

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF MANAGEMENT STUDIES  
MBA PROGRAMME**

**THE EFFECT OF AUTHENTIC LEADERSHIP PRACTICES  
ON ORGANIZATIONAL COMMITMENT AT  
PUN HLAING HOSPITAL(HLAING THAR YAR)**

**KHIN HNIN PHYU PHYU PHWAY**

**EMBA II - 58**

**EMBA 18<sup>th</sup> BATCH**

**DECEMBER, 2022**

**YANGON UNIVERSITY OF ECONOMICS**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MBA PROGRAMME**

**THE EFFECT OF AUTHENTIC LEADERSHIP PRACTICES**  
**ON ORGANIZATIONAL COMMITMENT AT**  
**PUN HLAING HOSPITAL(HLAING THAR YAR)**

**ACADEMIC YEAR (2019-2022)**

**Supervised By:**

**Submitted By:**

Dr. Than Thu Zar

Khin Hnin Phyu Phyu Phway

Professor

EMBAII - 58

Department of Management Studies

EMBA 18<sup>th</sup> Batch

University of Economics

2019-2022

**YANGON UNIVERSITY OF ECONOMICS**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MBA PROGRAMME**

**THE EFFECT OF AUTHENTIC LEADERSHIP PRACTICES**  
**ON ORGANIZATIONAL COMMITMENT AT**  
**PUN HLAING HOSPITAL(HLAING THAR YAR)**

A Thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

**Supervised By:**

**Submitted By:**

Dr. Than Thu Zar

Khin Hnin Phyu Phyu Phway

Professor

EMBAII - 58

Department of Management Studies

EMBA 18<sup>th</sup> Batch

University of Economics

2019-2022

## ACCEPTANCE

This is to certify that the thesis entitled “**The Effect Of Authentic Leadership Practices On Organizational Commitment At Pun Hlaing Hospitals**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

### Board of Examiners

-----

**(Chairman)**

Dr. Tin Tin Htwe

Rector

Yangon University of Economics

-----

(Supervisor)

-----

(Examiner)

-----

(Examiner)

-----

(Examiner)

**December, 2022**

## ABSTRACT

This study aims to examine authentic leadership practices, job satisfaction, organizational commitment and job performance. The specific objectives are to examine the effect of authentic leadership practices on organizational commitment, to analyze the moderating effect of job satisfaction on the relationship between authentic leadership practices and organizational commitment and to analyze the effect of organizational commitment on employee job performance at Pun Hlaing Hospital. In this study, quantitative research method is used in order to investigate the objectives. Primary data are collected from 131 clinical and non-clinical staff of Pun Hlaing Hospital by using simple random sampling method. Secondary data are gathered from documents of Pun Hlaing Hospital, previous research papers and relevant Web sites. Descriptive statistics and regression analysis is applied to analyze the collected data. According to multiple regression analysis of authentic leadership practices on organizational commitment, there is no significant effect of authentic leadership practices on continuance commitment. Only internalized morality has significant and positive effect on affective and normative commitment. According to the results, job satisfaction has partial moderating effect between transparency in relationship and continuous commitment. Moreover, it has full moderating effect between transparency in relationship and affective commitment. However, there is no moderating effect on the relationship between authentic leadership practices and normative commitment. Finally, affective commitment has positive and significant effect on task performance. Affective and normative commitment have positive and significant effect on contextual performance. It can be suggested that authentic leaders can attain greater performance from their followers and are considered a leadership multiplier. It can be suggested that by utilizing authentic leadership practices, the leaders should facilitate higher quality relationships leading to active commitment of employees in workplace activities, which results in greater job satisfaction and higher productivity and performance.

## ACKNOWLEDGEMENTS

First and foremost, I would like to respectfully express my regard and gratitude to Professor Dr. Tin Tin Htwe, Rector of Yangon University of Economics, for giving me an opportunity to submit this thesis as a partial fulfillment of the requirements for the degree of Executive Master of Business Administration (EMBA).

My deepest thanks to Prof. Dr Myint Myint Kyi, Program Director and Head of Department of Management Studies, for her extensive and constructive suggestions, valuable excellent guidance, kind support and comments to complete this thesis.

I would like to express my sincerest gratitude to my supervisor, Dr. Than Thu Zar, Professor, Department of Management Studies, Yangon University of Economics, who has supported and encouraged me in my research efforts and given me unique opportunities to take on responsibilities.

Furthermore, I would like to express my gratitude to Dr. Thin Nwe Oo, Professor, Department of Management Studies, Yangon University of Economic and Dr. Hla Hla Mon, Professor, Department of Management Studies, Yangon University of Economics for their valuable guidance, and kind comments on this thesis.

In addition, I would like to convey special thanks to all our professors, lectures and visiting lecturers for their kind support and knowledge sharing at MBA Programme during the academic years.

Moreover, I would like to thank to Management Team and my colleagues at Pun Hlaing Hospital, each and every contributor of the questionnaires for their favor and kind participation to complete this thesis.

Finally, I would like to express my gratitude to my family, colleagues and classmates from EMBA 18<sup>th</sup> Batch for their willingly support, continuous contribution and inspiration to me during my study.

Khin Hnin Phyu Phyu Phway  
EMBA II – 58  
EMBA 18<sup>th</sup> BATCH,  
2019-2022.

