The Effect of Authentic Leadership on Organizational Cynicism A Study on Menoufia University Hospitals in Egypt

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Abstract

The objective of the research is to identify the impact of Authentic Leadership (AL) on Organizational Cynicism (OC) at Menoufia University hospitals in Egypt. The researcher adopted a sampling method to collect data for the study. The appropriate statistical methods such as Alpha Correlation Coefficient (ACC), Confirmatory Factor Analysis (CFA), Multiple Regression Analysis (MRA), were used to analyze the data and test the hypotheses.

The research has reached a number of results, the most important of which are: (1) there is a lack of understanding of the dimensions of AL (self-awareness, balanced processing, an internal moral perspective, and relational transparent) and the dimensions of OC (cognitive or belief, emotional and behavioral) in the organization, (2) There is a negative and statistically significant relationship between the dimensions of AL and OC, (3) there is an inverse relationship between AL and OC. In other words, the greater the interest on the part of the organization in applying the pattern of AL, the lower the level of OC for workers in the organization, (4) there is a statistically significant relationship between the dimensions of AL and the level of OC among employees in the organization, and (5) the dimensions of AL play a significant role in reducing the dimension of OC (cognitive or belief, emotional and behavioral) for employees in the organization.

The study referred to a number of recommendations, the most important of which are: (1) deepening understanding of the topics of AL and OC in light of a clear lack of understanding of the dimensions of AL and the dimensions of OC for employees in the organization, (2) the need to pay attention to applying the dimensions of AL, since it has an important role in reducing the level of OC for employees in the organization, (3) the managers of the organization provide material and moral support to all employees in the organization, (4) managers should instill values and self-beliefs in the employees organization through training courses, (5) managers should enjoy commitment to objectivity and impartiality when processing information related to work in the organization, (6) improving transparency in the relationships between managers and employees in the organization, (7) granting incentives for employees to express their opinions and suggestions regarding the development of work in the organization, (8) activating an information system in the organization in a manner that is able to provide information accurately and timely. Also, relying on written and clear decisions away from oral decisions in the organization, (9) the necessity of organizing efforts in order to limit the spread of the OC among employees in the organization, (10) the necessity of holding regular meetings with employees in order to identify their problems and working to solve them, (11) evaluation and continuous follow-up of the extent of the organization's commitment to employees and verification of their adequacy according to the needs and desires of employees in light of the efforts made in the organization, and (12) studying and analyzing the dimensions of OC to identify the most important of these dimensions, and trying to improve them among employees in the organization. This will lead to achieving the desired success for both employees and the organization.

Keywords: Authentic Leadership, Organizational Cynicism

1. Introduction

Authentic leadership (AL) has emerged in positive leadership research since its conceptualization in the late 1970s, and its theoretical expansion as a fundamental structure in positive leadership theory (Avolio & Gardner, 2005).

AL refers to the process that results from the interaction of positive psychological abilities with evolving organizational environments. Authentic leadership supports raising and developing positive self-awareness and positive self-control behaviors of both leaders and subordinates (Luthans & Avolio, 2003).

AL combines boldness, humility, ability and compassion. AL is able to create a sense of meaning or purpose that brings out the best in people and increases their ability to imagine and innovate (Kets de Vries, 2006).

AL has many positive meanings which include self-confidence, sincerity, credibility, merit, a sense of values and beliefs, a focus on building strengths of subordinates and the ability to create a positive and familiar organizational environment (Roberts, 2007).

A belief that is available to employees in that the organization lacks credibility and integrity leads to a state of complaint, and this type of literature on organizational behavior is called Organizational Cynicism (OC) (Dean et al., 1998; Proefschrift, 2007).

Academics have pointed to the difficult impact of OC through many negative attitudes and behaviors that harm the organization's ability to achieve its goals (Dean et al., 1998).

OC is associated with a set of negative outcomes such as job alienation, decreased performance, increased absenteeism, job fatigue, reduced job satisfaction, and organizational commitment (Thompson et al., 2000; Proefschrift, 2007).

OC is an attitude that involves unfriendliness from the organization due to a confidence that the organization lacks honesty and will always attempts to fool its employees (Nair & Kamalanabhan, 2010).

OC is an individual's negative feelings, such as disturbance, dissatisfaction and hopelessness about the staff and organization (Özler et al., 2011).

OC is an outcome of an employees' belief that organizations lack honesty. More specifically, expectations of morality, justice, and honesty are violated. Over the years, researchers have become more interested on issues relating to cynicism in the organization (Ince & Turan, 2011).

Research suggests that cynical employees are less productive (Kanter & Mirvis, 1989), have low job satisfaction and organizational commitment (Dean, et al., 1998), are less likely to cooperate with corporate change efforts (Reichers, et al., 1997) and have low morale (Premeaux & Mondy, 1986). The potential consequences of employee cynicism can include lowered productivity and low morale, which can directly translate into loss of revenue (Argyle, 1989).

The importance of AL in Egypt has not received its due share of interest. Therefore, the current study is trying to determine the impact of AL (self-awareness, balanced processing, an internal moral perspective, and relational transparent) on OC (cognitive or belief dimension, emotional dimension and behavioral dimension) at Menoufia University Hospitals in Egypt

This study is structured as follows: Section one is introductory. Section two presents the literature review. Section three presents the research model. Research questions and hypotheses are presented in section four. Section five explains the research strategy. Hypotheses testing are provided in section six. Section seven handles the empirical results. Finally, section eight presents the main recommendations of the study.

