

THE IMPACT OF AUTHENTIC LEADERSHIP ON THE QUALITY OF WORK LIFE AT TIKRIT UNIVERSITY

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ABSTRACT

This study aimed to identify the impact of authentic leadership on the quality of work life at the Tikrit University, and to achieve the objectives of the study. The descriptive analytical approach was followed by developing a questionnaire and distributing it electronically to a sample of (357) male and female employees who were chosen randomly from the study community, and after conducting Statistical analysis through the (SPSS) program. The study showed a set of results, most notably the presence of a high level of authentic leadership practices at the Tikrit University, the presence of an average level of quality of work life, as well as the presence of a statistically significant effect at the significance level ($\alpha \leq 0.05$). Authentic leadership with its sub-dimensions on the quality of work life from the viewpoint of workers at the Tikrit University.

Keywords: authentic leadership, quality of work life, Tikrit University.

INTRODUCTION

Leadership of all kinds and specializations in the current era has become the main driver for any institution seeking to impose itself in the market economy and competition, So the need has become more urgent than ever to lead an effective strategy, the current era imposes on institutional leaders to create strategic awareness and renewed vital processes in order to ensure strategic consistency, and thus achieve the levels of success required by every stakeholder in any institution. The importance of administrative leadership in organizations has increased, following the path of total quality in information management in those organizations in order to meet the challenges they face in the external environment, and in order to control the internal environment by the administration efficiently and effectively. It is necessary to control the authority in the organization and therefore the centralization of power is very far from decision-makers who will be affected by their decisions and achievements in the field and the natural division of individuals into homogeneous groups and separated from each other. In light of this, the success of the institution depends on the effectiveness of administrative leadership and its investment in an informal nature (Al-Hamdani, 2018). The expansion of professional organizations and institutions stemmed from a number of crises related to the prevailing leadership style, such as the lack of awareness among managers and officials, in addition to the deterioration of the level of ethics among some of them and the weak relations between these managers and employees, in addition to the lack of transparency in transactions and decisions (Najm et al., 2016).

Organizations need outstanding leaders who have the ability to support workers in their willingness to work in high spirits, provide a positive and effective climate, build good relationships with workers and support their loyalty to work (Anderson, 2018).

Adopting an authentic leadership style has a clear impact and great importance in creating a positive and stimulating work environment, raising the level of employee performance, promoting organizational citizenship behaviors, making officials feel empowered, and supporting teamwork (Mahmoud & Samuel, 2020).

Authentic leadership has a positive impact on employee creativity, organizational commitment, job satisfaction, supporting ethical behavior in any institution or organization, trust and capital (Elrehail et al., 2018), from here the study tries to identify the impact of authentic leadership on the quality of work life in Iraqi universities from the point of view of their employees.

The problem of the study

The previous studies and theoretical literature related to the subject of the current study showed that there is a problem in addressing the relationship between authentic leadership and the quality of work, as previous studies that linked these two variables did not address the higher education sector in Iraq, and discuss the problem of the study in particular. This will be addressed after studying it and discussing it with those concerned to what extent Iraqi universities adopt the methods and practices of authentic leadership from the point of view of employees where and how these methods and practices affect the quality of work life. There is also a lack of awareness among researchers in attaching the necessary importance to it to show the importance of the authentic leadership in universities and its role in inspiring and advancing their employees and their universities at the same time. It promotes active participation and seek to raise the levels of quality of work life through awareness of their needs, desires and aspirations, Accordingly, the problem of the study is to answer the following main question: What is the impact of authentic leadership on the quality of work life from the point of view of employees at the University of Tikrit?

The importance of the study:

The theoretical importance of the current study is through the additional and new information it will provide to human knowledge about the impact of authentic leadership on the quality of work life. The current study will enrich Arab studies in terms of the importance of the role provided by authentic leadership in influencing and changing the quality of work.

The results of the current study may contribute to the use of authentic leadership style in a university environment that needs a more quality machine in production, and which has a large number of employees.

The importance of the study stems from the importance of its field of application, which is represented in the University of Tikrit, where it plays an important role in providing and upgrading educational services. In addition, this study will provide measurement tools for researchers to benefit from in relevant studies.

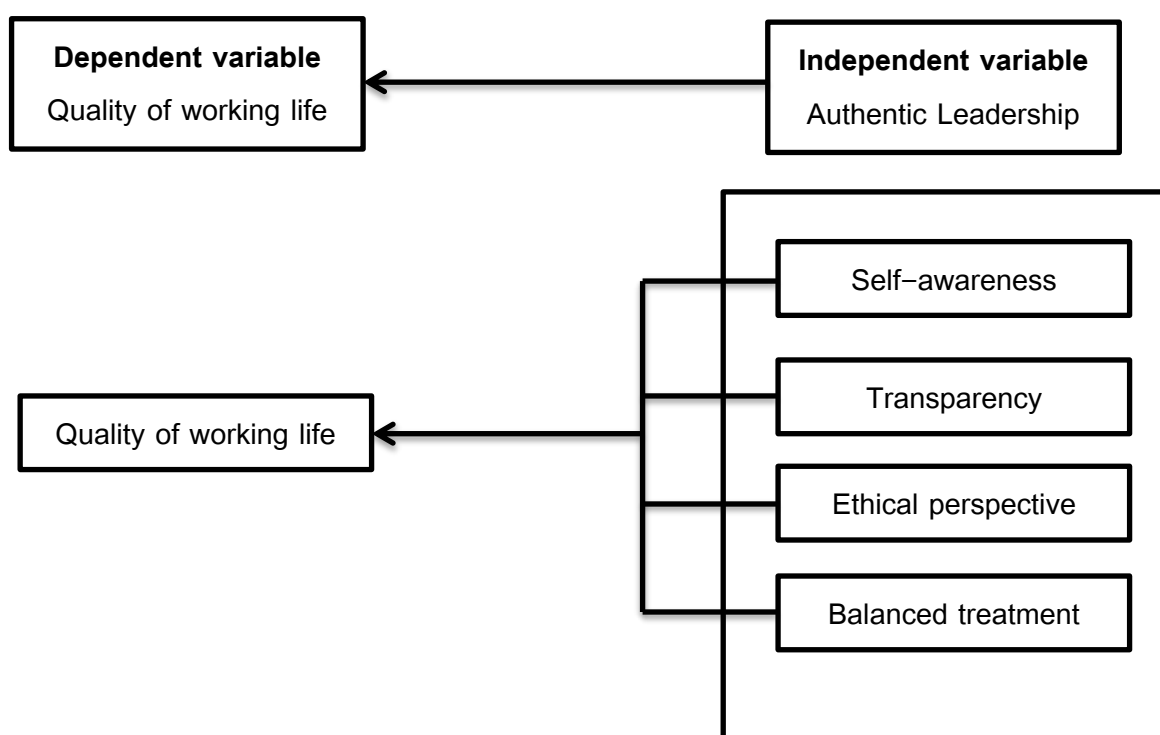
The objectives of the study:

