

The Impact of Authentic Leadership on Organizational Commitment in Egyptian Travel companies

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Abstract:

Researchers in organizational behavior have been long interested in exploring how employees' perceptions of their leaders influence their thoughts and behaviors related to work. The present study examines the effect of authentic leadership style on organizational commitment in travel agents and the relationship between them. The study data is collected using questionnaires distributed among by 436 employees working in travel agents. The questionnaires have been designed to measure authentic leadership behavior and organizational commitment. To analyze the study data and test hypothesis, the researcher used statistical programs, namely SPSS V. 24, AMOS V.21. The results of this study indicate that authentic leadership is positively related to organizational commitment. Finally, this study discusses managerial implications of results, introduces recommendations, and presents suggestions for future research.

Keywords: Authentic Leadership, Authentic, Organizational Commitment, Travel Agents, Employees, Managers

1. Introduction

Today's global business environment witnesses rapid changes, ethical meltdowns, and organizations face various challenging and severe problems, which represent increasingly evident that organizations need a new different kind of business leaders in the 21st century. Specifically, organizations need leaders who lead with purpose, have strong values and integrity, able to create enduring organizations, and motivate their employees to provide better customer service (Wang & Hsieh, 2013, Al-Romeedy, 2019). In recent years, the focus on the topic of authentic leadership has gradually increased in both practical and academic fields. Some studies such as Ausar et al. (2016), Rego et al. (2016) and Lee et al. (2019) pointed to the influence of leadership on organizational commitment. Therefore, it is natural that organizations turn to leadership and the leader's role as a way of finding the desired organizational context of optimism (Luthans & Avolio, 2003).

Trofimov et al. (2017) defined organizational commitment as the emotional attachment to, identification with, and involvement in, the organization. Albashiti et al. (2017) stated that prior research argued the influence of leadership on organizational commitment, which emphasizes one of the strategies followed by some organizations, including testing and implementing new types of leadership. This is the case of authentic leadership that positively influences individuals' commitment .

Authentic leadership is characterized by being transparent, principled, and sincere with others, besides acting in accordance with their values, beliefs, and opinions, and maintaining an authentic and genuine relationship. This means that the higher the level of perceived authenticity, the more committed individuals are to achieving goals objectives (Rego et al., 2016). Some researchers agree that organizational commitment not only assists in the decrease of perceived levels of occupational stress, but also brings about organizational and financial success through an increasing in employee motivation. Consequently, disengaged employees tend to distance themselves from their work roles and to withdraw cognitively from the current work situation (Beukes & Botha, 2013). The aim of this research is to present recommendations about the effects of authentic leadership on organizational commitment in the Egyptian travel agents, decision makers and academicians

2. Literature Review

2.1. Authentic Leadership

2.1.1 Authentic Leadership Concept

Authentic leadership is especially important in today's society due to the decrease in ethical leadership represented in countless high-profile cases involving major corporations (Agistiawati et al., 2020). According to Walumbwa et al.(2010) the more leaders are seen as authentic, the more employees identify with them and feel psychologically empowered, the more engaged in their roles and demonstrate more citizenship-rated behaviors. In addition, Novitasari et al. (2020, p.4) states that authentic leadership is" a combination of transformational leadership and ethic leadership, where an authentic leader behaves according to a particular belief to get credibility and employee's trust, and build a work team".

Authentic leadership has not been considered as a panacea for corruption and greed but rather as a positive leadership model that emphasizes integrity, honesty, ethical and moral behavior (Tourish, 2019).

Consequently, leaders in the early 21st century have the daunting task of making decisions in a business, political, and organizational environment of distrust and scandal, thus they are requested to advocate authentic leadership which helps in creating greater positive long-term outcomes for leaders, their employees, and their organizations. Authentic leadership is not a new phenomenon, but now, leaders must lead with integrity, honesty, ethical and moral behavior. Therefore, leaders who are true to themselves can then, be true to others (Covelli & Mason,2017).