## TABLE OF CONTENTS

	Page
<b>ABSTRACT</b>	i
<b>ACKNOWLEDGEMENTS</b>	ii
<b>TABLE OF CONTENTS</b>	iii
<b>LIST OF TABLES</b>	v
<b>LIST OF FIGURES</b>	vi
<b>LIST OF ABBREVIATIONS</b>	vii
<b>CHAPTER 1 INTRODUCTION</b>	<b>1</b>
1.1 Rationale for the Study	4
1.2 Objectives of the Study	5
1.3 Scope and Method of the Study	5
1.4 Organization of the Study	6
<b>CHAPTER 2 THEORETICAL BACKGROUND</b>	<b>7</b>
2.1 Leadership	7
2.2 Authentic Leadership	8
2.3 Job Satisfaction	12
2.4 Organizational Commitment	13
2.5 Job Performance	14
2.6 Previous Studies on Authentic Leadership, Job Satisfaction, Organizational Commitment and Job Performance	15
2.7 Conceptual Framework	18
<b>CHAPTER 3 PROFILE AND “THE EFFECT OF AUTHENTIC LEADERSHIP PRACTICES ON ORGANIZATIONAL COMMITMENT AT PUN HLAING HOSPITAL (HLAING THAR YAR)”</b>	<b>21</b>
3.1 Profile of Pun Hlaing Hospital	21
3.2 Authentic Leadership Practices at Pun Hlaing Hospital	25
3.3 Research Methods	27
3.4 Demographic Characteristics of the Respondents	28

<b>CHAPTER 4</b>	<b>ANALYSIS ON “THE EFFECT OF AUTHENTIC LEADERSHIP PRACTICES ON ORGANIZATIONAL COMMITMENT AT PUN HLAING HOSPITAL (HLAING THAR YAR)”</b>	<b>31</b>
4.1	Authentic Leadership Practices	31
4.2	Employee Perception on Job Satisfaction	35
4.3	Employee Perception on Organizational Commitment	37
4.4	Job Performance	40
4.5	Analysis on the Effect of Authentic Leadership Practices on Organizational Commitment	42
4.6	Analysis on Moderating Effect of Job Satisfaction on the Relationship between Authentic Leadership Practices and Continuance Commitment	46
4.7	Analysis on Effect of Organizational Commitment on Job Performance	52
<b>CHAPTER 5</b>	<b>CONCLUSIONS</b>	<b>55</b>
5.1	Findings & Discussions	55
5.2	Suggestions & Recommendations	56
5.3	Needs for Further Research	57
<b>REFERENCES</b>		
<b>APPENDIX I</b>		
<b>APPENDIX II</b>		
<b>APPENDIX III</b>		



## LIST OF TABLES

<b>Tables</b>	<b>Pages</b>
Table (3.1) Demographic Profile of Respondents	29
Table (4.1) Descriptive Statistics on Self-awareness	32
Table (4.2) Descriptive Statistics on Transparency in Relationships	33
Table (4.3) Descriptive Statistics on Internalized Morality	34
Table (4.4) Descriptive Statistics on Balance Processing	35
Table (4.5) Descriptive Statistics on Job Satisfaction	36
Table (4.6) Descriptive Statistics on Continuance Commitment	37
Table (4.7) Descriptive Statistics on Affective Commitment	38
Table (4.8) Descriptive Statistics on Normative Commitment	39
Table (4.9) Descriptive Statistics of Task Performance	40
Table (4.10) Descriptive Statistics of Contextual Performance	41
Table (4.11) Effect of Authentic Leadership Practices on Continuance Commitment	43
Table (4.12) Effect of Authentic Leadership Practices on Affective Commitment	44
Table (4.13) Effect of Authentic Leadership Practices on Normative Commitment	45
Table (4.14) Moderating Effect of Job Satisfaction on the Relationship between Authentic Leadership Practices and Continuance Commitment	47
Table (4.15) Moderating Effect of Job Satisfaction on the Relationship between Authentic Leadership Practices and Continuance Commitment	49
Table (4.16) Moderating effect of Job Satisfaction on the Relationship between Authentic Leadership Practices and Normative Commitment	51
Table (4.17) Effect of Organizational Commitment on Task Performance	53
Table (4.18) Organizational Commitment on Contextual Performance	54

## LIST OF FIGURES

<b>Figures</b>	<b>Pages</b>
Figure (2.1) Conceptual Framework of Yon	16
Figure (2.2) Conceptual Framework of Mosadeghrad	17
Figure (2.3) Conceptual Framework of Hendri	18
Figure (2.4) Conceptual framework	19
Figure (3.1) Organizational Structure of Pun Hlaing Hospital	24

## **LIST OF ABBREVIATIONS**

AC	- Affective Commitment
AL	- Authentic Leadership
BP	- Balanced Processing
CC	- Continuance Commitment
CP	- Contextual Performance
FMI	- First Myanmar Investment
IM	- Internalized Morality
JCI	- Joint Commission International
JP	- Job Performance
NC	- Normative Commitment
OC	- Organizational Commitment
SA	- Self – awareness
SPA	- Serge Pun & Associate
TIR	- Transparency In Relationships
TP	- Task Performance
YSHPH	- Yoma Siloam Hospital Pun Hlaing Limited

# **CHAPTER 1**

## **INTRODUCTION**

For achieving competitive advantage for an organization, the role of leadership is very much important because the leadership is known as the backbone of an organization and the major source for gaining the competitive advantage. It is obvious that if organization gain the competitive advantage in the market, then it moves to the success of its business which can be measurable and manageable. Management is important in organization and the concept of management is involved in almost all areas of life. Management is the process of coordinating and administrating tasks to achieve organizational goals. Management is not only essential in businesses and organizations, but also it is essential in our individual lives.

