI		R ejected	Par tially accepted
6b	PSS has a mediating role between authentic leadership's BP and JTI		R ejected	
6c	PSISP has a mediating role between authentic leadership's IMP and JTI		R ejected	
6d	PSS has a mediating role between authentic leadership's IMP and JTI			
6e	PSISP has a mediating role between authentic leadership's RT and JTI	Ac cepted		Par tially accepted
6f	PSS has a mediating role between authentic leadership's RT and JTI	Ac cepted		
6g	PSISP has a mediating role between authentic leadership's SA and JTI		R ejected	
6h	PSS has a mediating role between authentic leadership's SA and JTI		R ejected	
7	**Work engagement has a mediating role between authentic leadership and JTI**			Par tially accepted
7e	Work engagement has a mediating role between authentic leadership's SA and JTI	Ac cepted		
7f	Work engagement has a mediating role between authentic leadership's BP and JTI		R ejected	

7g	Work engagement has a mediating role between authentic leadership's IMP and JTI		Rejected	
7h	Work engagement has a mediating role between authentic leadership's RT and JTI	Accepted		

Note: BP= Balanced Processing, PS=Perceived Stress, PSISP= Perceived Stress Inadequate self-efficacy perception, JTI= Job Turnover Intention, WE= Work Engagement, IMP= Internalized Moral Perspective, SA= Self Awareness, RT= Relational Transparency

DISCUSSION AND CONCLUSION

This research highlights the critical importance of authentic leadership in influencing workers' sense of stress, degree of work engagement, and desire to quit their jobs. The association between authentic leadership and perceived stress suggests that leaders who demonstrate authenticity can create a supportive work environment that lowers stress. This discovery is consistent with previous research that emphasises the importance of leadership in fostering the welfare of workers (Avolio & Gardner, 2005; Walumbwa et al., 2008). Each of the several elements of authentic leadership, such as balanced processing, internalised moral perspective, relational transparency, and self-awareness, contributes to reducing the feeling of stress. Leaders who demonstrate openness, self-awareness, ethical principles, and a willingness to consider other viewpoints may significantly decrease stress levels among their teams (Gardner et al., 2005).

Adopting balanced processing enables leaders to impartially examine material and consider many perspectives before making choices. This promotes an atmosphere of equity and reduces tension among workers who see that their concerns are acknowledged and appreciated. A leader's internalised moral viewpoint guarantees that they behave following their deeply ingrained principles, fostering trust and stability within the organisation. Relational transparency is the open and honest exchange of information, as well as the expression of genuine ideas and emotions. This practice helps to build trust and minimise uncertainties that may lead to stress in the workplace. Finally, self-awareness empowers leaders to comprehend their strengths, shortcomings, and the consequences of their actions on others, enabling them to lead more effectively and empathetically.

The association between authentic leadership and work engagement indicates that authentic leaders enhance workers' emotional and psychological dedication to their work. This finding aligns with theories that suggest that genuine and transparent leadership fosters a workforce that is more engaged and motivated (Bamford et al., 2013). Authentic leaders foster engagement by instilling a feeling of purpose and significance in work. This may be accomplished by effectively communicating the organization's mission and values, and by genuinely acknowledging workers' accomplishments. This involvement not only improves work happiness but also increases overall productivity and creativity inside the organisation.

The association between perceived stress and job turnover suggests that stress has an adverse impact on employee retention. Increased levels of stress may lead to burnout and higher rates of employee turnover, emphasising the need for stress reduction approaches in organisational settings (Maslach et al., 2001). Organisations can adopt diverse stress management initiatives, including facilitating access to mental health resources, advocating for work-life balance through flexible scheduling, and cultivating a supportive culture that encourages employees to openly address their stressors without apprehension of stigma or consequences.

The negative connection between work engagement and job turnover intention suggests that workers with high levels of engagement are less likely to quit the organisation. This emphasises the need of fostering engagement by developing leadership and meaningful assignments (Schaufeli & Bakker, 2004). Employees who are engaged in their work often have elevated levels of job

satisfaction, loyalty, and organisational citizenship behaviours. These factors help to fostering a healthy organisational culture and reducing turnover rates. Authentic leadership is crucial in fostering work engagement by empowering them, acknowledging their accomplishments, and offering chances for professional advancement and progress.