2.1.2 Authentic Leadership Dimensions

Authentic leadership style involves four dimensions: self-awareness, relational transparency, balanced processing, and internalized moral perspective (Neider & Schriesheim, 2011). According to Azanza et al. (2015) and Oh (2017) self-awareness reflects leaders' identification of their own strengths and weaknesses in addition to their effect on their employees' thoughts and behaviors; while relational transparency refers to

leaders' expressing and openly sharing thoughts, motives and information with others. Balanced processing reflects leaders' readiness and capabilities to consider all information, alternatives, and scenarios before making decisions; and finally, the internalized moral perspective reflects leaders' orientation to be limited and guided by sound ethical values in face of all expected pressure and/or situations(Alvesson, 2020).

2.1.3. Authentic Leadership in Travel Agencies

Authentic leadership has not received much attention in the travel agencies literature. However, honest, trustworthy, and cooperative leaders are extremely important for effective functioning in service organizations such as travel agencies in order to create a unique customer experience.

Employees have to perform tasks that need high levels of interdependence, cooperation, and information sharing to deliver good customer service and improve service recovery efforts (Megeirhi, 2017).

Authentic leadership fosters trusting relationships and employees who can try out innovative and new ways of doing things due to the dynamic nature of the tourism industry as every customer's demand, desires, and satisfaction levels are different (Gatling et al., 2016).

Liu et al. (2014) assert that the concept of authentic leadership plays an important role in motivating employees in terms of going beyond the call of duty to serve customer in the best possible way. The level of emotional intelligence to cope with customer's aggressive and rude behavior is paramount for employees to have, and authentic leadership is found to be most effective way in enhancing emotional stability and intelligence of employees(Wu et al., 2016).

2.2. Organizational Commitment

2.2.1. Organizational Commitment Definition

There are very few consensuses about the meaning and the concept of organizational commitment. Along which the growth and development of the field, researchers from various disciplines have interpreted the subject in their own way, so the difficulty in understanding the structure has gradually increased (Ribeiro et al., 2020). Yildiz (2018, p. 103) stated that the definition of organizational commitment is" The nature of the relationship of a member with the whole system; the process of bringing the purposes of the organization in conformity with the purposes of the individual or integration process; an orientation or attitude that connects individual's identity to the organization; a structural phenomenon resulting from individual-organizational processes and changes in side bets or investments over time".

2.2.2. Organizational Commitment Dimensions

According to Jaros and Culpepper (2014) the level of organizational commitment of employees has been long considered a fundamental element to achieve better performance in private entities, greater efficiency, and effectiveness in providing services to society in public organizations, so there are some dimensions to achieve better performance

The first element of the organizational commitment model is the affective commitment dimension. It refers to the employee's emotional attachment to the organization. Therefore, authoritative individuals with no emotional attachment to the organization keep working for it as long as they need to. On the other hand, individuals who are submitted on an emotional level remain with the organization since they see their

own business relationship as compatible with the objectives and estimations of the organization (Keskes, 2014).

The second element of the organizational commitment model according to Jaros and Culpepper (2014) is the duration commitment dimension. They have defined duration commitment as “attention to the expenses related with leaving the association”. It is calculative in nature and based on the person's insight or weighing of expenses and dangers related with leaving the current organization. The employees whose main connect to the organization is based on duration responsibility remain because they have to do that. This clarifies the distinction between duration and emotional commitment. The last involves that people remain in the organization because they want to. In contrast, with regard to duration commitment, the person's relationship with the organization depends on an evaluation of the monetary advantages picked up.

The third element of the organizational commitment model is the normative commitment Dimension. It is defined as a sensation of commitment to proceed with business. Accordingly, disguised standardizing convictions of obligation and commitment make people obliged to support participation in the organization (Al-Jabari & Ghazzawi, 2019). Employees with standardizing responsibility feel that they should stay with the organization. Employees stay since they ought to do as such or it is the legitimate activity (Martini et al., 2018). The think of that ethically as an option to remain in the organization, paying little mind to how much status improvement or fulfillment the organization gives to them on the long term. Thus, the strength of standardizing responsibility is influenced by acknowledged guidelines about equal commitment between the organization and its individuals (García-Almeida et al., 2015).