2. Literature Review

2.1. Authentic Leadership

2.1.1. Authentic Leadership Concept

AL is the process in which a leader combines both positive psychological capabilities and an evolving organizational context, which leads to the promotion and development of positive behavior on the part of leaders and employees in the organization (Luthans & Avolio, 2003).

AL is the operation and processing of self-knowledge and personal viewpoints through the organization's leader. Also, the leader tries to create a work environment characterized by mutual trust among workers, the organization and society as a whole. In addition, the leader is concerned with ethics, altruism, optimism and transparency in all dealings within the organization (Shamir & Eilam, 2005).

Al encompasses the three systems of identity, namely self-identity, leader's identity, and spiritual identity (Klenke, 2007).

AL is the ability of a leader to develop subordinates, with an emphasis on the essence of self and identity. The authentic leader has self-confidence, hope, optimism and others for the purpose of developing subordinates (Gardener et al., 2005).

AL is the leader's ability to continually demonstrate oneself through his behavior and actions and maintain a high level of integration with subordinates (Shamir & Eilam, 2005). AL is the leader's ability to

set an example to be followed because he is transparent in decision-making, cultivates hope and optimism among subordinates, and aligns his words with his actions (Avolio & Walumbwa, 2005).

2.1.2. Authentic Leadership Dimensions

The dimensions of AL are self-awareness, balanced processing, an internal moral perspective, and relational transparent (Rego et al., 2013; Lusin, 2014; Stander et al., 2015).

2.1.2.1. Self- Awareness

Self-awareness is the process by which a leader understands strengths and weaknesses by interacting with others to learn about their impressions of him, and thereby enhancing his self-confidence (Walumbwa et al., 2008).

Self-awareness is a continuous process of understanding and recognizing an individual's talents, and the goals they are developing (Avolio & Gardner, 2005).

2.1.2.2. Balanced Processing

Balanced processing is the leader's analysis to collect data objectively before arriving at a decision, and to address the situation objectively. Balanced processing is unbiased operation, which means a leader's objective and continuous evaluation of positive and negative subjective aspects of information (Walumbwa et al., 2008).

2.1.2.3. Internalized Moral Perspective

An internal moral perspective is a process of purposefully controlling behavior that results in a fair and decision-making process. It is expressed through ethically directed behavior. An internal moral perspective indicates the degree to which a leader determines high standards of ethical behavior, against which behaviors and actions that conform to moral values are guided (Gardner et al., 2005).

2.1.2.4. Relational Transparency

Relational transparency is the process of openness to new ideas and information. The transparency of relationships expresses the degree to which the leader himself presents the truth to others and expresses his true feelings. It gives others the opportunity to express their opinions and ideas (Rego et al., 2012).

Relational transparency is when an individual reveals his primary motivations and feelings towards others, whether positive or negative (Avolio & Gardner, 2005).

2.2. Organizational Cynicism

2.2.1. Organizational Cynicism Concept

Cynicism, in general, is the attitude or direction of the individual towards something. This is reflected in his behavior (Proefschrift, 2007).

Cynicism toward organization expresses employees' negative attitudes towards the organization as a whole (Eaton, 2000).

Some researchers argue that OC is a position, not a personal feature (Ince & Turan, 2011). Other researchers see that OC represents a personal advantage or a stable tendency among individuals (Meyerson, 1990). Many researchers treat OC as an attitude, not a personal feature (Andersson, 1996; Cole et al., 2006).

It should be noted that the cynical person is less productive (Hochwarter et al., 2004), and consequently there is a decrease in the degree of job satisfaction and organizational commitment (Dean et al., 1998), and less likely to cooperate with organizational change efforts (Nafei, 2013).

OC is a group of negative feelings towards others, both inside and outside the organization (Asif & Zahid, 2012).

OC is not only limited to a specific profession, specific job, but can relate to multiple things, and can generalize from one thing to another (Ince & Turan, 2011).

OC is the impression of an unfriendly treatment from an organization, given that employees perceive the organization as lacking honesty in most of its dealings (Nair & Kamalana, 2010).

OC is the beliefs of employees toward an organization that lacks integrity and honesty in its dealings (Dhar, 2009).

OC is a group of attitudes that employees have towards the organization, and which are characterized by negative feelings. In other words, OC is an organization-related attitude characterized by negative beliefs

and feelings (James, 2005).

OC is a negative attitude towards the organization in general, in terms of its procedures, operations and management, as it works against the good interests of employees (Wilkerson, 2002).

OC is a negative attitude towards the organization, given that the organization lacks integrity in its dealings. It consists of three elements: (1) the belief that the organization lacks integrity and integrity (2) negative emotions towards the organization, (3) the tendency toward disregard behavior and criticism towards the organization. It is consistent with beliefs and emotions (Dean et al., 1998).

OC is not just a judgment of emotion and sensation but rather strong emotional reactions (Dean et al., 1998).

OC is negative trends among employees towards organizations and leaders. OC is a negative trend formed by employees towards the organization (Graham, 1993).

OC is a set of negative beliefs and expectations towards the behavior of the other, which is inseparable from the person's view of human nature (Wrightsman, 1992).

2.2.2. Organizational Cynicism Dimensions

A large number of researchers treated OC as a one-dimensional conceptual structure (Andersson & Bateman, 1997). However, the current trend highlights treated OC as a multi-dimensional concept structure (Ince & Turan, 2011).