The present study attempts to achieve the following objectives:

1. Identifying the level of authentic leadership and the level of quality of work life at Tikrit University from the point of view of its employees.
2. Identifying the impact of authentic leadership on the quality of work life at Tikrit University from the point of view of its employees.

The Study Model:

The following figure represents the study model and its variables, as the independent variable is the authentic leadership, and the dependent variable represents the quality of work life as follows:

**The Hypotheses of the study:**

The following hypotheses were formulated to achieve the objectives of the study:

H0.1 There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of authentic leadership with its dimensions (self-awareness, transparency, ethical perspective, balanced treatment) on the quality of work life at Tikrit University from the point of view of its employees.

The following sub-hypotheses come out of this hypothesis:

H0.1.1 There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of self-awareness on the quality of working life at Tikrit University from the point of view of its employees.

H0.1.2 There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of transparency on the quality of work life at Tikrit University from the point of view of its employees.

H0.1.3 There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of the ethical perspective on the quality of working life at Tikrit University from the point of view of its employees.

H0.1.4 There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of the balanced treatment on the quality of working life at Tikrit University from the point of view of its employees.

The Study terminology:

Authentic leadership: It is practiced by leaders at Tikrit University based on their awareness of themselves and others, and they work according to their values and credibility on the one hand. On the other hand, they adopt different points of view and deal with them objectively, dealing with balanced information and ethical development in the light of transparency, ethical perspective, balanced vision and self-awareness.

Quality of Work Life: It is a set of resources, activities and workplace-related atmosphere provided by Tikrit University with the aim of improving the work environment, providing a positive and safe work environment, to enhance employee satisfaction and stability.

Limitations of the study

Objective limits: The study is limited to clarifying the impact of authentic leadership in its various dimensions on the quality of work life.

Spatial boundaries: Data for this study were collected at the Iraqi University of Tikrit

Time limits: Data related to this study were collected during the year 2023.

Human limits: The study is limited to the 5,500 employees at Tikrit University.

The Theoretical framework

Authentic leadership

The term authentic leadership is one of the relatively new terms in the Arab environment, and originality has been mentioned in positive psychology and has been defined as the extent to which an individual possesses personal experiences represented by thoughts, emotions, needs, preferences, beliefs, and processes acquired for self-knowledge, and behavioral performance according to the true self (Hijaz, 2017). There are many definitions and concepts presented by researchers in the field of authentic leadership, and after reviewing a number of references and previous studies, the researcher collected the following definitions:

Original leadership means creating innovative ways and methods in the leader's impact on employees, and these methods are characterized by ethics and full awareness of the capabilities and needs of employees (King, 2016).

Authentic leadership has been defined as the process that arises from both positive psychological abilities and an evolving organizational context, leading to increased self-awareness and self-regulation of positive behavior on the part of leaders and employees, and positive self-promotion (Al-Otaibi., 2021).

Authentic leadership is the behavioral patterns that management follows towards employees to attract and promote a positive ethical climate, maximize self-awareness and ethical

perspective, and balanced handling of information and transparency to promote positivity (Al-Zayoud, 2022).

A review of the previous definitions shows the following:

1. Interest in the ethical system in management in general has begun to grow and escalate in its pace due to its importance in the success of modern leadership and its excellence in management, and that ethical leadership practices seek high ethical standards to distinguish them from others.

2. Positive expectation that arises from knowledge and willingness to take risks. It was built gradually and cumulatively.

So, the researcher defines authentic leadership as the leader's ability to influence others, whether through their behavior, actions and tendencies to work with a desire and found to achieve the goals of the institution.

The importance of authentic leadership

Authentic leadership is one of the modern leadership styles, which is represented in all practices and activities performed by the leader in an ethical and self-conscious manner, with a focus on the transparency of the relationship between the leader and employees in order. This is to expand the exchange of information between them to make decisions correctly, provided that this decision is not without a balanced treatment of the surrounding views (Moses, 2015).