2.2.3. Organizational Commitment in Travel Agencies

Organization commitment is very important in tourism sector. In any travel agents working globally and on national level need support and positive work behaviors from their employees for success and for generating profit. Support from employees working at workplaces is through their positive work behaviors like psychological attachment, organizational commitment and work alienation. These are positive supportive behaviors of employees called organizational citizenship behaviors (Nikpour, 2017). We can say that, employees in travel agencies have a dual role, on one hand as service providers for end customers, and on the other hand as service providers for internal customers who receive services from other organizational units or employees. Therefore, commitment of employees is a prerequisite for the successful condition of quality services to end customers (Maharani et al., 2020).

Highly satisfied employees in travel agencies offer high level of service quality to final customers and this is due to their commitment toward their work (Hefny, 2020). More precisely, understanding the correlation between internal service quality, employee satisfaction and organizational commitment is especially important in hospitality and tourism, which depends on employees, human resources and direct contact with customers (Yeshanew & Kaur, 2018).

2.3. The Relationship between Authentic Leadership and Organizational Commitment.

Organizational commitment is predictive of the behavior of employees in the organization to which they belong, indicating how they position themselves and are connected to it. This has an influence on performance and absenteeism (Kiersch, 2012; Hlongwane, 2016).

Peus et al (2012), reported that each dimension of the organizational commitment model has a history that explains individuals' connection to the organization. Thus, affective commitment is associated with personal characteristics, such as perceived competence, age (as employees grow older, they have fewer job opportunities and increase their investments), educational attainment (there is a negative relationship with this dimension since it is related to the possibility of more alternative employment) .

However, some authors such as Herlina et al. (2016) clarified that the professional features of this dimension, such as seniority in the organization, which is related to organizational dependence, job satisfaction and professional experience are associated to a greater sense of responsibility that leads to greater commitment. Finally, the background of normative commitment is related to social experiences from the employee's relationship with the organization.

Furthermore, given these studies of (Ilies et al., 2005; Rego et al., 2016) stated that authentic leadership is directly related to increased organizational commitment (in particular the affective dimension) due to the behavioral pattern of the authentic leader, because it can positively affect the behaviors and attitudes of employees, developing commitment, organizational citizenship behaviors and performance . This causes employees to feel more committed to achieving the goals and objectives that have been set, given their degree of perceived authenticity (Kernis& Goldman,2006).

Authentic leaders are transparent in showing their feelings and emotions toward employees; on the other hand they try to control all emotions to decrease unsuitable and devastating behavior between employees which represent negative behavior on the organization. The organizational commitment predicts the behavior of the organizational employees; with which they belong to, and relate to that organization. It has an impact on performance and absenteeism (Zhou et al.,2014).Thus, the correlation between authentic leadership and affective commitment is positive. This result is in line with Ribeiro et al. (2018), Semedo et al. (2019) and Semedo et al. (2016) who reveal that there is a significant and positive link between authentic leadership and affective commitment.

Based on the above mentioned, the study proposed the following hypothesis: Authentic leadership affects organizational commitment in Egyptian travel agents.

3. Methodology

3.1. Questionnaire design

Questionnaire was designed in order to collect some statistical data about the characteristics of the respondents, authentic leadership and organizational commitment. The questions included in the questionnaire were derived from a comprehensive literature review that previously reported. It was comprised of closed questions that give respondents a fixed set of alternatives from which to choose their answer (Bryman, 2008). The questionnaire used in this study was consists of three sections. Section A: Demographic and functional information: The questions included five items are gender, age, education level, job position and experience. Section B: Authentic leadership: This section assess the level of adopting authentic leadership in travel agents category A according to 16 items, which were developed based on Wu and Chen (2019). This part was divided into four dimension: (1) self – awareness (4 items), (2) balanced processing (3 items), (3) internalized moral perspective (4 items), and (4) relational transparency (5 items). Section C: Organizational commitment: This section assess the level of

organizational commitment in travel agents category A according to 24 items, which were developed based on Meyer et al. (1993) and LaMastro (1999). This part was divided into three dimension: (1) affective commitment (8 items), (2) continuance commitment (8 items), and (3) normative commitment (8 items).