Authentic leadership leads people through change and, in the process, empowers them to new levels of communication and performance. It is a win for the leader, the employee and the organization (Norma, 2018). They are role models for their organizations and society as a whole. Being authentic is the answer to transformational leadership. It starts with transformation of self, which leads directly to transformation of the organization. The more a leader knows about self, the more the leader can understand others. When a leader walks in authenticity, the result becomes leadership where there are no regrets.

Authentic leadership transforms people from Industrial Age styles of thinking and behaving to a culture of empowerment and engagement. It emphasizes ethics, honesty, sincerity, integrity and relationship building through honest communication between leaders and team members (Norma, 2018). While Industrial Age leadership emphasized profit and share price over people and ethics, authentic leadership achieves the same profit and share price objectives, but the process is different. Authentic leadership creates positive environments and enthusiastic teams. Performance is generally higher because team members have mutual respect and recognize the value that each member brings – they enjoy coming to work.

Authentic leadership is a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and transparency in relationships on the part of leaders working with followers, fostering positive self-development (Kim, 2018).

Even though authenticity is known as a relational concept, self-awareness, self-development, and self-regulation are primary factors of authentic leadership. Authentic leadership necessitates not only being true to oneself but also transferring this from leaders to their subordinates through the expression of their values and beliefs. Self-awareness enables leaders to be capable of transferring the discovered characteristics, values, and beliefs to the subordinates who are also leaders in sub-levels of the organization. In this way, the authenticity of the leader can spread through the whole organization.

Transparency in Relationships refers to being open and honest in presenting one's true self to others. It is self-regulatory because individuals can control their transparency with others. Transparency in relationships occurs when individuals share their core feelings, motives, and inclinations with others in an appropriate manner (Kernis, 2003). It includes the individuals showing both positive and negative aspects of themselves to others. In short, transparency in relationships is about communicating openly and being real in relationships with others.

Internalized moral perspective refers to a self-regulatory process whereby individuals use their internal moral standards and values to guide their behavior rather than allow outside pressures to control them (e.g., group or societal pressure). It is a self-regulatory process because people have control over the extent to which they allow others to influence them. Others see leaders with an internalized moral perspective as authentic because their actions are consistent with their expressed beliefs and morals.

Balanced processing is a self-regulatory behavior. It refers to an individual's ability to analyze information objectively and explore other people's opinions before making decisions. It also means avoiding favoritism about certain issues and remaining unbiased. Balanced processing includes soliciting viewpoints from those who disagree with and fully considering their positions before taking the leader's own action. Leaders with balanced processing are seen as authentic because they are open about their own perspectives but are also objective in considering others' perspectives.

Job satisfaction is produced by the job itself allowing the individual to 'grow' psychologically, that is, to achieve a worthwhile aim, to achieve recognition for his efforts and so on. Job satisfaction is determined not only by the nature of the job and its context, but by the needs, values and expectations that individuals have in relation to their job. Job satisfaction has been conceptualized and operationalized as both a global and a multidimensional construct. On a global level, job satisfaction is considered in terms of

an employee's overall satisfaction. As a multidimensional construct, job satisfaction concerns satisfaction with pay, supervision, company policy and the nature of the work. Job satisfaction consists of an extrinsic and intrinsic component. Intrinsic job satisfaction is how people feel about the nature of the job tasks themselves, while extrinsic job satisfaction is how people feel about aspects of the work situation that are external to the job tasks.

The concept organizational commitment has grown in popularity in the literature on industrial and organizational psychology (Cohen, 2003). Organizational commitment is a spontaneous process, which develops through the orientation of individuals to the organization. Organizational commitment influences whether an employee stays a member of the organization (is retained) or leaves to pursue another job (turns over). The three components of organizational commitment are: affective commitment, continuance commitment and sense of normative commitment.

The affective commitment is defined as a desire to remain a member of an organization due to an emotional attachment to, and involvement with, that organization. In other words, they stay because they want to. Another cost-based reasons for staying includes issues of salary, benefits, and promotions, as well as concerns about uprooting a family. These sorts of reasons create continuance commitment, defined as a desire to remain a member of an organization because of an awareness of the costs associated with leaving it. In other words, they stay because they need to. The reflections of some obligation-based reasons for staying with the current organization include a sense that a debt is owed to a boss, a colleague, or the larger company. These sorts of reasons create normative commitment, defined as a desire to remain a member of an organization due to a feeling of obligation. In this case, they stay because they ought to.

Job performance can lead to numerous extrinsic rewards. Among the most common in the job situation are pay raises; promotions; new task responsibilities; praise and recognition. A crucial difference between these rewards and task-related rewards is that whereas the latter are to a considerable extent under the individual's own control (to the degree that the job allows them at all), extrinsic rewards are largely under the control of external agents. Leaders of high-performing organizations foster and nurture a climate of social interaction where managers and team members embrace meaningful engagement and team members participate in organizational activities and decision-making processes. Conversely, regular interactions between managers and employees have a direct positive

effect on employee job performance. Task Performance can be divided into two categories: task performance and contextual performance.