Authentic leadership has a negative impact on job turnover intention, indicating that it might enhance staff retention. Leaders that are authentic and principled not only reduce stress but also increase engagement, resulting in lower turnover intentions (Leroy et al., 2015). Authentic leaders create an atmosphere characterised by trust, respect, and ethical conduct, so establishing a workplace that fosters employee appreciation and enhances long-term commitment. The organisation benefits from this stability since it mitigates the expenses related to excessive employee turnover, such as recruiting, training, and loss of institutional knowledge.

Organisations should dedicate resources to developing authentic leadership qualities in their leaders. Training programmes that give primary importance to fostering self-awareness, ethical decision-making, and honest communication may help establish a work atmosphere that is more supportive and engaging (Ilies et al., 2005). These programmes may include courses on emotional intelligence, leadership coaching, and avenues for leaders to get feedback from their peers and subordinates. In addition, mentorship programmes may assist young leaders in acquiring knowledge from seasoned leaders who embody genuine leadership.

Introducing stress management initiatives and activities focused on improving work engagement might also help decrease turnover rates. Stress management activities include the implementation of wellness programmes, the encouragement of physical exercise, and the provision of tools for mindfulness and relaxation methods. Methods to increase involvement might include activities that promote collaboration, chances for career advancement, and fostering an environment that encourages ongoing communication and acknowledgment.

The research provides convincing evidence that genuine leadership has a substantial influence on crucial organisational outcomes, such as perceived stress, work engagement, and job turnover intention. Organisations may boost their performance and promote employee wellbeing by fostering authentic leadership, which creates a work environment that is supportive, engaging, and safe (Avolio & Walumbwa, 2014). Further investigation is needed to uncover the processes by which genuine leadership affects these outcomes. Additionally, it is important to study the possible moderating impacts of various organisational settings and personnel characteristics.

To summarise, the results emphasise the need to promote authentic leadership inside organisations. Organisations may achieve a supportive and engaging work environment, as well as promote organisational success, by giving priority to the development of genuine leadership attributes. Authentic leaders, by using a transparent, ethical, and compassionate approach, have the ability to effectively decrease stress levels, enhance engagement, and enhance retention rates, so making a valuable contribution to establishing a more stable and productive workforce. Organisations that prioritise the cultivation of genuine leadership are likely to experience the advantages of a dedicated, content, and high-achieving team, eventually resulting in long-term organisational expansion and competitiveness.

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APPENDICES

Authentic Leadership Scale

Please use the scale below to indicate to what extent each statement applies to your manager/supervisor by marking (X).

Item No	Authentic Leadership Scale	My Leader	Never	Very Rarely	Occasionally	Often	Always
1	Says exactly what he/she means.						
2	Admits mistakes when they are made.						
3	Encourages everyone to speak their mind.						
4	Tells people the hard truth.						
5	Displays emotions exactly in line with feelings.						
6	Acts consistently with his/her beliefs.						
7	Makes decisions based on core values.						
8	Encourages others to stand up for what they believe in.						
9	Makes difficult decisions based on high moral standards.						
10	Insists on expressing opinions even when they are unpopular.						
11	Analyses relevant data before making a decision.						
12	Listens carefully to different points of view before coming to conclusions.						
13	Seeks feedback to improve interactions with others.						
14	Knows how others assess his/her capabilities.						
15	Knows when it is time to reevaluate important issues.						
16	Understands how specific actions impact others and make this known to them.						

Job Turnover Intention Scale

Please indicate your level of agreement with each of the following statements by marking (X).

Item No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I often think about quitting my job.					
2	I will probably look for a new job in the next year.					
3	I intend to leave my current job in the near future.					
4	If I could, I would quit my job today.					
5	I am actively looking for a job outside my current organization.					
6	I frequently think about finding a new job.					
7	I am planning to search for a new job during the next few months.					
8	I do not see myself working here much longer.					