3.2. Population and Sampling Technique

In this research, the population is employees in travel agents – category (A) - in Cairo. The target population of this study is employees in travel companies, category (A) in Egypt. This because of the size of the population and its distribution in several governorates, this research has selected travel companies located only in Great Cairo (Cairo, Giza, and Qalubia). Altinay and Paraskevas (2008) mentioned that, in random sampling technique, all members of the population have the same chance of being selected in the sample. Thus, the chosen technique for sampling in this study was simple random technique. According to the Egyptian Ministry of Tourism and Antiquities (2020), there are (1254) travel agents – category A - in Cairo, with approximately (20000) employees. According to Saunders et al. (2009) if the population size is between 10000-100000 with 5% of margin of error, the sample size is between (370-383) (adjusted minimum sample size).

Questionnaires were distributed electronically and in a hard copy to employees in these travel agents by the researcher during the period from (May 2021 to September) 2021. Each questionnaire was attached to a covering letter indicating the purpose of the study and the importance of the participant’s involvement. The covering letter also confirmed the confidentiality and anonymity of data collection and that it is used for research purpose. To preserve anonymity, no name lists and ID numbers were required and no names or personal addresses were asked for. They were given clear instructions on how to answer the questionnaire and to confirm that all questions were answered within 7 days. After the agreed time period, the researcher collected questionnaires. (467) questionnaires were collected from (527) questionnaires distributed, while (436) were valid, and 31 were incomplete. Therefore, incomplete (31) questionnaires were excluded from analysis. Table (1) depicts the distributed, collected, valid and invalid questionnaires.

Table (1) The distributed, collected, valid and invalid questionnaires

Distributed	Collected	Valid	invalid
527	467	436	31
100%	88.6%	93.4%	6.6%

3.3. Pilot Study

The first sample is from members from the Faculty of Tourism and Hotels (6 members) and faculty of commerce (5members). These academic members were chosen because they are familiar with the research topic and considered to have experience in survey design, analysis, and administration. They were asked to participate in the pilot test to check the question type and order, and to identify any potential issues with survey and analysis. Respondents were also asked to provide feedback on the sequencing, relevance and readability of the questions in the questionnaire, this feedback received was used to redraft the survey before final administration. This pilot test was conducted by the researcher using online survey. They indicated that the items were clearly formulated and

related to the study variables. The questionnaire is related to the objectives and hypotheses of the study. Thus the questionnaire was distributed as designed. The second sample is from final respondents: employees in travel agency – category (A) - who agreed to participate in the pilot study. 50 questionnaires were distributed to employees, and 45 were retrieved, of which 42 (42%) were valid for analysis, and 3 were not valid for analysis.

3.4.Constructs’ Reliability

The 42 completed questionnaires were coded and entered into an (IBM SPSS Statistics) version 25 database package. Pilot studies are generally perceived as testing grounds for the reliability (internal consistency) and validity of the variable scales (Moser and Kalton, 2017). To evaluate the measurement properties, Cronbach’s alpha (α) and corrected item-total correlation were used. Item-total correlation is a method commonly used to examine the homogeneity of a scale made up of several items. It is basically the Pearson’s product moment correlation coefficient of an individual item/indicator with the scale total calculated from the remaining items (Everitt and Skrondal, 2006). Table (2) shows the corrected inter-item correlations for the study variables.

Table (2) Cronbach’s alpha for the study variables

Items	Cronbach's Alpha
Authentic leadership in travel agents (16 items)	0.890
A- Self-Awareness	0.729
B- Balanced Processing	0.814
C- Internalized Moral Perspective	0.715
D- Relational Transparency	0.803
Organizational commitment in travel agents (24 items)	.0863
A- Affective commitment	0.805
B- Continuance Commitment	0.735
C- Normative Commitment	0.728

Table (2) indicates that the Cronbach’s alpha for the authentic leadership variable is 0.890. Moreover, the Cronbach’s alpha for the organizational commitment variable is 0.863. This Cronbach’s alpha is very good and above the advocated threshold of 0.7. Thus, it can be concluded that the three variables employed in this study have sufficient reliability.

3.5. Data Analysis

To analyze the study data and test hypotheses, the researcher used statistical programs, namely (SPSS V. 24, AMOS V.21). The following statistical tests were used:

- 1- Reliability Test: it was used to measure the reliability of the study tool.
- 2- Frequencies, percentages, means and standard deviation: to describe the characteristics of the sample, and to determine the responses of the sample members towards all the axes of the study tool.
- 3- Pearson Correlation Coefficient: this is to determine the strength and direction of the relationship between the study variables.