Task performance is a working process which occurs when an assigned person (or a workgroup of persons) effectuates a task's plan: this refers to a manner in which they realize the work which was projected for a task. Since there is a task attributed with the main elements of its plan (the task goals, a plan of actions to reach these goals reasonably, and certain success measures to appraise effectiveness of these efforts) it is time to appoint the right performers who are able to undertake the practical work.

Contextual performance is defined as discretionary behaviors on the part of an employee that are believed to directly promote the effective functioning of an organization without necessarily directly influencing an employee's productivity (Podsakoff et al., 2000). Contextual activities, however, are common to many (or all) jobs and are less role prescribed. Contextual performance captures this ability of employees to engage in activities that contribute to the overall well-being of the organization. This aspect of job performance is viewed as equally important as task performance.

In this study, the authentic leadership practices using at Pun Hlaing Hospital which is located at Hlaing Thar Yar Township of City Yangon is studied in terms of job satisfaction and organization commitment. At Pun Hlaing Hospital, clinical care providers include specialists, nurses, aligned health staff (pharmacists, radiographers, medical technologists, physiotherapists, and other professionals and nonclinical employees including administrative and support staff). This study also aims to investigate the effect of Authentic Leadership practices on organizational commitment and affective organizational commitment (AC) both directly and indirectly through the moderating effect of job satisfaction at work.

## **1.1 Rationale of the Study**

Given recent growth in authentic leadership research in healthcare and the importance of new knowledge to inform leadership development, there is an obligation to determine what is known about the antecedents and outcomes of authentic leadership in healthcare settings and clarify mechanisms by which authentic leadership affects healthcare staff and patient outcomes at Pun Hlaing Hospital.

Since job satisfaction is a key element of a healthy work environment of staff with less work-related stress and organizational commitment, it can improve job performance at workplace. Authentic leadership is proposed as the core of effective leadership needed

to build organizational commitment because of its clear focus on the positive role modeling of honesty, integrity, and high ethical standards in the development of leader-follower relationships.

Authentic leadership is conducted at workplace of Pun Hlaing Hospital as it is a relational leadership style purported to promote healthy work environments that influence staff performance and organizational commitment. Pun Hlaing hospital is a well-established organization that foster authentic behavior to have more engaged, enthusiastic, motivated employees and psychologically safe culture. It has a culture of trust in management which is necessary for staff to be willing to work with less stress. Leaders believe that it is essential to achieve patient safety and healthy work environments.

This study intends to analyze the effect of authentic leadership practices on organizational commitment by emphasizing transparency, balanced processing, self-awareness and high ethical standards whether the employees of the hospital are satisfied with their work, and develop higher job performance. Moreover, the study is also intended to have recommendations to improve the workplace, patient care and to promote job performance.

## **1.2 Objectives of the Study**

The specific objectives of the study are;

- To examine the effect of authentic leadership practices on organizational commitment of Pun Hlaing Hospital (Hlaing Thar Yar)
- To analyze the moderating effect of job satisfaction on the relationship between authentic leadership practices and organizational commitment at Pun Hlaing Hospital (Hlaing Thar Yar)
- To analyze the effect of organizational commitment on their job performance at Pun Hlaing Hospital (Hlaing Thar Yar)

## **1.3 Scope and Method of the Study**

This study focuses on authentic leadership that improves employees' organizational commitment, promotes creativity, and enhances the employee performance of staffs at Pun Hlaing Hospital (Hlaing Thar Yar).



Currently, there are 523 employees including doctors, nurses, health care assistances, allied health professionals, quality control managers, patient care managers, and support staffs working at Pun Hlaing Hospital (Hlaing Thar Yar). The quantitative methodology used in this study incorporates a simple random sampling method with sample size is (N=131), which is approximately 25 % of the total employees of the hospital.

The sample was selected randomly from all departments of the hospital to collect the primary data through online survey by using structured questionnaires. The survey collection period was from the first week of August 2022 to the third week of August 2022. The simple random sampling method is used for data analysis. Descriptive statistics and regression analysis are applied to analyze the collected data.

#### **1.4 Organization of the Study**

This study consists of five chapters. Chapter one is the introduction of the study which includes the rationale of the study, objectives of the study, scope, and method of the study, and organization of the study. Chapter two illustrates the theoretical background regarding authentic leadership, job satisfaction, and organizational commitment. Chapter three consists of the effect of Authentic Leadership practices on organizational commitment at Pun Hlaing Hospital at Hlaing Thar Yar Township of City Yangon. Chapter four includes the analysis of Authentic Leadership practices on organizational commitment, job satisfaction, and job performance. Chapter five is the conclusion with findings and discussions, suggestions and recommendations, and the need for further research.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

This chapter presents the theoretical background of Authentic Leadership, Organizational Commitment, Job Performance and Job Satisfaction. It also describes the previous studies and conceptual framework of study.

#### **2.1 Leadership**

Leadership is the ability to create an environment where everyone knows what contribution is expected and feels totally committed to doing a great job (Christina, 2015). Leadership is an essential skill for all successful managers to learn and practice regularly. Leaders are made rather than born. Leadership has many facets and no simple definition: it is the ability to inspire and encourage others to overcome challenges, accept continuous change, and achieve goals; it is the capacity to build strong, effective teams; and it is the process of using influence to persuade and steer others. Leaders set a strong example through their own life principles; they achieve results but also take responsibility for failure.

The definition of leadership encompasses the concept of leadership as a process that involves influence; occurs in groups; and includes attention to common goals. Leadership is a process whereby an individual influence a group of individuals to achieve a common goal (Northouse, 2010).