There are three dimensions of OC. They are cognitive or belief dimension, emotional dimension and behavioral dimension (Bashira & Nasirb, 2013; Proefschiff, 2007; Dhar, 2009; Dean et al., 1998; Ince & Turan, 2011; Suaza & Romero, 2011; Kutanis & Cetinel, 2010), and this can be illustrated as follows:

2.2.2.1. Cognitive or Belief Dimension

Cognitive or belief dimension means that the individual believes that the organization lacks integrity and credibility (Proefschrift, 2007). The cynical employee believes that the organization says one thing and does another, and that its goals lack a common vision among the organization's employees (Suaza & Romero, 2011).

The cognitive or belief dimension indicates that the employer believes that the organization lacks integrity and credibility. Employees believe that the organization practices behaviors that betray them, due to the lack of principles such as fairness, honesty and loyalty. These principles are often sacrificed in order to achieve organizational benefits (Dean et al., 1998).

The employees may have beliefs about the failure to fulfill what they expect from the organization. This creates tendencies to deny the credibility of the actions and practices of the organization (Ince & Turan, 2011).

The cynical employee believes that the organization says one thing and does another, and that its goals lack a common vision on the part of the employees in the organization (Brandes et al., 1999).

The cynical employee believes that the organization is cheating on its employees because it lacks the principles of justice, credibility and sincerity, and that these principles are sacrificed for self-interest (Dean et al., 1998).

2.2.2.2. Emotional Dimension

Emotional dimension refers to strong emotional reactions (Ince & Turan, 2011). The cynical employee feels angry towards the organization and he or she suffers pain and disgust when thinking about the organization (Proefschrift, 2007).

Emotional dimension is a translation of the integrity and credibility of the organization's actions and practices (Ince & Turan, 2011).

Emotional dimension refers to the emotional responses to the organization, and the employee understands the lack of credibility of the organization's actions, sayings and practices (Proefschrif, 2007).

A cynical employee feels angry about the organization, and may also experience pain when considering his organization (Brandes et al., 1999).

2.2.2.3. Behavioral Dimension

Behavioral dimension expresses overt or covert actions towards the organization. The cynical employee behaves with a host of hostile behaviors and these behaviors are the result of negative beliefs and

emotions towards the organization (Kutanis & Cetinel, 2010).

Behavioral dimension refers to overt or covert actions by cynical individuals in the organization. These behaviors are characterized by hostility, alienation, and distrust of employees in the organization. These behaviors are the outcome and result of negative beliefs and emotions towards the organization (Proefschrift, 2007).

Behavioral dimension indicates the tendency of employees towards negativity (Dhar, 2009). Because of the negative feelings among employees, this causes them to behave of cynicism, such as hostile behaviors towards the organization (Turner & Valentine, 2001), or psychological alienation and non-participation (O'Brien et al., 2004), distrust of anyone in the organization (Turner & Valentine, 2006).

The behavior of cynical people can take multiple forms such as directing strong criticism of the organization, often speaking badly about the organization, and making fun of any organizational actions that the organization takes because it lacks objectivity, transparency, and credibility (Bashira & Nasirb, 2013).

3. Research Model

Figure (1) The Research Model
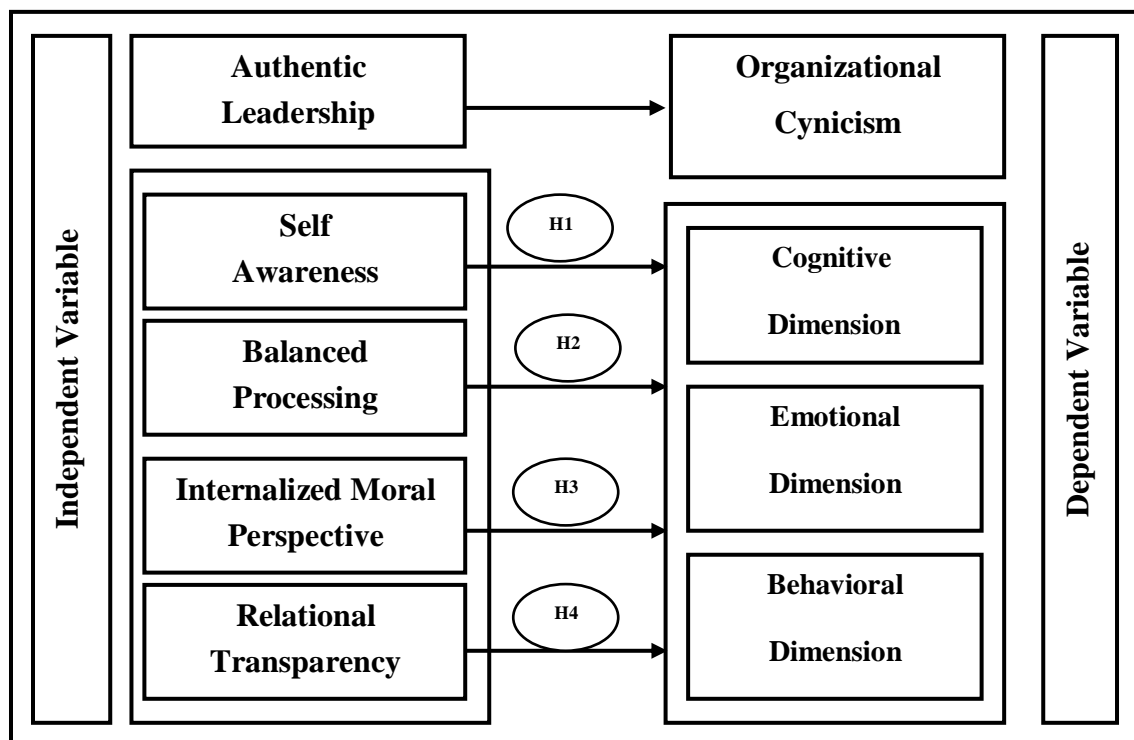
The research framework model suggests that AL has an impact on OC at Menoufia University Hospitals in Egypt.