Authentic leadership is the best solution for managing the relationship between the leader and employees, and it is the best way to gain employee satisfaction and address contemporary leadership crises and associated changes (Grubb, 2015).

authentic drive components and dimensions

Authentic leadership is a style of leadership in which the leader focuses on serving others effectively. Also, a model has been designed for the dimensions of authentic leadership centered on four (self-awareness, transparency of relationships, internal ethical perspective, and balanced treatment) (Salama, 2016). The following is a presentation of the most prominent components of native leadership:

– **Transparency:** The concept of transparency refers to clarity and clarification in all areas of work that take place between senior management and other administrative levels, so that information is available to everyone, each according to his specialization, in order to benefit from it in performing the tasks entrusted to employees. This concept also expresses openness and commitment to the requirements or terms of reference for work, equal opportunities for all, ease of procedures, and reduction of corruption (Al-Saed, 2020). Transparency also means "the right of every citizen to access information and to know the mechanisms of institutional decision-making, and the right to transparency is a necessary requirement for setting ethical standards and an institutional work charter, because of the trust it leads to (Moses, 2015). The researcher believes that transparency allows employees at different job levels to exchange information and provide feedback, whether with regard to decisions, procedures, policies, etc., and it is linked to achieving goals and setting a rule based on clarity, and there is no room for doubt or uncertainty.

– **Ethical perspective:** The ethical perspective is the actions of leaders according to their internal values and standards, transforming their inner intentions into actions despite the

pressure of others from inside or outside the organization, and then making decisions in line with the ethical values of the organization (Hardwick, 2016). It is the ethical foundations that the management in the company adheres to in its relationships and decisions and resists external pressures, and all decisions and transactions taken by management stem from a positive ethical point of view (Al-Otaibi., 2021). Through the above, the researcher defines the ethical perspective as a set of ethical foundations that the administration adheres to in forming its relationships and decisions by presenting to face external pressures, and all decisions and transactions taken by the administration stem from a positive ethical point of view.

- **Balanced processing:** **Balanced** processing involves the leader analyzing all data objectively before reaching a decision, addressing situations objectively without bias to one party at the expense of another, and listening to different points of view (Grubb, 2015). The organization's leaders are convinced, accepted, and treated in a fair and prudent manner and are interested in conducting an objective analysis of information and data before making any management decision, and taking all points of view. in an objective and fair manner. Continuous examination of subjective aspects and positive and negative information is provided without distortion, denial or exaggeration. Therefore, a true leader must constantly seek to clarify one's self-concept through their behaviors and actions, while maintaining a high level of inclusiveness towards the followers they serve (Hamdan, 2018). Based on the above, the researcher believes that balanced treatment consists in the leaders being convinced of the views of individuals who disagree with them and accepting them with justice, wisdom and objective analysis of information before making any decision and making it. All points of view, even opposition, are objective and fair.

- **Self-awareness:** Self-awareness means that leaders have a number of characteristics that enable them to move their organizations from the current situation to the situation they are looking for, with a significant impact of these characteristics on followers. A true leader is very confident and has an awareness free from internal conflicts, with the values and visions he carries and embodies that can deal with the ambiguity and complexities that arise during the performance of work (Salama, 2016). Through the foregoing, the researcher sees that the authentic leadership is closely related to credibility with oneself and with employees, through which it affects the members of the organization to achieve a common goal for them, and between the leader and employees, and the authentic leadership depends mainly on the leader's ethics and efficiency to restore the trust of employees and stakeholders.

Quality of working life

The quality of work life can be defined as a process whereby employees of organizations and stakeholders have insight into how to better work together to improve employees' quality of life and organizational effectiveness simultaneously (Kelbiso et al., 2017).

Hamid (2015) points out that quality of work life is a set of multiple concepts that include security and safety at work with inevitable remuneration, appreciation, engagement and better opportunities.

The quality of working life has been defined as a set of workplace-related strategies, procedures and atmosphere that enhance and maintain the satisfaction of individual employees by seeking to improve working conditions in the organization (Bakhshi & Kalantari, 2017).

The quality of working life reflects the material and moral factors that provide the work environment in its various dimensions well, which reflects positively on individual employees, so they feel satisfied and secure in employment, and achieve the maximum possible effort in the service of the institution (Akter et al., 2019).

Some studies have shown that there are positive effects based on the availability and application of the dimensions of the quality of work life and its programs in institutions. The most prominent is to contribute to reducing conflicts between management and employees by developing a more productive work climate, solving many underlying grievances through an enhanced work environment to solve problems, as well as the participation of the largest possible number of employees with constructive ideas that can lead to improvements in the various dimensions of working conditions and operations, increasing employee affiliation and loyalty, and achieving integration. The quality of work life also contributes to enhancing the level of quality of services provided in the organization by enhancing the imposition of learning and creativity among employees, increasing the degree of job satisfaction, supporting human relations in the institution, reducing the level of work turnover, increasing the efficiency and organizational effectiveness of the company, and the best and optimal investment of human resources in the organization (Saad, 2021).

The goals of the quality of work life must stem from the main objectives of the company and must contribute to enhancing the ability of the organization to achieve better levels of performance, and the following is a presentation of the goals of the quality of work life (Abu-Zeid, 2019; Ali & Zilli, 2015; Hamadneh, 2019):

1. The high quality of work life is a source of attraction for qualified employees, in addition to contributing to increasing the belonging of employees to the company.
2. The quality of work life contributes to the integration and interaction between the personal goals of employees and those of the organization, and reduces work accidents to the lowest possible level.
3. It contributes to enhancing quality, creativity and learning in the institution
4. The attention to the quality of work life contributes to increasing the levels of confidence of employees in the institution in which they work by contributing to solving problems, which is reflected in the level of employee satisfaction and thus organizational effectiveness.
5. The quality of work life contributes to a strong, more flexible, loyal and motivated work environment.

Through a review of the theoretical literature and previous studies, the researcher found that the relationship between authentic leadership and the quality of work life is summarized as follows:

The leader demonstrates ethical standards in the actions, behaviors and beliefs of employees, which contributes to building open and honest relationships with employees, and promoting and encouraging a positive work environment with more trust, flexibility and authenticity.