- 4- Model Fit: assessing the goodness of fit for the model is one of the most important statistical tests that contribute to ensuring the validity of the model's processes and to what extent this model fits the data. In this context, there are many indicators by which it is possible to judge the extent to which the study model fits the sample data as shown in table (3).

Table (3) model fit indices ranges

Indicators	ranges
Chi-square	0- 5
Goodness of Fit Index (GFI)	More than .90
Comparative Fit Index (CFI)	More than .90
Normed Fit Index (NFI)	More than .90
Incremental Fit Index – IFI	More than .90
Tuker – Lewis Index – TLI	More than .90
Root Mean Square Error of Approximation (RMSEA)	Less than .08

Source: Hair Jr et al., 2016.

- 5- Path analysis: the path analysis aims to provide estimates of the importance of casual links between study variables through path diagrams. Path diagrams are illustrations that are drawn with arrows from the variables towards other variables to indicate the casual relationship between these variables (Stage et al., 2004). Path analysis consists of simple or multiple regression models. Therefore, it is possible to determine the casual pathway of the variables through it and also determining the mediation type for one of the variables in the model. Path analysis differs from conventional regression and is more effective, more flexible, and can be modified according to the researcher's desire (Aimran et al., 2016).

4. Results and Discussion

4.1.Validity and Reliability of the Study Instrument

The questionnaire was initially pre-tested for its validity with some employees in travel agents, in addition to, professors at tourism studies department at the faculty of Tourism and Hotels to get feedback regarding the clarity of the instructions and accuracy of the questions in the instrument. Comments and suggestions obtained from the pre-test were used for rewording the instructions and layouts of the questionnaire.

Although Cronbach's alpha was calculated for each variable and its dimensions separately, and that their values were within the permissible limits, but Cronbach alpha correlation coefficient was calculated for all scale to determine the internal consistency of the scale. The computation of Cronbach alpha is based on the number of items on the survey and the ratio of the average inter-item covariance to the average item variance. Reliability coefficient of 0.70 or higher is considered "acceptable" in most social science research situations (MacKenzie et al., 2011). The Cronbach alpha reliability was computed and the tests indicated that the reliability coefficient for all the instrument were above 0.70. As the value of Cronbach alpha for authentic leadership and organizational commitment are 0.917 and 0.791 respectively. Thus, it can be stated that all variables

employed in this study have sufficient reliability. For this study, Cronbach alpha for two variables presents in table (4).

Table (4) Cronbach Alpha For Study Instruments

Item	Cronbach alpha						
SFS1	.815	IMP4	.809	AFF5	.784	CON8	.760
SFS2	.724	IMP	.839	AFF6	.853	CON	.826
SFS3	.795	RTR1	.866	AFF7	.870	NOR1	.725
SFS4	.716	RTR2	.798	AFF8	.825	NOR2	.819
SFS	.741	RTR3	.724	AFF	.848	NOR3	.846
BLP1	.810	RTR4	.817	CON1	.815	NOR4	.834
BLP2	.807	RTR5	.826	CON2	.818	NOR5	.854
BLP3	.764	RTR	.892	CON3	.836	NOR6	.853
BLP	.850	AFF1	.821	CON4	.838	NOR7	.806
IMP1	.756	AFF2	.871	CON5	.820	NOR8	.819
IMP2	.71	AFF3	.863	CON6	.737	NOR	.932
IMP3	.813	AFF4	.822	CON7	.792		
AUT	.917	CMM	.791				

4.1.Descriptive analysis

4.1.1.Demographic Profile of Survey Respondents

Table (5) Demographic Data of the Respondents

Variables		Frequencies	Percentage
A- Gender	Male	261	59.9
	Female	175	40.1
	Total	436	100%
B- Age	Less than 25 years	60	13.8
	From 25 to 34 years	135	31
	From 35 to 44 years	128	29.4
	From 45 to 54 years	85	19.5
	55 years and more	28	6.4
	Total	436	100%