The present study handles AL as an independent variable. AL as measured consisted of self-awareness, balanced processing, an internal moral perspective, and relational transparent. The researcher has employed the measure developed by Rego et al., 2013; Lusin, 2014; Stander et al., 2015 to measure AL.

Also, the present study handles OC as an dependent variable. OC as measured consisted of cognitive dimension, emotional dimension and behavioral dimension. The researcher has employed the measure developed by Bashira & Nasirb, 2013; Proefschiff, 2007; Dhar, 2009; Dean et al., 1998; Ince & Turan, 2011; Suaza & Romero, 2011; Kutanis & Cetinel, 2010 to measure OC.

4. Research Questions

The research problem has two sources. The first source is to be found in previous studies, and it turns out that there is a lack in the number of literature review that dealt with the relationship between AL and OC. The second source is the pilot study, which was conducted an interview with (30) employees at Menoufia University Hospitals in Egypt. The researcher found several indicators notably the blurred important and vital role that could be played by AL in affecting OC at Menoufia University Hospitals in Egypt. As a result of the discussions given above, the research questions of this study are as follows:

Q1: What is the relationship between AL (Self-Awareness) and OC at Menoufia University Hospitals in Egypt?

Q2: What is the nature of the relationship between AL (Balanced Processing) and OC at Menoufia University Hospitals in Egypt?

Q3: What is the extent of the relationship between AL (Moral Perspective) and OC at Menoufia University Hospitals in Egypt?

Q4: What is the nature and extent of the relationship between AL (Relational Transparent) and OC at Menoufia University Hospitals in Egypt?

5. Research Hypotheses

The following hypotheses were developed to decide if there is a significant correlation between AL and OC.

H1: There is no statistically significant relationship between AL (Self-Awareness) and OC at Menoufia University Hospitals in Egypt.

H2: AL (Balanced Processing) has no significant effect on OC at Menoufia University Hospitals in Egypt.

H3: There is no relationship between AL (Moral Perspective) and OC at Menoufia University Hospitals in Egypt.

H4: AL (Relational Transparent) has no significant impact on OC at Menoufia University Hospitals in Egypt.

6. Population and Sample

The total population at Menoufia University hospitals in Egypt is 3307 employees. The stratified random sample was used while selecting items from the different categories of employees. The following equation determines the sampling size (Daniel, 1999):

$$n = \frac{N \times (Z)^2 \times P(1-P)}{d^2(N-1) + (Z)^2 \times P(1-P)}$$

The number of samples obtained by 344 employees at Menoufia University Hospitals in Egypt is presented in Table (1).

Table (1) Distribution of the Sample Size on the Population

Job Category	Number	Percentage	Size of Sample
Physicians	488	15%	344X 15% = 52
Nurses	2141	65%	344 X 65% = 224
Administrative Staff	678	20%	344 X 20% = 68
Total	**3307**	**100%**	**344 X 100% = 344**

Source: Personnel Department at Menoufia University, 2020

Table (2) Characteristics of Items of the Sample

Demographic Variables		Number	Percentage
1- Job Title	Physicians	100	33%
	Nurses	130	43%
	Administrative	70	24%
	Total	**300**	**100%**
2- Gender	Male	175	58%
	Female	125	42%
	Total	**300**	**100%**
3- Marital Status	Single	100	33%
	Married	200	67%
	Total	**300**	**100%**
4- Age	From 30 to 45	150	50%
	Above 45	150	50%
	Total	**300**	**100%**
5- Educational Level	University	180	60%
	Post Graduate	120	40%
	Total	**300**	**100%**
6- Period of Experience	From 5 to 10	160	53%
	More than 10	140	47%
	Total	**300**	**100%**

7. The Survey Structure

The survey used to measure AL and OC at Menoufia University Hospitals in Egypt. This survey consists of three parts. The first described the objectives of the research. The second asked for the demographic variables of employees. The third questions related to AL and OC at Menoufia University Hospitals in Egypt. About 344 questionnaires were distributed. 300 usable questionnaires. The response rate was 87%.

8. Research Variables and Methods of Measuring

The 16-item scale of AL is based on Rego et al., 2013; Lusin, 2014; Stander et al., 2015. There were four items measuring self-awareness, four items measuring balanced processing, four items measuring an internal moral perspective, and four items measuring relational transparent at Menoufia University Hospitals in Egypt.

The 13-item scale of OC is based on Bashira & Nasirb, 2013; Proefschiff, 2007; Dhar, 2009; Dean et al., 1998; Ince & Turan, 2011; Suaza & Romero, 2011; Kutanis & Cetinel, 2010. There were five items measuring cognitive or belief dimension, four items measuring emotional dimension, and four items measuring behavioral dimension at Menoufia University Hospitals in Egypt.

Responses to all items scales were anchored on a five (5) point Likert scale for each statement which ranges from (5) "full agreement," (4) for "agree," (3) for "neutral," (2) for "disagree," and (1) for "full disagreement".