Leadership is no longer simply described as an individual characteristic or difference but rather depicted in various models as dyadic, shared, relationship, strategic, global, and a complex social dynamic. Virtually all definitions of leadership share the view that leadership involves the process of influence. No longer is leadership simply described as an individual characteristic or difference, but rather, depicted in various models as dyadic, shared, relationship, strategic, global, and a complex social dynamic (Avolio, 2009).

When leaders are transformed, the transformation of their organizations follows not far behind. This framework for great leadership works, and the timing is right. The organizations have seen the critical importance of developing their leaders in such a complex, competitive environment. Nowadays, many organizations have come to recognize, even if reluctantly, that the key to their success is their leadership, and the key to their competitive edge is great leadership.

## **2.2 Authentic Leadership**

There are many identified styles of leadership, while six types appear to be more common: transformational, transactional, autocratic, laissez-faire, task-oriented, and relationship-oriented leadership. Transformational leadership style is characterized by creating relationships and motivation among staff members (Witzel, 2019). Transformational leaders typically have the ability to inspire confidence, staff respect and they communicate loyalty through a shared vision, resulting in increased productivity, strengthen employee morale, and job satisfaction. In transactional leadership the leader acts as a manager of change, making exchanges with employees that lead to an improvement in production. An autocratic leadership style is considered ideal in emergencies situation as the leader makes all decisions without considering the opinion of staff.

Transformational and authentic leadership share some conceptual overlap, with authentic leadership often being described as a subset of transformational leadership. Authentic leadership is defined as a logical extension of the authentic self and can be considered a foundation of positive leadership. They are leaders who know who they are and what they believe in; who display transparency and consistency between their values, ethical reasoning and actions; who focus on developing positive emotional states such as confidence, optimism, hope, and resilience within themselves; and who are widely known and respected for their integrity. Not only they are deeply aware of how they think and behave and aware of the context within which they operate with a positive regard for their followers, they are also perceived by others as being aware of their own and others' values/ moral perspectives, knowledge and strengths. This can further build follower confidence through increasing their followers' self-efficacy.

Authentic Leadership (AL) is an emerging theory of leadership (Ronald, 2018). It has received increased focus from 2005 onwards, mainly due to cases of inauthentic leadership at that time, particularly as highlighted in the press, which sharpened the outcry for a new standard of integrity and public accountability in leadership. AL, based on the tenets of positive psychology, has emerged as one response to the call for higher standards of character and integrity in leadership, as it seeks to find a way to move organizations, communities, and societies forward by focusing on what is right for the greater good.

Authentic leadership is a management style in which leaders are genuine, self-aware, and transparent. An authentic leader is able to inspire loyalty and trust in

employees by consistently displaying who the leader really is as a person, and how he feels about the employees' performance. Authentic leadership is the single strongest predictor of an employee's job satisfaction (Shoman, 2009).

The practices and elements of leadership models have been not distinctly identified because there are similarities or common points between each other, however four fundamental pillars of the theory have been drawn for authentic leadership: (1) self-awareness, (2) transparency in relationships (3) balanced processing of information and (4) internalized morality.

### **2.2.1 Self-Awareness**

The first dimension, self-awareness, refers to understanding of how one derives and makes meaning of the world, one's way of accomplishing the tasks, and impacts of this process on the followers' reactions (Walumbwa et al., 2008).

There are four basic factors that foster the development of authentic leaders: values, cognitions regarding identity, emotions and motives/goals. Self-clarity, self-views and self-certainty are basics of self-awareness, and these elements lead members develop their own self-knowledge and shape their self-identity. All of these factors and elements will eventually help to create a person who essentially focuses on ensuring trustworthy, enhancing credibility and appreciated morally due to their words and actions. These points are some of the distinctive features of authentic leaders because trustworthiness, fairness, accountability and respect for others are acknowledged as core personal identity images of these leaders.

Self-awareness enables leaders to be capable of transferring own discovered characteristics, values, and beliefs to his subordinates who are also leaders in sub levels of the organization so by this way, authenticity of the leader can spread through whole organization. Not only the leaders' strong sides but also his weaknesses will be explored, recognized and shown transparently to form an intimate and trusting connection with his followers. Lastly, positive effects of self-awareness on effectiveness and efficiency of the organizational success is proven and admitted by researchers.

Self-awareness is also critical to grow as a leader and strengthen other components of authentic leadership. Self-awareness is vital for acting appropriately as a leader and feeling empathy for how the employees might perceive the leader's feedback. It is required to seek feedback from the environment by asking the team what the leader can do to help them improve moving forward.

### **2.2.2 Transparency in Relationships**

The second pillar of AL, transparency in relationships that focuses on promoting trust through honest, transparent interrelation matured by openly sharing information and expression of one's true thoughts and feelings within respect, that is expressing the true meaning of the action or a discourse transparently (Kernis, 2003). Transparency in relationships refers to being open and honest in presenting one's true self to others. It is self-regulatory because individuals can control their transparency with others. Transparency in relationships occurs when individuals share their core feelings, motives, and inclinations with others in an appropriate manner (Kernis, 2003). It includes the individuals showing both positive and negative aspects of themselves to others. In short, transparency in relationships is about communicating openly and being real in relationships with others.