The term working wellbeing is rooted in positive psychology that the term working wellbeing is an integral part of the social model, asserting that social interactions shape the quality of working life. This quality develops through new knowledge and skills, and enhance a sense of effectiveness and efficiency.

The authentic leader enhances the quality of working life through the different dimensions of the authentic leadership, the self-awareness dimension of native leadership represents self-reflection and self-recognition. A true leader justifies self-awareness behaviors through a real, honest, and transparent relationship with others.

A true leader who abandons high self-awareness also fosters this relationship, by encouraging an honest and open environment for others, where employees can express their opinions and suggestions, without incentives, or fear of consequences, providing a safe work environment for employees to learn.

The manager should improve the work environment to increase the productivity and efficiency of the team, and this can be done by meeting with employees to identify possible ways to improve the workplace, and search for suggestions for solutions to these improvements, in addition to developing employee relations, and administrative work through:

1. Inspecting the workplace, to ensure that it is comfortable or not, for example, chairs that give adequate support to the body should be available, such as those that contain a backrest and an armrest.
2. Testing the work environment on the ground, you can search for broken or dangerous equipment, inspect old places, which need to be repaired or replaced, and make a list to start working on improving them.
3. Replacing lighting fixtures that do not work well, enhance lighting for work areas, and place desks near windows, to take advantage of natural sunlight.
4. Rearranging furniture to create more effective work areas, based on the type of work done in the office, giving employees personal space, as well as the availability of meeting areas.
5. Adding color, artwork on walls, hang billboards highlighting employees' achievements, birthdays, and other information about them, inviting employees to participate in wall decoration, and subscribe to billboard screens.
6. Establishing company policies and goals based on mutual respect, a sense of justice, and firmness when applying policies, so that employees are punished or praised fairly.
7. Providing training, where new employees need training and guidance at first, a co-worker can provide this kind of constructive advice.
8. Providing one-on-one training in soft skills, rules, how to deal with conflict, and anger management.

Previous Studies

After conducting research and reviewing the literature that dealt with both authentic leadership and quality of work life, the researcher monitored the following studies:

Hardwick (2016) aimed to identify the relationship between authentic leadership and organizational citizenship behavior, and to study the impact of the frequency of communication as an intermediate variable, through a survey of the opinions of (168) employees from the productive and service sectors. The results showed a strong positive correlation between authentic leadership and organizational citizenship behavior, and an impact of the frequency of communication variable between the two previous basic variables.

Agote et al. (2016) aimed to examine the relationship between authentic leadership and trust in the leader and feelings during change through a survey of a sample of (102) human resources

managers in Spain. The results have shown that authentic leadership is associated with a strong positive closure with employees' confidence in the leader and their positive feelings, and that trust in the leader as a mediating variable affects the relationship between authentic leadership and their negative feelings.

Hashempour et al. (2018) determined the relationship between the quality of working life and organizational commitment among Iranian emergency nurses, and to achieve the objectives of the study, a questionnaire was developed and distributed to a sample of (51) nurses selected from the emergency nurses working in a hospital in Kerman province in Iran. The results showed that the quality of working life has a positive and moral relationship with organizational commitment, and there is a relationship between the quality of working life and emotional, normative and continuous commitment.

Mohammadi and Karupiah (2020) study explored the relationship between the working quality of faculty members at universities and how it affects their performance. The results showed that the dimensions of disability and tolerance in the workplace affected performance in public universities, while the dimensions of the financial relationship, the relationship of co-workers and tolerance in the workplace have an important positive relationship with performance in private universities.

Al-Saed (2020) identified the reality of the quality of career life and its relationship to the phenomenon of job burnout among employees in Alexandria University libraries, by relying on the descriptive analytical approach and the questionnaire tool as a basic tool in collecting the required information.

Ubkhti (2021) found out the impact of quality of career life on the performance of human resources in the organization (CERTAF). The most important results of the study were the existence of a statistically significant relationship between the dimensions of the quality of career life combined and the performance of human resources in the institution under study.

Ben-Ahmed (2021) showed the reality of the quality of career life in the development of creative behavior among human resources in Algeria Telecom in Djelfa. For the purpose of the study, a questionnaire was designed and distributed to a random sample, where it represented (33.33%) of the study population, and the results of the study found that there is an impact of the quality of career life on the development of creative behavior among human resources at Algeria Telecom in Djelfa.

Al-Otaibi. (2021) identified the nature of the relationship between authentic leadership and creativity, and to identify the role of prosperity at work as an intermediate variable in the relationship between authentic leadership and creativity. According to the results of the analysis, there is a positive impact of authentic leadership on both prosperity at work and creativity, as well as a positive impact of prosperity at work and creativity. In addition, the results revealed that prosperity at work partially mediates the relationship between authentic leadership and creativity. The study recommended a set of recommendations One of the most prominent of which is working to enhance the levels of administrative creativity.

The Methodology:

The quantitative (descriptive and analytical) approach was used in conducting this study, which helps in giving a clear picture of the phenomenon to be studied and indicating the nature

of the relationship and the impact between its variables (authentic leadership, quality of work life). It is the appropriate and best approach to the study, because it describes the impact of authentic leadership on the quality of work life from the point of view of employees at the University of Tikrit, and also includes the use of the field method in collecting primary data by questionnaire.

Population and sample of the study

The study population consisted of all employees at the University of Tikrit, which numbered (5500) male and female employees at the University of Tikrit.

The study tool was distributed according to a table (Sekaran & Bougie, 2016). To determine the sample size on a random sample of Tikrit University employees. The researcher sent the questionnaire through WhatsApp and Facebook applications and (360) male and female employees at the University of Tikrit were reached. the number of responses on the website of the questionnaire was 357, and thus the study sample consisted of (357) male and female employee as in table (1) according to personal and functional variables.