9. Data Analysis and Hypotheses Testing

9.1. Coding of Variables

Table (3) Description and Measuring of the Research Variables

| Main Variables		Sub-Variables	Number of Statement	Methods of Measuring Variables
Independent Variable	Authentic Leadership	Self- Awareness	4	Stander et al., 2015; Lusin, 2014; Rego et al., 2013; Walumbwa et al., 2008
		Balanced Processing	4	
		Moral Perspective	4	
		Relational Transparency	4	
Total AL			**16**	
Dependent Variable	Organizational Cynicism	Cognitive Dimension	5	Ince & Turan, 2011; Proefschiff, 2007; Dean et al., 1998
		Emotional Dimension	4	
		Behavioral Dimension	4	
Total OC			**13**	

According to Table (3) the research consists of two main variables. The first is AL (independent variable). The second is OC (dependent variable). Each variable consists of sub-variables.

9.2. Construct Validity

9.2.1. Authentic Leadership

The researcher used Confirmatory Factor Analysis (CFA) for AL. This variable consists of four dimensions. The total number of AL is 16 statement. This can be illustrated by the following figure:

Figure (2) CFA For AL
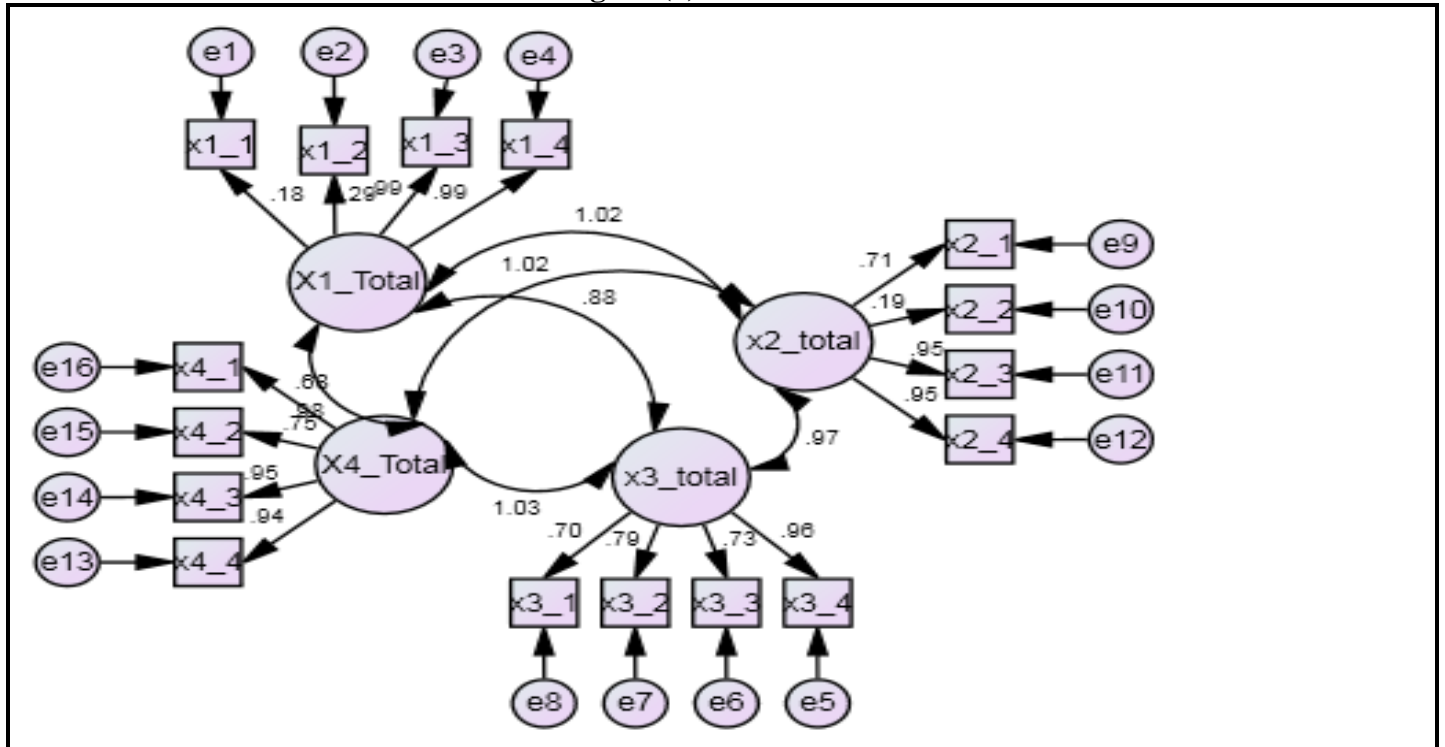
Source: AMOS, V.23

From the previous figure, it is clear that all the statement of PsyCon are greater than 0.50. The quality indicators for PsyCon can be illustrated in the following table:

Table (4) Quality Indicators for AL Using AMOS Analysis

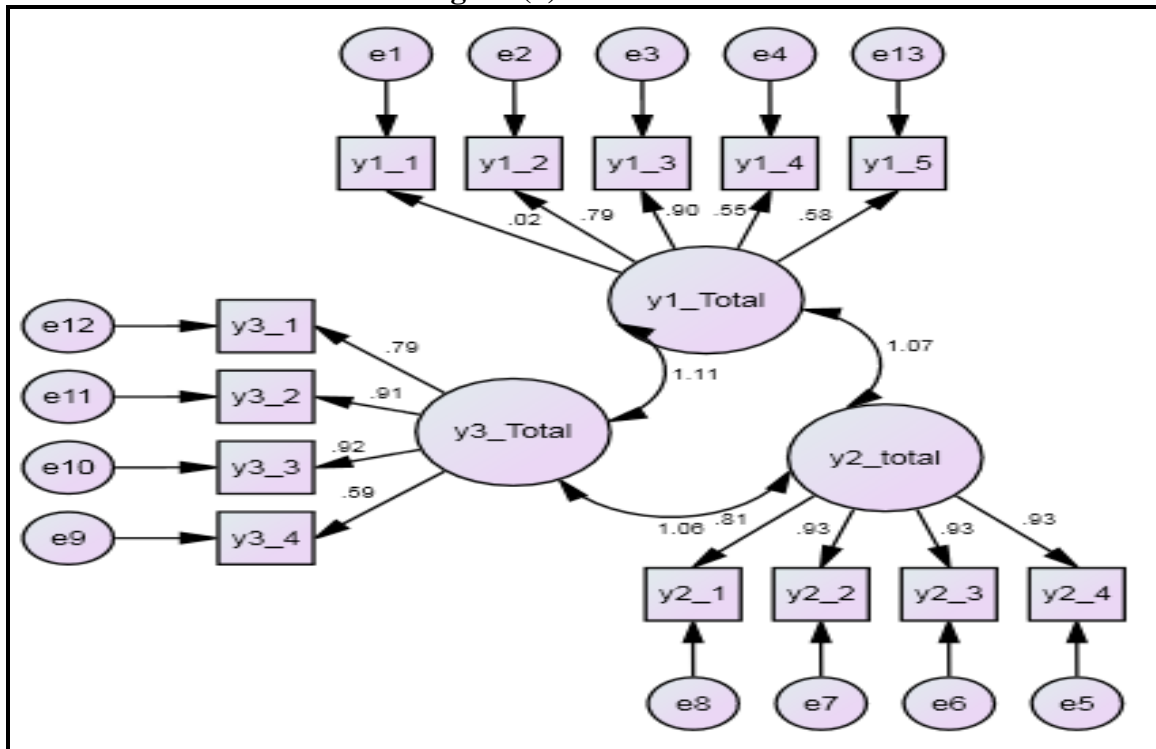| Test the Quality of the Model Acceptance Condition (Daire et al., 2008)	Test Value
X^2 / Degree of freedom >5	72.98
P. value > 0.5	0.000
Goodness of fit Index (GFI) > 0.90	0.962
Tuker-Lewis Index (TLI) > 0.95	0.881
Comparative Fit Index (CFI) > 0.90	0.931
Normed Fit Index (NFI) > 0.90	0.901
Incremental Fit Index (IFI) > 0.95	0.904
Relative Fit Index (RFI) > 0.90	0.892
Root Mean Square Residual (RMR) < 0.5	0.203
Root Mean Square Error of Approximation (RMSEA) < 0.5	0.125

Source: AMOS, V.23, 2015

In light of the above-mentioned indicators, it is clear that the previous indicators are good for making all other statistical analysis.

9.2.2. Organizational Cynicism

The researcher used CFA for OC which consists of three dimensions. They are belief, emotional, and behavioral. The total number of OC is 13 statement. This can be illustrated in the following figure.

Figure (3) CFA For OC

Source: AMOS, V.23, 2015

According to Figure (3), it is clear that all the statement of OC are greater than 0.50. The quality indicators for OC can be illustrated in the following table:

Table (5) Quality Indicators for OC Using AMOS Analysis

Test the Quality of the Model Acceptance Condition (Daire et al., 2008)	Test Value
X^2 / Degree of freedom < 5	8.466
P. value > 0.5	0.000
Goodness of fit Index (GFI) > 0.90	0.981
Tuker-Lewis Index (TLI) > 0.95	0.889
Comparative Fit Index (CFI) > 0.95	0.931
Normed Fit Index (NFI) > 0.90	0.902
Incremental Fit Index (IFI) > 0.95	0.934
Relative Fit Index (RFI) > 0.90	0.899
Root Mean Square Residual (RMR) < 0.5	0.051
Root Mean Square Error of Approximation (RMSEA) < 0.5	0.102

Source: AMOS, V.23, 2015

In light of the above-mentioned indicators, it is clear that the previous indicators are good for making all other statistical analysis.

9.3. Descriptive Analysis

Table (6) shows the mean and standard deviations of AL and OC

Variables	The Dimension	Mean	Standard Deviation
Authentic Leadership	Self- Awareness	3.23	1.015
	Balanced Processing	3.74	0.996
	Moral Perspective	3.56	1.031
	Relational Transparency	3.50	1.104
	Total Measurement	**3.51**	**0.960**
Organizational Cynicism	Cognitive Dimension	2.13	0.597
	Emotional Dimension	1.78	0.719
	Behavioral Dimension	1.75	0.656
	Total Measurement	**1.91**	**0.631**

According to Table (6), most of the respondents identified the presence of self-awareness (M=3.23, SD=1.015), balanced processing (M=3.74, SD=0.996), moral perspective (M=3.56, SD=1.031), relational transparency (M=3.50, SD=1.104), and total AL (M=3.51, SD=0.960).

Regarding to OC, most of the respondents identified the cognitive dimension (M=2.13, SD=0.597), emotional dimension (M=1.78, SD=0.719), behavioral dimension (M=1.75, SD=0.656), and total OC (M=1.91, SD=0.631).