Passive aggression, subtle messaging, and convoluted feedback have no place in leadership. To truly foster authenticity, it is critical to remain genuine, straightforward, and honest with own team. Let them know where they stand, if they mess up, the leader needs to tell them as employees trust that the leader is not hiding the true feelings regarding their performance. Transparency and honesty must be encouraged from the leadership level for the organization to have successful business.

The point is, authentic leadership must start with the leader displaying behavior self-hope to see in the employees, as well. If the leaders are not transparent and honest, it will be difficult to expect the employees to come forward with problems when they arise.

### **2.2.3 Internalized Morality**

The fourth dimension of AL is internalized morality which refers to the self-regulations guided by internal moral principles and values rather than collective, organizational, and social pressures. These actions lead to disclosed decision-making processes, and rational, consistent behaviors in terms of these internalized values (Avolio & Gardner, 2005).

Internalized morality refers to a self-regulatory process whereby individuals use their internal moral standards and values to guide their behavior rather than allow outside pressures to control them (e.g., group or societal pressure). It is a self-regulatory process because people have control over the extent to which they allow others to influence them. Others see leaders with an internalized morality as authentic because their actions are consistent with their expressed beliefs and morals.

An authentic leader needs to know when to put the needs of the company and its customers. Ultimately, a leader should be focused on doing the right thing for the long-term success of the business. Additionally, it is required a leader have strong ethical values and integrity and exercise these traits even in the face of tempting shortcuts.

As a leader, it is important to recognize the downfall of this type of decision. While it could temporarily help boost the team's numbers, it is not a decision made out of integrity or fairness for your customer and will not result in lasting loyalty. By being a leader who emphasizes the importance of doing the right thing, it is possible to better equipped for setting up the team for long-term success.

#### **2.2.4 Balanced Processing**

Third pillar of authentic leadership is known balanced processing of information, which is unbiased analysis of all relevant information carefully and thoroughly before making the final decision (Gardner et al., 2005).

Balanced processing is also a self-regulatory behavior. It refers to an individual's ability to analyze information objectively and explore other people's opinions before making decision. It also means avoiding favoritism about certain issues and remaining unbiased. Balanced processing includes soliciting viewpoints from those who disagree with and fully considering their positions before taking the leader's own action. Leaders with balanced processing are seen as authentic because they are open about their own perspectives but are also objective in considering others' perspectives.

A leader needs to make decisions and stay true to the decision in the face of opposition, but the leader must also be capable of receiving and considering alternative viewpoints before choosing a plan of action. When a leader is making major decisions, it is important to ask for alternative opinions and remain open to discussion. While it is important for the leader stick to own values, it is also equally critical to seek out opposing viewpoints, which can help to see flaws in initial course of action or enable to strengthen the arguments by understanding all points of view. Additionally, for a good authentic leader, it is important to create an environment in which employees feel both safe and encouraged to share their opinions. By collecting outside feedback, it is possible to see more potential weaknesses in own decision.

### **2.3 Job Satisfaction**

Job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job or job experiences. In other words, it represents how the employee feel about their job and what they think about their job. Employees with high job satisfaction experience positive feelings when they think about their duties or take part in task activities. Employees with low job satisfaction experience negative feelings when they think about their duties or take part in their task activities.

Values are those things that people consciously or subconsciously want to seek or attain. Many of those values deal with the things that the work can give a good pay or a chance for frequent promotions. Other values pertain to the context that surrounds the work, including whether having a good boss or good coworkers. Still other values deal with the work itself, like whether job tasks provide the employee with freedom or a sense of achievement.

Satisfaction with the work itself, in turn, is affected by the five core job characteristics: variety, identity, significance, autonomy, and feedback. However, answering that question also requires paying attention to daily fluctuations in how people feel, in terms of their positive and negative moods and positive and negative emotions. In this way, a generally satisfied employee may act unhappy at a given moment, just as a generally dissatisfied employee may act happy at a given moment. Understanding those sorts of fluctuations can help managers separate long-term problems (boring tasks, incompetent coworkers) from more short-lived issues (a bad meeting, an annoying interaction).

Several factors influence an employee's job satisfaction, from pay to coworkers to job tasks to day-to-day moods and emotions. Moods are states of feeling that are often mild in intensity, last for an extended period of time, and are not explicitly directed at anything. Intense positive moods include being enthusiastic, excited, and elated. Intense negative moods include being hostile, nervous, and annoyed. Emotions are states of feeling that are often intense, last only for a few minutes, and are clearly directed at someone or some circumstance. Positive emotions include joy, pride, relief, hope, love, and compassion. Negative emotions include anger, anxiety, fear, guilt, shame, sadness, envy, and disgust. Satisfied employees do a better job of fulfilling the duties described in their job descriptions, and evidence suggests that positive feelings foster creativity, improve problem solving and decision making, and enhance memory and recall of certain

kinds of information. Positive feelings also improve task persistence and attract more help and support from colleagues.

Job satisfaction also is correlated moderately with citizenship behavior. Satisfied employees engage in more frequent “extra mile” behaviors to help their coworkers and their organization. Positive feelings increase their desire to interact with others and often result in spontaneous acts of helping and other instances of good citizenship. In addition, satisfied employees engage in fewer intentionally destructive actions that could harm their workplace.

Of course, job satisfaction is important for other reasons as well—reasons that have little to do with job performance or organizational commitment. For example, job satisfaction is strongly related to life satisfaction, or the degree to which employees feel a sense of happiness with their lives. Because job satisfaction seems to be a key driver of job performance, organizational commitment, and life satisfaction, it’s important for managers to understand just how satisfied their employees are.