C- Education level	Medium educational level	37	8.5
	Bachelor	357	81.9
	Diploma	21	4.8
	Master	21	4.8
	PhD	-	-
	Other	-	-
	Total	436	100%
D- Job Position	Manager	10	2.3
	Supervisor	6	1.4
	Aviation Employee	79	18.1
	Tourism Employee	72	16.5
	Religious Tourism Employee	86	19.7
	Marketing Employee	68	15.6
	Transfer Man	47	10.8
	Tour Leader	34	7.8
	Tour Operator	34	7.8
	Total	436	100%
D- Job experience	Less than 3 years	84	19.3
	From 3 to 6 years	103	23.6
	From 7 to 10 years	123	28.2
	From 11 to 14 years	110	25.2
	15 years and more	16	3.7
	Total	436	100%

Table (5) indicates that out of 436 respondents, 261 (59.9%) were male and 175 (40.1%) were female. Regarding the age of respondents, the age range from (25 to 34 years) had the greatest number of respondents by 135 respondents (31%), followed by the age range from (35 to 44) years by 128 respondents (29.4%), followed by the age bracket of (from 45 to 54 years) by 85 respondents (19.5%), then employees with age of (less than 25 years) by 60 respondents (13.8%), and finally employees with age of (55 years and more) by 28 respondents (6.4%). Table (5) also reveals that the majority of respondents (357 respondents) have a bachelor degree by 81.9%, followed by who have medium educational level by 37 respondents (9.5%), then who have a diploma degree by 21 respondents (4.8%), and finally who have a master degree by 21 respondents (4.8%). Table (5) also shows that the majority of respondents works as (religious tourism employee) (86 respondents) by 19.7%, followed by who work as (aviation employee) by

18.1% (79 respondents), then who work as (tourism employee) achieving the percent of 16.5% (72 respondents), then who work as (marketing employee) achieving the percent of 15.6% (68 respondents), followed by who work as (transfer man) by 10.8% (47 respondents), then who work as (tour leader) achieving the percent of 7.8% (34 respondents), then who work as (tour operator) by 7.8% (34 respondents), followed by who work as (manager) by 2.3% (10 respondents), and finally who work as (supervisor) achieving the percent of 1.4% (6 respondents). Finally, regarding the job experience, there are 123 respondents who have (from 7 to 10 years) job experience by 28.2%, followed employees with experience of from 11 to 14 years job experience by 110 respondents (25.2%), then employees with experience of from 3 to 6 years job experience by 103 respondents (23.6%), then who have (less than 3 years) by 84 respondents (19.3%), and finally employees with experience of 15 years and more by 16 respondents (3.7%).

4.1.2.Descriptive Statistics

Table (6) presents the descriptive statistics of the authentic leadership and organizational commitment in Egyptian travel agents.

Table (6) Descriptive Analysis of Authentic Leadership and Organizational Commitment in Travel Agents

Variables	Mean	SD
A- Self-Awareness	4.06	0.62
B- Balanced Processing	4.15	0.95
C- Internalized Moral Perspective	4.19	0.96
D- Relational Transparency	4.02	0.95
Authentic Leadership in Travel Agents	4.11	0.76
A- Affective commitment	4.07	0.97
B- Continuance Commitment	4.03	1.04
C- Normative Commitment	3.99	1.02
Organizational Commitment in Travel Agents	4.03	0.97

Table (6) processes results of descriptive analysis for the authentic leadership in travel agents. The results depicts that there is a high level of adopting authentic leadership within travel agents, as mean is 4.11 and standard deviation is 0.74. Regarding the four dimension of authentic leadership, results also reveals that, there is a high level of self-awareness, balanced processing, internalized moral perspective and relational transparency for managers and supervisors in travel agents, as these dimensions achieved means of 4.06, 4.15, 4.19 and 4.02 respectively. The highest dimension of authentic leadership is internalized moral perspective as mean value is (4.19), while the lowest dimension is relational transparency as mean value is (4.02). This result is in line with Wu and Chen (2019).