Table 1 Distribution of study sample members according to personal variables

Percentage	Iteration	Level	Variable
57.1	204	male	Gender
42.9	153	female	
100.0	357	Total	
19.9	71	Intermediate diploma or less	Qualification
59.1	211	Bachelor	
21.0	75	Graduate	
100.0	357	Total	
9.0	32	5 Years & Under	Number of years of experience
19.6	70	6 – 10 years	
30.3	108	11 – 15 years	
41.2	147	16 years and above	
100.0	357	Total	

Data collection

First: Primary sources: The study tool (questionnaire) was designed specifically for the purposes of the current study and with reference to the literature of the subject of study.

Second: Secondary sources: The study data were references and books related to authentic leadership and quality of work life, in addition to scientific materials and reports that discuss the subject of the current study, relevant master's theses and doctoral theses, and information available on various websites.

The Study Tool

For the purposes of collecting the primary data of the study, which was used in statistical analysis for the purposes of testing the hypotheses of the study, a questionnaire was developed as the main tool for the study, in proportion to its variables, by reviewing previous studies related to the subject of the study. The questionnaire included a set of personal and functional questions, and a set of questions to measure the variables of the study (original leadership and

quality of work life), and the study relied in its development of the measures of the study variables on the scales used in previous studies after making adjustments if necessary to suit the nature of the study, where the number of these paragraphs reached (24) items taking into account, clarity, sequence and absence of difficulties during their filling. In order to analyze the data and test the hypotheses of the study, the Likert five-point scale was relied on to answer the questions, according to the following degree: a score (1) that expresses the answer (to a very small degree), a score (2) that expresses the answer (to a small degree), a score (3) that expresses the answer (with a moderate degree), a score (4) that expresses the answer (to a large degree), a score (5) that expresses the answer (to a very large degree). To interpret the arithmetic mean of the estimates of the study sample members on each item of the questionnaire and on each of its areas, the level of importance was determined when the five-level Likert scale dealt with three levels as shown in Table (2).

Table 2 Likert scale processing

Level of importance	Arithmetic mean
Low	1- Less than 2.33
Medium	2.33- Less than 3.66
High	3.66-5
Category length = (highest weight – lowest weight) / number of importance levels (5.00-1.00)/3 = 1.33	

Structural honesty:

Structural honesty is the relationship of the scores of the scale items to the total degree if it measures one thing. The factor analysis indicates that the components or items measure something in common, which means their structural truthfulness, as factor analysis searches for the extent to which there are common differences in response to unnoticed latent variables. Also, the observed variables are modeled as linear sets of possible factors, factor analysis aims to find latent variables. The exploratory factor analysis is used to discover the factors into which variables can be classified as categories of these variables.

– **The results of the factor analysis of the field of authentic leadership.**

Exploratory Factor Analysis was used to verify the structural validity of the authentic leadership domain. Table (3) shows the rotation matrix for the paragraphs of the first area, which is the field of authentic leadership, which includes (4) dimensions measured using (12) items.

Table 3 Orthogonal rotation matrix for authentic driving field paragraphs

Factors				figure
4	3	2	1	
			0.776	1
			0.896	2
			0.774	3
		0.892		4
		0.912		5
		0.792		6

Factors				figure
4	3	2	1	
	0.836			7
	0.902			8
	0.768			9
0.876				10
0.921				11
0.854				12
Determinant = 0.005, Keiser-Mayer-Oaklen test = 0.844 Bartlett's Test = 3496.614, significance level (.sig.) = 0.000.				

It is clear from Table (3) that the saturations of all the paragraphs (Loadings) ranged between (0.774 – 0.921), all of which exceed the value (0.4), as orthogonal rotation led to the classification of the paragraphs of the questionnaire into four factors: self-awareness, transparency, ethical perspective, and balanced treatment.

It is clear from Table (3) that the value of the matrix determinant is equal to (0.005) and exceeds the value of zero, which indicates that there is no autocorrelation problem between the elements of the variable. Yet, the value of the Keiser-Mayer-Oaklen test (KMO) is equal to (0.844) which is higher than (0.50), which indicates the sufficiency of the number of members of the study sample and its ability to give a correct result with regard to measuring the variable, as for the value of Bartlett's test. It reached (3496.614) with a significance level of (0.000), which is less than (0.05), which is an indicator of the relationship between the sub-elements of the variable.

– **The results of the factor analysis of the field of quality of working life.**

Exploratory Factor Analysis was used to verify the structural validity of the QWP domain. Table (4) shows the rotation matrix for the paragraphs of the second area, which is the area of quality of working life, measured using (10) items.

Table 4 Orthogonal rotation matrix for authentic driving field paragraphs

boomer	Figure
1	
0.814	1
0.833	2
0.657	3
0.531	4
0.653	5
0.601	6
0.494	7
0.446	8
0.637	9
0.628	10
Matrix determinant = 0.002 , Keiser-Mayer-Oaklen test (KMO) = 0.802 Bartlett's Test = 1602.915, significance level (Sig.) = 0.000.	

It is clear from Table (4) that the saturations of all items (Loadings) ranged between (0.446-0.833), which all exceed the value (0.4), as the orthogonal rotation led to the classification of the paragraphs of the resolution into one factor.

Table (4) shows that the value of the matrix determinant is equal to (0.002) and exceeds the value of zero, which indicates that there is no autocorrelation problem between the elements of the variable, while the value of the Keiser-Mayer-Oaklin test (KMO) is equal to (0.802) which is higher than (0.50), which indicates the adequacy of the number of members of the study sample and its ability to give a correct result with regard to measuring the variable, as for the value of Bartlett's test. It reached (1602.915) with a significance level of (0.000), which is less than (0.05), which is an indicator of the relationship between the sub-elements of the variable.