## **2.4 Organizational Commitment**

The concept of organizational commitment, when used as predictors of employee retention, have become the focus of managers in general and human resources departments in many organizations (Idris, 2014). For instance, a key responsibility of human resource (HR) managers is to understand the factors that create employee commitment, and then to use that knowledge to leverage employee retention and productivity (Steel, et al., 2002).

Organizational commitment is defined as the desire on the part of an employee to remain a member of the organization. Organizational commitment influences whether an employee stays a member of the organization (is retained) or leaves to pursue another job (turns over). So, organizational commitment could be defined as the relative strength of an individual’s identification with and involvement in a particular organization. The three components of organizational commitment are: affective commitment, continual commitment and sense of normative commitment.

### **2.4.1 Continuance Commitment**

Employees who are not committed to their organizations engage in withdrawal behavior, defined as a set of actions that employees perform to avoid the work situation—behaviors that may eventually culminate in quitting the organization. Most of the



employees have some emotional reasons for staying with the current organization which include feelings about friendships, the atmosphere or culture of the company, and a sense of enjoyment when completing job duties. These sorts of emotional reasons create continual commitment, defined as a desire to remain a member of an organization due to an emotional attachment to, and involvement with, that organization. In other words, they stay because they want to.

#### **2.4.2 Affective Commitment**

Affective commitment refers to an employee's perceived emotional attachment to their organization. Affective commitment is found when an employee feels like their personal values and priorities are in line with the company's mission and feel at home in the organization. Another cost-based reasons for staying includes issues of salary, benefits, and promotions, as well as concerns about uprooting a family. These sorts of reasons create continuance commitment, defined as a desire to remain a member of an organization because of an awareness of the costs associated with leaving it. In other words, they stay because they need to.

#### **2.4.3 Normative Commitment**

Normative commitment occurs when an employee feels a sense of obligation and a desire to benefit the organization for the resources utilized and received from the organization, even though the employee may feel unhappy on the job. The reflections of some obligation-based reasons for staying with the current organization include a sense that a debt is owed to a boss, a colleague, or the larger company. These sorts of reasons create normative commitment, defined as a desire to remain a member of an organization due to a feeling of obligation. In this case, they stay because they ought to.

### **2.5 Job Performance**

Job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment. The definition of job performance includes behaviors that are within the control of employees, but it places a boundary on which behaviors are (and are not) relevant to job performance. Job performance can be categorized into two types: task performance and contextual performance. Job performance describes the contribution of an individual to the overall success of an organization.

### **2.5.1 Task Performance**

Task Performance is a working process which occurs when an assigned person (or a workgroup of persons) effectuates a task's plan: this refers to a manner in which they realize the work which was projected for a task. Since there is a task attributed with the main elements of its plan (the task goals, a plan of actions to reach these goals reasonably, and certain success measures to appraise effectiveness of these efforts) it is time to appoint the right performers who are able to undertake the practical work. Success of task performance is based upon specification of task actions, specification of task constraints, specification of results and specification of roles to every person at the task performance site.

### **2.5.2 Contextual Performance**

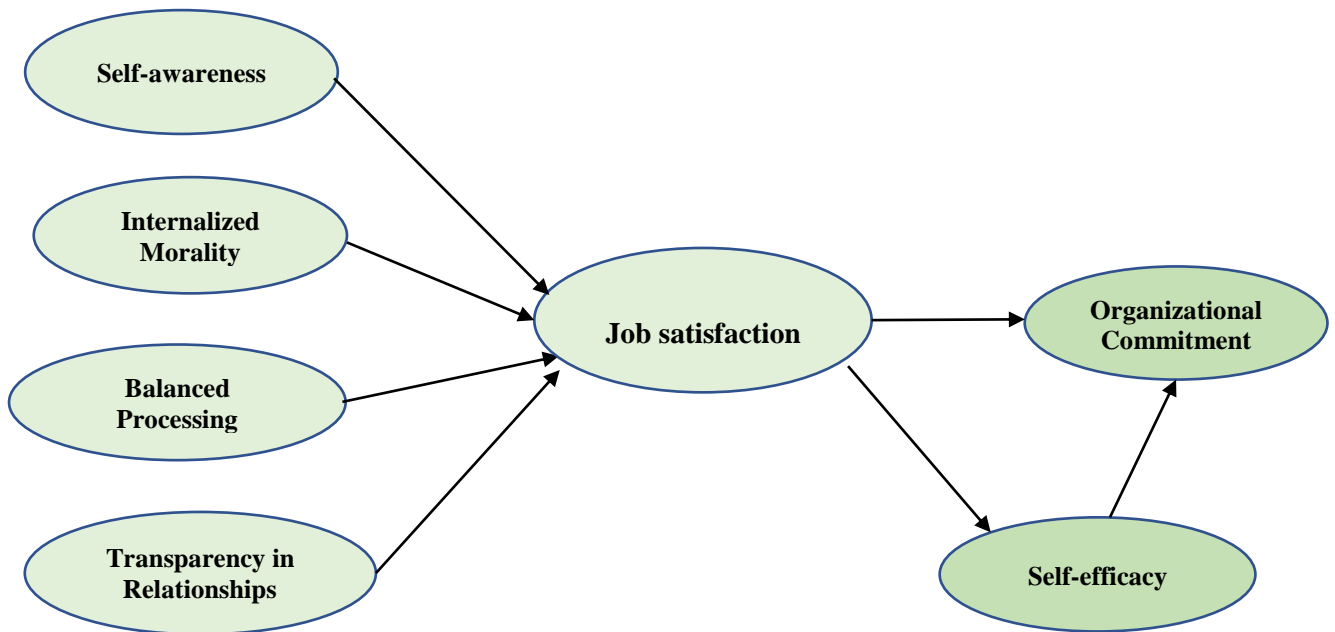
Contextual performance is defined as discretionary behaviors on the part of an employee that are believed to directly promote the effective functioning of an organization without necessarily directly influencing an employee's productivity (Podsakoff et al., 2000). Contextual activities, however, are common to many (or all) jobs and are less role prescribed. Contextual performance captures this ability of employees to engage in activities that contribute to the overall well-being of the organization. This aspect of job performance is viewed as equally important as task performance.