Also, table (6) shows results of descriptive analysis for the organizational commitment in travel agents. The results indicates that there is a high level of organizational commitment among employees within travel agents, as mean is 4.03 and standard deviation is 0.97. this result is consistent with Al-Romeedy (2017) who confirm that there is a high level of

organizational commitment in Egyptian travel agents. Regarding the three dimension of organizational commitment, results also reveals that, there is a high level of affective commitment, continuance commitment and normative commitment, as means are 4.07, 4.03, and 3.99 respectively. The highest dimension of organizational commitment is affective commitment as mean value is (4.07), while the lowest dimension is normative commitment as mean value is (3.99). this result is consistent with studies of Al-Romeedy (2017) and Meyer et al. (1993) which reveal that affective commitment is the highest dimension of organizational commitment, and normative commitment is lowest dimension.

4.1.3 Correlation Analysis

Table (7) Indicates The Values Of Correlation between Authentic Leadership and Organizational Commitment

	SFS	BLP	IMP	RTR	AUT	AFF	CON	NOR	CMM
SFS	1								
BLP	.474*	1							
IMP	.457*	.917*	1						
RTR	.398*	.830*	.812*	1					
AUT	.618	.953*	.945*	.905*	1				
AFF	.402	.825*	.824*	.924	.884*	1			
CON	.402	.764	.748*	.875	.826	.925	1		
NOR	.389	.769	.753	.859	.822*	.889*	.875*	1	
CMM	.412*	.814*	.802*	.918*	.874*	.971*	.968	.955	1

AUT: Authentic Leadership, SFS: Self-Awareness, BLP: Balanced Processing, IMP: Internalized Moral Perspective, RTR: Relational Transparency, AFF: Affective commitment, CON: Continuance Commitment, NOR: Normative Commitment, CMM: Organizational Commitment

*** The correlation is significant at the (0.05) level**

The results in table (7) indicates that the sig. value is less than .05 which mean there is a statistical significant correlation between authentic leadership and organizational commitment. Table also shows that correlation coefficient value is .874, which means that the correlation between authentic leadership and organizational commitment is positive. Additionally, the strongest relationship is between authentic leadership and affective commitment, while the weakest relationship is between authentic leadership and normative commitment. This result is consistent with studies of Ausar et al. (2016), Rego et al. (2016) and Lee et al. (2019) who confirm the significant and positive relationship between authentic leadership and organizational commitment.

5.Path analysis

5.1.Path Analysis for the Effect of Authentic Leadership on Organizational Commitment

Table (8) indicates that $X^2/df = 2.394$, CFI= .926, GFI= .924, NFI= .923, IFI= .926, TLI= .908, and RMSEA= .007. Through all these indicators, it becomes clear that the proposed model fitted the sample data.

Table (8) Model Fit for the Effect Of From Authentic Leadership On Organizational Commitment

Indicators	Value
χ^2/df	2.394
Comparative Fit Index – CFI	.926
The Goodness of Fit Index – GFI	.924
Normative Fit Index – NFI	.923
Incremental Fit Index – IFI	.926
Tuker – Lewis Index – TLI	.908
Root Mean Square Error of Approximation – RMSEA	.007

Table (8) and figure (2) present the path analysis from authentic leadership to organizational commitment.

Table (8) Path Analysis for the Effect Of Authentic Leadership On Organizational Commitment

	Estimate	S.E	C.R	Sig
Authentic leadership --->organizational commitment	.956	.315	3.035	.000