Stability of the study instrument

Cronbach's alpha coefficient was used to verify the internal consistency of the resolution paragraphs as the most common measure among researchers to achieve this purpose. The results are shown in Table 5, which shows that the Cronbach alpha coefficients for the fields of study and their dimensions are good as they are greater than (0.70) (Hair Jr. et al., 2011).

Table 5 Cronbach alpha coefficients for the paragraphs of the resolution

Cronbach Alpha	Dimension	Domain
0.885	Self-awareness	Authentic Driving
0.899	Transparency	
0.875	Ethical perspective	
0.915	Balanced treatment	
0.904	Authentic leadership as a whole	
0.764	Quality of business life as a whole	

Table (5) shows that the values of Cronbach alpha stability coefficients for the dimensions and fields of the study ranged between (0.764-0.915), all of which are high values, which is an acceptable value for application purposes.

The researcher diagnosed the problem of internal correlations of independent variables. It calculates the permissible coefficient of variance (Tolerance) for each of the independent variables as well as the test inflation factor (Variance Inflation Factor: VIF). So that the values of (VIF) must be less than (5) for all independent variables and the values of (Tolerance) greater than (0.20) (Hair Jr. et al, 2011), Table (6) illustrates this.

Table (6) Test of variance amplitude and permissible variance for the dimensions of independent variables

Contrast amplification coefficient (VIF)	Tolerance	Dimension
1.446	0.692	Self-awareness
1.577	0.634	Transparency
1.409	0.710	Ethical perspective
1.675	0.597	Balanced treatment

Table (6) is the values of the variance inflation coefficient (VIF) test for all independent variables were less than (5), while the value of the tolerance test for all independent variables was greater than (0.20). This means that there is no high correlation between the independent variables, and therefore they can all be used in the regression model, and knowing which of these variables has a statistically significant effect on the dependent variable.

Correlation matrix between study variables

Pearson's correlation coefficient between the study variables was extracted in order to identify the nature of the correlation between the variables. The results are shown in Table 7.

Table 7 Correlation matrix between study variables

Balanced treatment	Ethical perspective	Transparency	Self-awareness	Variable
			1	Self-awareness
		1	0.459**	Transparency
	1	0.460**	0.335**	Ethical perspective
1	0.474**	0.514**	0.501**	Balanced treatment

**Statistically significant at significance level ($\alpha \leq 0.01$).

The results in Table (7) indicate that the degree of correlation of the independent variables with each other is medium, as the correlation coefficients between them ranged from (0.335) to (0.514). This confirms that the independent variables have a correlation with each other, but the degree of this relationship is medium and there are no strong correlations between them.

Statistical methods used

The following statistical methods were used, using the (SPSS) program, where frequencies, percentages, arithmetic means and standard deviations were extracted in order to identify the estimates of the study sample members for the items of the study tool and arrange them according to their relative importance. The methods are also to conduct factor analysis to show the validity of the study tool, and extract Cronbach's alpha coefficient to verify the stability of the study tool, and apply Linear duplication test using the coefficient of amplification of variance and permissible variance in order to ensure that the data are free from the problem of linear interference. Pearson's correlation coefficient forms a correlation matrix that shows the degree of correlation of the study variables with each other, and the application of the multiple regression equation to test the hypotheses of the study.

Presentation and discussion of results

Results related to the level of authentic leadership from the point of view of employees at the University of Tikrit.

The arithmetic means were extracted for the approval of the surveyed individuals on the dimensions that reflect the level of authentic leadership from the point of view of the employees at the University of Tikrit, and the results were as shown in Table (8).

Table 8

The arithmetic means of the approval of the surveyed individuals on the dimensions that reflect the level of authentic leadership from the point of view of the employees of the University of Tikrit are arranged in descending order according to the arithmetic mean

Level	Standard deviation	Arithmetic mean	Dimension	figure	Rank
High	0.51	4.33	Self-awareness	1	1
High	0.62	4.17	Balanced treatment	4	2
High	0.66	4.16	Transparency	2	3
High	0.67	4.16	Ethical perspective	3	3
High	0.48	4.20	The field of authentic leadership as a whole		

Table (8) shows that the level of authentic leadership from the point of view of employees at the University of Tikrit was high, as the arithmetic mean of the answers of the members of the study sample for the field of authentic leadership as a whole reached (4.20) with a high evaluation level. It is also shown from Table (8) that the arithmetic means of the answers of the members of the study sample on the dimensions of authentic leadership ranged between (4.16 -4.33) with a high level of evaluation for all dimensions, as it came in place after "self-awareness" with an arithmetic mean (4.33), followed by second place after "balanced treatment" with an arithmetic mean (4.17). It was the third and last place after "transparency, ethical perspective" with an arithmetic mean (4.16), and from the above it was found that the level of authentic leadership from the point of view of employees at Tikrit University and its sub-dimensions was high.

This finding can be explained by the fact that leaders at Tikrit University have characteristics that are popular with employees and that leaders at the university seem to practice ethical behaviors by raising and trying to meet the needs of employees.

These results also indicate that there is a general awareness among university officials about the importance of authentic leadership and its contribution to achieving goals. This result may indicate that the officials seek to satisfy the spiritual and psychological needs of employees, which makes them more inclined to form human relations between them and employees. Thus, they are more inclined towards practicing authentic leadership because of its positive effects on the nature of the relationship between the manager and employees.