9.4. Evaluating Reliability

Table (7) Reliability of AL and OC

Variables	Dimension	Number of Statement	ACC
Authentic Leadership	Self- Awareness	4	0.759
	Balanced Processing	4	0.771
	Moral Perspective	4	0.885
	Relational Transparency	4	0.903
	Total Measurement	**16**	**0.950**
Organizational Cynicism	Cognitive Dimension	5	0.646
	Emotional Dimension	4	0.941
	Behavioral Dimension	4	0.876
	Total Measurement	**13**	**0.937**

Source: SPSS, V.23, 2015

Table (7) presents the reliability of AL. The 16 items of AL are reliable because the ACC is 0.950. Self- awareness, which consists of 4 items, is reliable because the ACC is 0.759. The 4 items related to balanced processing, are reliable because the ACC is 0.771 while the 4 items of moral perspective are reliable because the ACC is 0.885. The 4 items related to relational transparency, are reliable because the ACC is 0.903. Thus, the internal consistency of AL can be acceptable.

The 13 items of OC are reliable because the ACC is 0.937. The cognitive dimension, which consists of 5 items, is reliable because the ACC is 0.646. The 4 items related to emotional dimension are reliable because the ACC is 0.941. The 4 items related to behavioral dimension are reliable because the ACC is 0.876. Thus, the internal consistency of OC can be acceptable.

9.5. The Means, St. Deviations and Correlation among Variables

Table (8) Means, St. Deviations and Intercorrelations among Variables

Variables	Mean	Std. Deviation	AL	OC
Authentic Leadership	3.51	0.960	1	
Organizational Cynicism	1.91	0.631	0.168[**]	1

Source: SPSS, V.23, 2015

Table (8) shows correlation coefficients between AL and OC. AL is (Mean=3.50; SD=0.960), while OC is (Mean=1.91; SD= 0.631). Also, the correlation between AL and OC is (R=0.168; P <0.01).

9.6. The Correlation between AL and OC

Table (9) Correlation Matrix between AL and OC

Research Variables	1	2	3	4	5
Self- Awareness	1				
Balanced Processing	0.807[**]	1			
Moral Perspective	0.641[**]	0.833[**]	1		
Relational Transparency	0.737[**]	0.881[**]	0.954[**]	1	
Organizational Cynicism	0.160[**]	0.107[**]	0.137[**]	0.213[**]	1

Note: ** Correlation is significant at 0.01 level.
Source: The researcher based on the outputs of SPSS, V.23, 2015

Based on Table (9), correlation between AL (self- awareness) and OC is 0.160 whereas AL (balanced processing) and OC shows correlation value of 0.107. Also, AL (moral perspective) and OC is

0.137 whereas AL (relational transparency) and OC shows correlation value of 0.213. The overall correlation between AL and OC is 0.168.

9.6.1. Authentic Leadership (Self- Awareness) and OC

Table (10) MRA Results for AL (Self- Awareness) and OC

Authentic Leadership (Self- Awareness)	Beta	R	R^2
1. The manager searches for feedback to improve interaction with others.	0.151	0.089	0.007
2. The manager understands exactly how others view his abilities.	0.116	0.055	0.003
3. The manager understands how his actions affect others.	0.123	0.163	0.026
4. The manager knows what is the appropriate time to reassess his position.	0.302	0.176	0.030
▪ MCC	0.200		
▪ DC	0.040		
▪ Calculated F	3.084		
▪ Degree of Freedom	4, 295		
▪ Indexed F	3.31		
▪ Level of Significance	0.000		
** P < .01			

Source: The researcher based on the outputs of SPSS, V.23, 2015

As Table (10) proves, the MRA resulted in the R of 0.200 demonstrating that the 4 independent variables of AL (Self- Awareness) construe OC significantly. Furthermore, the value of R^2, 4 independent variables of AL can explain 0.40% of the total factors in OC level. Hence, 60% are explained by the other factors. Therefore, there is enough empirical evidence to accept the null hypothesis that it said there is no relationship between AL (Self- Awareness) and OC.

9.6.2. Authentic Leadership (Balanced Processing) and OC

Table (11) MRA Results for AL (Balanced Processing) and OC

Authentic Leadership (Balanced Processing)	Beta	R	R^2
1. The manager listens with interest to different perspectives before reaching conclusions.	0.297**	0.076	0.005
2. The manager analyzes data on the subject before making a decision.	0.003	0.037	0.001
3. The manager makes difficult decisions in the light of ethical behavior standards.	0.121	0.163	0.026
4. The manager takes different views before making decisions.	0.239	0.176	0.030
▪ MCC	0.291		
▪ DC	0.084		
▪ Calculated F	6.803		
▪ Degree of Freedom	4, 295		
▪ Indexed F	3.31		
▪ Level of Significance	0.000		
** P < .01			

Source: The researcher based on the outputs of SPSS, V.23, 2015

As Table (11) proves, the MRA resulted in the R of 0.291. This means that OC has been significantly explained by the 4 independent variables of AL (Balanced Processing). As a result of the value of R^2, the four independent variables of AL justified only 8% of the total factors in OC. Hence, there is enough empirical evidence to reject the null hypothesis that it said there is no relationship between AL (Balanced Processing) and OC.