Work & Well-being Survey (UWES) ©

The following 9 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the "0" (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

1. _____ At my work, I feel bursting with energy
2. _____ At my job, I feel strong and vigorous
3. _____ I am enthusiastic about my job
4. _____ My job inspires me
5. _____ When I get up in the morning, I feel like going to work
6. _____ I feel happy when I am working intensely
7. _____ I am proud of the work that I do
8. _____ I am immersed in my work
9. _____ I get carried away when I'm working

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Perceived Stress Scale

A more precise measure of personal stress can be determined by using a variety of instruments that have been designed to help measure individual stress levels. The first of these is called the **Perceived Stress Scale**.

The Perceived Stress Scale (PSS) is a classic stress assessment instrument. The tool, while originally developed in 1983, remains a popular choice for helping us understand how different situations affectour feelings and our perceived stress. The questions in this scale ask about your feelings and thoughtsduring the last month. In each case, you will be asked to indicate how often you felt or thought a certain way. Although some of the questions are similar, there are differences between them and you shouldtreat each one as a separate question. The best approach is to answer fairly quickly. That is, don't try tocount up the number of times you felt a particular way; rather indicate the alternative that seems likea reasonable estimate.

For each question choose from the following alternatives:
0 - never 1 - almost never 2 - sometimes 3 - fairly often 4 - very often

l. In the last month, how often have you been upset because of something that happened unexpectedly?

_____ 2. In the last month, how often have you felt that you were unable to control theimportant things in your life?

_____ 3. In the last month, how often have you felt nervous and stressed?

_____ 4. In the last month, how often have you felt confident about your ability to handle your personal problems?

_____ 5. In the last month, how often have you felt that things were going your way?

_____ 6. In the last month, how often have you found that you could not cope with all the things that you had to do?

_____ 7. In the last month, how often have you been able to control irritations inyour life?

_____ 8. In the last month, how often have you felt that you were on top of things?

_____ 9. In the last month, how often have you been angered because of things thathappened that were outside of your control?

_____ 10. In the last month, how often have you felt difficulties were piling up so high that you could not overcome them?

You can determine your PSS score by following these directions:

- First, reverse your scores for questions 4, 5, 7, and 8. On these 4 questions, change the scores likethis:

  0 = 4, 1 = 3, 2 = 2, 3 = 1, 4 = 0.

- Now add up your scores for each item to get a total. **My total score is.**

- Individual scores on the PSS can range from 0 to 40 with higher scores indicating higher perceivedstress.
  - Scores ranging from 0-13 would be considered low stress.
  - Scores ranging from 14-26 would be considered moderate stress.
  - Scores ranging from 27-40 would be considered high perceived stress.

The Perceived Stress Scale is interesting and important because your perception of what is happening in your life is most important. Consider the idea that two individuals could have the exact same eventsand experiences in their lives for the past month. Depending on their perception, total score could putone of those individuals in the low stress category and the total score could put the second person inthe high stress category.

***Disclaimer**: The scores on the following self-assessment do not reflect any particular diagnosis or course of treatment. They are meant as a tool to help assess your level of stress. If you have any further concerns about your current wellbeing, you may contact EAP and talk confidentially to one of our specialists.*

T.C.
İSTANBUL GELİŞİM ÜNİVERSİTESİ REKTÖRLÜĞÜ
Etik Kurul Başkanlığı

ETİK KURUL KARAR ÖRNEĞİ

Toplantı No	Toplantı Tarihi	Toplantı Saati	Toplantı Yeri
2024 – 02	09.02.2024	14.00	Online

KARAR NO: 2024-02-127: Lisansüstü Eğitim Enstitüsü, İşletme (İngilizce) Tezli Yüksek Lisans programı 221432173 numaralı SARA ZAHEDI' nın "The Effect of Authentic Leadership on Turnover Intention, Work Engagement and Work Stress: A Study in Hotels in Turkey" konulu çalışması hakkında yapacağı anket sorularının, etik kurallara uygun olup olmadığını tespit etmek üzere, İGÜ Etik Kurulumuzun 22.09.2023 tarih ve 2023-07 sayılı toplantısında, İGÜ Etik Kurul Yönergesinin 12(1) maddesine göre değerlendirme yapmak üzere görevlendirilen öğretim elemanlarının raporları incelenmiş olup, ilgili çalışmada yer alan bilimsel araştırmanın etik kurallara uygun olduğuna oy birliği ile karar verildi.

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