In order to give a detailed picture of the level of authentic leadership from the point of view of the university employees, the researcher extracted the arithmetic mean, and the standard deviations of the extent to which the individuals surveyed agreed on the paragraphs of each dimension related to authentic leadership individually, where the results were as shown in the following tables:

- **The first dimension: self-awareness.**

Table 9 Arithmetic means of the consent of the surveyed individuals to paragraphs after "self-awareness" arranged in descending order according to the arithmetic mean

Level	Standard deviation	Arithmetic mean	Ferry	figure	Rank
High	0.54	4.40	I have the ability to assess my strengths and weaknesses.	1	1
High	0.53	4.38	Choose the right time to provide guidance to my co-workers	3	2
High	0.62	4.20	I can recognize the impact of my job behavior on co-workers.	2	3
High	0.51	4.33	After "self-awareness" as a whole		

Table (9) shows that the arithmetic means of the responses of the study sample members about the items of the dimension (self-awareness) ranged between (4.20-4.40), where item No. (1), which reads "I have the ability to assess my strengths and weaknesses", was, while the (2) ranked last, which reads: I can realize the impact of my functional behavior on co-workers, and the arithmetic mean of the dimension as a whole reached (4.33) with a high level of evaluation. The researcher attributes this result to the fact that leaders at the university are keen to assess strengths and weaknesses and control the time in guiding employees and forming a clear vision.

- **The second dimension: transparency.**

Table 10 Arithmetic means of the approval of the respondents on paragraphs after "transparency" arranged in descending order according to the arithmetic mean

Level	Standard deviation	Arithmetic mean	Ferry	figure	Rank
High	0.63	4.54	I tell others my feelings when exposed to common situations.	1	1
High	0.61	4.27	I realize the importance of admitting a mistake when it happens to me without hesitation.	3	2
High	0.90	3.67	I believe in the importance of teamwork in accomplishing all the required tasks.	2	3
High	0.66	4.16	After "transparency" As a whole		

Table (10) shows that the arithmetic means of the answers of the members of the study sample about the paragraphs after (transparency) have ranged between (3.67-4.54), where item No. (1) and its text " I tell others my feelings when exposed to common situations", came in first place, while paragraph (2) ranked last, which reads: I believe in the importance of teamwork in accomplishing all the required tasks. The researcher explains this result that leaders at Tikrit University are trying to integrate employees in teamwork to improve the quality of accomplishment of the task required of them, making them more interested in the opinions and suggestions provided by employees and better able to admit a mistake if it occurs.

- **The third dimension: the ethical perspective.**

Table 11 Arithmetic means of approval of respondents on paragraphs after the "ethical perspective" arranged in descending order according to the arithmetic mean

Level	Standard deviation	Arithmetic mean	Ferry	figure	Rank
High	0.55	4.54	I don't respond to group pressure by controlling my reactions to work.	3	1
High	0.73	4.24	My actions reflect the core business values I hold.	2	2
High	0.92	3.68	I am honest in the information I pass on to my co-workers	1	3
High	0.67	4.16	After the "ethical perspective" as a whole		

Table (11) shows that the arithmetic means of the responses of the study sample members about the items (ethical perspective) ranged between (3.68-4.54), where item No. (3), which reads "I do not respond to the pressures of groups by controlling my reactions to work" was first while item (1) ranked last, which reads: "I take into account the honesty in the information I convey to my colleagues at work." The arithmetic mean of the dimension as a whole reached (4.16) with a high level of evaluation, and this result can be due to the fact that leaders at Tikrit University have a high degree of awareness about the importance of an ethical perspective in influencing the workforce through the use of leadership by example, expressing vision and explaining how to reach goals.

- **Fourth dimension: balanced treatment.**

Table 12 Arithmetic means of approval of respondents on the item "balanced treatment" arranged in descending order according to the arithmetic mean

Level	Standard deviation	Arithmetic mean	Ferry	figure	Rank
High	0.59	4.30	I make my decisions in light of the capabilities available to the group.	2	1
High	0.58	4.15	Make decisions after getting enough information.	3	2
High	0.82	4.07	I listen attentively to the thoughts of my colleagues who disagree with me.	1	3
High	0.62	4.17	After "balanced processing" as a whole		

Table (12) shows that the arithmetic means of the responses of the study sample members about items (balanced treatment) ranged between (4.07-4.30), where item No. (2) came in first place, while No. (1) ranked last, which reads: "I listen attentively to the ideas of my colleagues who disagree with me," and this result can be explained by the managers in Tikrit University. They try to identify the degree of needs and desires of each employee and identify the ideas of the employees who succeed them in opinion, and take into account the individual differences between employees when satisfying these needs.

Results related to the level of quality of work life from the point of view of employees at the University of Tikrit.

The arithmetic means were extracted for the approval of the surveyed individuals on the paragraphs that reflect the level of quality of work life from the point of view of employees at the University of Tikrit, and the results were as shown in Table (13).

Table 13 The arithmetic means of the approval of the respondents on the paragraphs of the "Quality of Work Life" field are arranged in descending order according to the arithmetic mean

Level	Standard deviation	Arithmetic mean	Ferry	figure	Rank
High	0.81	4.00	The university is keen to oblige employees to take preventive and safety measures while performing work.	7	1
medium	1.01	3.35	Employees participate in developing solutions to the problems they face, and developing development plans.	9	2
medium	1.06	3.27	The working environment at the university is comfortable .	6	3
medium	1.02	3.24	The university carries out a personnel investment policy (political, scholarship, delegation, training).	8	4
medium	1.08	3.21	Management is interested in providing job stability	5	5
medium	0.99	3.12	The university takes the suggestions and recommendations made by the employees.	10	6
medium	1.16	2.94	Management follows a policy of retaining qualified employees	4	7
medium	1.23	2.85	The salary received by the employee is commensurate with the duties and responsibilities of the job.	1	8
medium	1.11	2.77	The benefits and benefits enjoyed by employees meet their needs.	2	9
medium	1.27	2.73	Bonuses are related to employee performance.	3	10
medium	0.61	3.15	The field of "Quality of Business Life" as a whole		

Table (13) shows that the arithmetic means of the responses of the study sample members on the items of the field of (quality of work life) ranged between (2.73-4.00), where No. (7), which reads "The university is keen to oblige employees to preventive and safety measures during the performance of work", came in first place, while item(3) ranked last, which reads: rewards are related to employee performance, and the arithmetic mean of the field as a whole reached (3.15) with an average evaluation level, from the above it is clear that The level of quality of work life

from the point of view of Tikrit University employees was average. This result can also be explained by the fact that the university tries to provide satisfying, loving and safe environmental factors for its employees to support their satisfaction, in addition to providing appropriate reward systems and growth opportunities.