9.6.3. Authentic Leadership (Moral Perspective) and OC

Table (12) MRA Results for AL (Moral Perspective) and OC

Authentic Leadership (Moral Perspective)	Beta	R	R^2
1. What is going on inside the manager appears in his external actions.	0.276	0.248	0.061
2. The manager demonstrates that his beliefs are consistent with his actions.	0.078	0.171	0.029
3. The manager makes his decisions based on his intrinsic value.	0.393**	0.076	0.005
4. The manager asks employees to stick to the values and beliefs they believe in.	0.180**	0.130	0.016

▪ MCC		0.368
▪ DC		0.135
▪ Calculated F		11.522
▪ Degree of Freedom		4, 295
▪ Indexed F		3.31
▪ Level of Significance		0.000
** P < .01		

Source: The researcher based on the outputs of SPSS, V.23, 2015

As Table (12) proves, the MRA resulted in the R of 0.368 demonstrating that the 4 independent variables of AL (Moral Perspective) construe OC significantly. Furthermore, the value of R^2, 4 independent variables of AL can explain 0.13% of the total factors in OP level. Hence, 87% are explained by the other factors. Therefore, there is enough empirical evidence to reject the null hypothesis that it said there is no relationship between AL (Moral Perspective) and OC.

9.6.4. Authentic Leadership (Relational Transparency) and OC

Table (13) MRA Results for AL (Relational Transparency) and OC

Authentic Leadership (Relational Transparency)	Beta	R	R^2
1. The manager in the organization says what he really means.	0.939**	0.248	0.061
2. The manager acknowledges the errors that are actually occurring.	0.816**	0.171	0.029
3. The manager encourages employees to talk about what is inside them.	0.023	0.163	0.026
4. The manager tells us the truth, no matter how difficult it is.	0.132	0.176	0.030
▪ MCC	0.347		
▪ DC	0.120		
▪ Calculated F	10.088		
▪ Degree of Freedom	4, 295		
▪ Indexed F	3.31		
▪ Level of Significance	0.000		
** P < .01			

Source: The researcher based on the outputs of SPSS, V.23, 2015

As Table (13) proves, the MRA resulted in the R of 0.347. This means that OC has been significantly explained by the 4 independent variables of AL (Relational Transparency). As a result of the value of R^2, the four independent variables of AL justified only 12% of the total factors in OC level. Hence, there is enough empirical evidence to reject the null hypothesis that it said there is no relationship between AL (Relational Transparency) and OC.

10. Research Results

By reviewing the results of testing the research hypothesis, the study reached a set of results as follows:
1. There is a lack of understanding of the dimensions of AL (self-awareness, balanced processing, an internal moral perspective, and relational transparent) and the dimensions of OC (cognitive or belief, emotional and behavioral) in the organization.
2. There is a negative and statistically significant relationship between the dimensions of AL and OC.
3. There is an inverse relationship between AL and OC. In other words, the greater the interest on the part of the organization in applying the pattern of AL, the lower the level of OC for workers in the organization.
4. There is a statistically significant relationship between the dimensions of AL and the level of OC among employees in the organization.
5. The dimensions of AL play a significant role in reducing the dimension of OC (cognitive or belief, emotional and behavioral) for employees in the organization.

11. Recommendations

In the light of the previous results, the researcher concluded with a set of recommendations summarized as follows:
1. Deepening understanding of the topics of AL and OC in light of a clear lack of understanding of the dimensions of AL and the dimensions of OC for employees in the organization.

2. The need to pay attention to applying the dimensions of AL, since it has an important role in reducing the level of OC for employees in the organization.
3. The managers of the organization provide material and moral support to all employees in the organization.
4. Managers should instill values and self-beliefs in the employees organization through training courses.
5. Managers should enjoy commitment to objectivity and impartiality when processing information related to work in the organization.
6. Improving transparency in the relationships between managers and employees in the organization.
7. Granting incentives for employees to express their opinions and suggestions regarding the development of work in the organization.
8. Public disclosure and exchange of information among all employees of the organization.
9. Activating an information system in the organization in a manner that is able to provide information accurately and timely. Also, relying on written and clear decisions away from oral decisions in the organization.
10. The necessity of organizing efforts in order to limit the spread of the OC among employees in the organization.
11. The necessity of holding regular meetings with employees in order to identify their problems and working to solve them.
12. Evaluation and continuous follow-up of the extent of the organization's commitment to employees and verification of their adequacy according to the needs and desires of employees in light of the efforts made in the organization.
13. Studying and analyzing the dimensions of OC to identify the most important of these dimensions, and trying to improve them among employees in the organization. This will lead to achieving the desired success for both employees and the organization.
14. Working to achieve justice and equality among employees without any differentiation, whether this justice is distributional, procedural, personal dealings between managers and employees in the organization.
15. Eliminating the issue of achieving self and personal interest at the expense of the group's interest. This will be through holding seminars and educational courses.
16. Avoiding unplanned practices, as failure to achieve these initiatives will have a negative impact on the relationship between employees and the organization.
17. Spreading a culture of honest work, integrity, and ethical behavior among employees in the organization, showing reputation and positive image in the minds of employees.
18. The organization can reduce the level of OC by looking for feedback from the manager, the manager's awareness of how others view his abilities, how his actions affect others, the manager listens to different points of view before making a decision, the manager's ability to analyze relevant data before making a decision, the admission of the manager of errors that occur in the work, and encouraging subordinates to express their opinions on various issues in the organization.

12. Future research

Although the present study attempts to reveal the dimensions of AL and its impact on OC, scope of this study and the methods used in it and its findings indicate that there are areas for other future studies. These research areas include (1) studying the effect of OC on job burnout, (2) studying the relationship between abusive supervision and OC, (3) studying the relationship between the ethical climate and OC behaviors in the organization, (4) studying the impact of psychological contract processes and OC, (5) the effect of AL on psychological contract processes, and (6) the influence of the five personality factors on psychological contract processes.

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