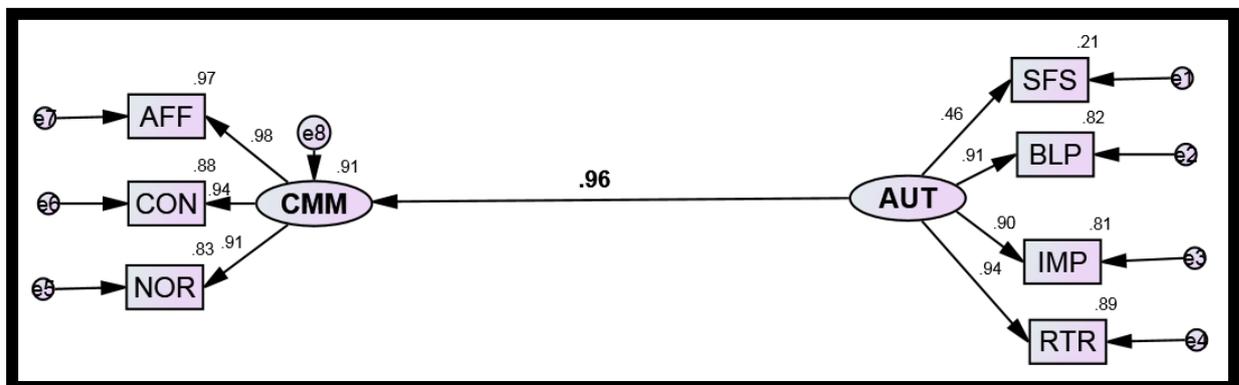


Figure (2) Path Analysis for the Effect Of Authentic Leadership On Organizational Commitment

According to table (8), the results of the structural model reveals that the value of CR was (3.035), and p value is less than 0.05. Based on this result it can be indicated that authentic leadership positively and directly affects the organizational commitment variable. The estimate value is (.956), this result explains that any increase in the independent variable (authentic leadership) by (1) is matched by an increase in the dependent variable (organizational commitment) with a value of (.956). The results also depict that the authentic leadership variable explains 91% of the variances in organizational commitment, while the remaining 9% is due to other variables.

This result is agreed with many previous studies. Drakeley (2018), Javaid et al. (2015), Hlongwane (2016) and Kiersch (2012) who illustrated that there is a positive correlation between authentic leadership and organizational commitment. Also, Peus et al. (2012)

And Herlina et al. (2016) who confirmed that authentic leadership affects positively organizational commitment. As well as, Jensen and Luthans (2006), Walumbwa et al. (2010) and Alinezhad et al. (2015) who revealed that authentic leadership is a strong predictor of organizational commitment.

6. Results and Recommendations

6.1. Results

The results indicate that there is a high level of adopting authentic leadership within travel agents, and there is a high level of self-awareness, balanced processing, internalized moral perspective and relational transparency. The highest dimension is internalized moral perspective, then balanced processing, then self-awareness, and finally relational transparency. Additionally, the results reveal that there is a high level of organizational commitment among employees within travel agents, and there is a high level of affective commitment, continuance commitment and normative commitment. The highest dimension is affective commitment, then continuance commitment and finally normative commitment.

As for the relationship between variables, the results concluded that, there is a significant and positive relationship between adopting authentic leadership in travel agent and the level affective commitment among employees in these agents. Moreover, the results depict that there is a significant and positive relationship between adopting authentic leadership in travel agent and the level continuance commitment among employees in these agents, adopting authentic leadership in travel agent and the level normative commitment among employees in these agents.

As well as, the results demonstrate that there is a significant and positive relationship between adopting authentic leadership in travel agent and the level organizational commitment among employees in these agents. Additionally, the relationship between authentic leadership and affective commitment is the strongest, then the relationship between authentic leadership and continuance commitment, and finally the relationship between authentic leadership and normative commitment. Furthermore, the result clarify that adopting authentic leadership in travel agents – category(A) – has a direct and positive impact on the level of employees' organizational commitment in these agents.

6.2. Recommendations

In order to enhance the level of organizational commitment of travel agents' employees; these agents should take the following recommendations into consideration:

- Managers should pay attention to adopting modern leadership styles such as sustainable leadership, distributed leadership, network leadership, toxic leadership, transformational leadership ... etc., which positively affect many organizational outcomes such as strategic performance, productivity, organizational effectiveness, and competitiveness.
- Managers should have high moral values and positive attitudes at work, in order to be role models for employees. Decisions within the agents should also be taken in accordance with ethical standards that achieve employee satisfaction, which is reflected in increasing their job loyalty.
- Agents should be interested in selecting managers and supervisors who possess ethical traits such as honesty, transparency and justice, as the level of commitment is affected by the ethics of managers and supervisors.

7. Future Research

This study dealt with the impact of authentic leadership on organizational commitment within Egyptian travel agents from the employees' point of view. Future research can address the evaluation of these variables, but from the point of view of managers and supervisors in these agents. Future research can also discuss the impact of adopting authentic leadership on some other organizational outcomes within travel agents such as organizational reputation, strategic flexibility, talent management, and organizational sustainability.

8. References

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