Test the hypotheses of the study

H0.1 There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of authentic leadership with its dimensions (self-awareness, transparency, ethical perspective, balanced treatment) on the quality of work life at Tikrit University from the point of view of its employees.

The following sub-hypotheses branch out of this hypothesis:

H0.1.1 There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of self-awareness on the quality of working life at Tikrit University from the point of view of its employees.

H0.1.2 There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of transparency on the quality of work life at Tikrit University from the point of view of its employees.

H0.1.3 There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of the ethical perspective on the quality of work life at Tikrit University from the point of view of its employees.

H0.1.4 There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of the balanced treatment on the quality of working life at Tikrit University from the point of view of its employees.

To verify the validity of the main hypothesis and its sub-hypotheses, the Multiple Regression equation was applied to study the impact of authentic leadership in its various dimensions on the quality of work life, Table (14) illustrates this.

Table (14) Multiple Regression equation to study the impact of authentic driving in its various dimensions on the quality of work life

Statistical significance	F	R ² Modified	R ²	R	Consolidated Transactions			Non-standard coefficients		Variable
					Statistical significance	T	Beta	Standard error	B	
0.000	136.063	0.603	0.607	0.779	0.000	-		0.190	-	Regression constant
					0.000	5.660	0.230	0.050	0.270	Self-awareness
					0.000	5.200	0.220	0.040	0.200	Transparency
					0.000	8.030	0.320	0.040	0.290	Ethical perspective
					0.000	5.730	0.250	0.040	0.240	Balanced treatment

Table (14) shows that there is a statistically significant effect at the level of ($\alpha \leq 0.05$) of authentic leadership in its various dimensions on the quality of work life, as the value of the correlation coefficient (R) (0.779), which is a statistically significant value and indicates the degree of correlation statistically significant between authentic leadership and the quality of work life. The value of (R-square) (0.607) is a statistically significant value that explains the ability of authentic leadership to influence the quality of work life. This means that the authentic leadership explains the value of (60.7%) of the change in the quality of work life, and the value of the test (F) (136.063) statistically significant (0.00), which is a statistically significant value

indicating a variation in the ability of authentic leadership in affecting the quality of work life. Thus, the main hypothesis is accepted in the alternative form, which reads: There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) of authentic leadership with its dimensions (self-awareness, transparency, ethical perspective, balanced treatment) on the quality of work life at Tikrit University from the point of view of its employees. The researcher attributes this result to the fact that the increased use of authentic leadership reflects positively on the loyalty of individuals towards the institution and the extent of their attachment and unity in order to serve it, which positively affects the degree of satisfaction as the use of authentic leadership increases the number of employees satisfied with their work. The results of the sub-hypotheses emanating from the main hypothesis are presented as follows:

1. There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of self-awareness on the quality of work life, where the values of (Beta, T) (0.230, 5.660) respectively, which are statistically significant values, thus accepting the first sub-hypothesis in the alternative form. This can be because self-awareness is a tool to improve employee satisfaction through employees' awareness and clear understanding of general goals.
2. There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) for transparency on the quality of work life, where the values of (Beta, T) (0.220, 5.200) respectively, which are statistically significant values, so the second sub-hypothesis is accepted in the alternative form. The reason for this result is that giving leaders a high level of transparency contributes to knowing the strengths and weaknesses of Employee performance, which makes the employee feel that s/he is an important center in the organization in which he works. Thus, they are encouraged to improve his performance to appear decent in front of his manager, which reflects positively on the level of quality of work life.
3. There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of the ethical perspective on the quality of work life, where the values of (Beta, T) (0.320, 8.030) respectively, which are statistically significant values, so the third sub-hypothesis is accepted in the alternative. The reason for this is that the quality of work life may appear in environments where there is sound leadership and work satisfaction through what appears in practices that are associated with freedom of will, resulting from the individual's deep sense of the common good away from the influence of the dimensions of power, domination and organizational power, or the desire to obtain self-benefits and benefits.
4. There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) for balanced treatment on the quality of work life, where the values of (Beta, T) (0.250, 5.730) respectively, which are statistically significant values. So the fourth sub-hypothesis is accepted in the alternative form because the balanced treatment contributes to the formation of positive attitudes among workers that reflect their enthusiasm for the job and dedication during their performance and their sense of positive energy during work, which contributes to the level of quality of work life.

RECOMMENDATIONS

In light of the findings and their discussion, the researcher offers some recommendations to decision-makers at the university that we believe may contribute to enhancing the impact of authentic leadership on the quality of work life from the point of view of employees as:

1. Enhancing the role of authentic leadership clarifying its importance in raising the level of quality of work life for employees and exploiting the availability of good levels of authentic leadership in its four variables in enhancing and maintaining the quality of work life high.
2. The need for universities are advised to take into account the achievement of benefits and benefits enjoyed by employees to meet their needs, by linking rewards to the performance of employees.
3. Increasing the interest in providing counseling services related to the personal lives of university employees and how to manage them.
4. The need for universities to develop their prevailing leadership patterns that support the application of the quality of work life and move away from the autocratic dictatorial style and others that support centralization at work and limit the participation of workers in decision-making.

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