Examples of contextual performance include volunteering for additional work, being a good organizational citizen, cooperating with coworkers and additional discretionary behaviors (Borman & Motowidlo, 1993). Therefore, contextual performance is linked to organizational performance, and it impacts the quality of human resource practices.

## **2.6 Previous Studies on Authentic Leadership, Job Satisfaction, Organizational Commitment and Job Performance**

The conceptual framework of Yon, (2010) is shown in Figure. (2.1). The author purposed a study to specify how the relationship of authentic leadership impact on job satisfaction about the employees on the task and consequent impact on organizational commitment, self-efficacy influences on the relationship between organizational performances.

**Figure (2.1) Conceptual Framework of Yon(2010)**

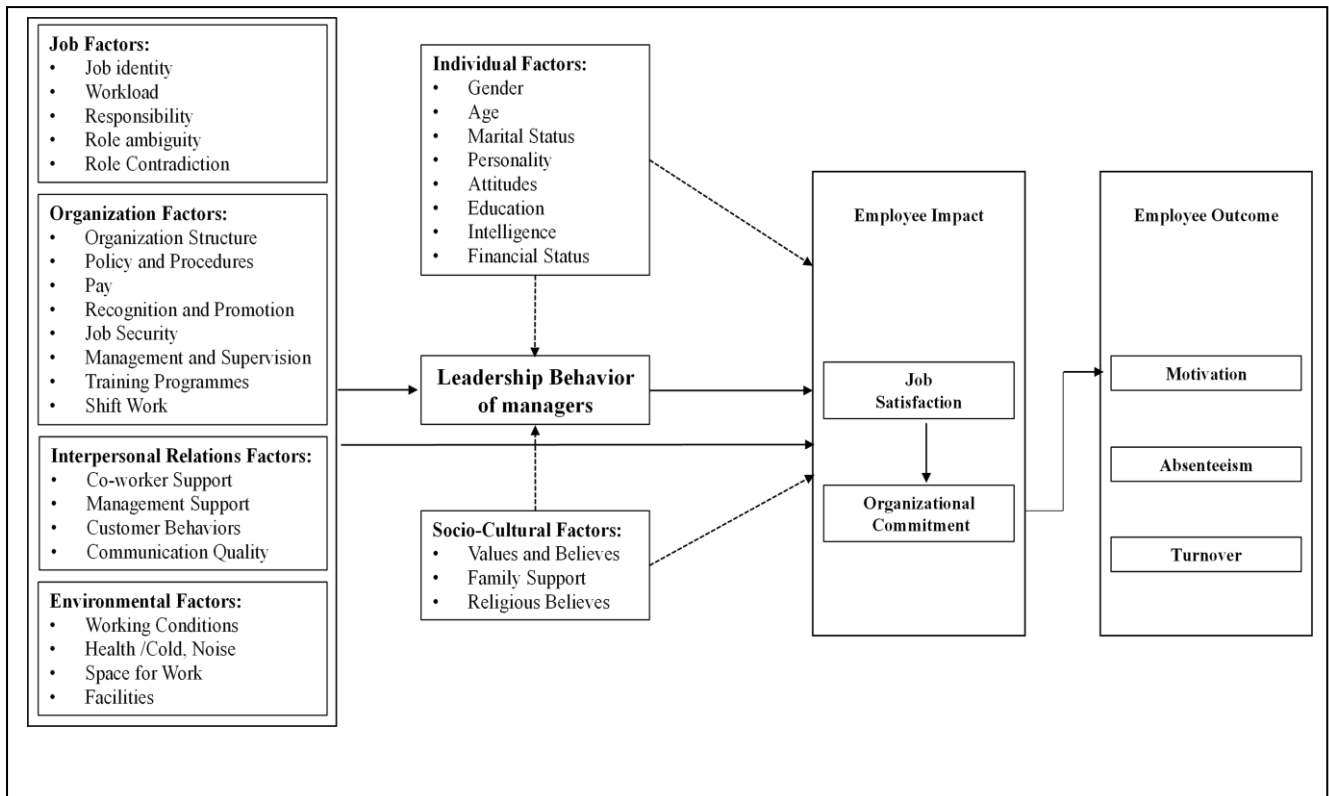


Source: Yon, (2010)

According to Yon (2010), Figure (2.1), the internalized morality, balanced processing of information and transparency in relationships had no statistically significant effect. This is regarding the direct effects of authentic leadership on the attitudes and behaviors of the followers. It is assumed that there are no direct effects because authentic leadership cannot influence job satisfaction directly but requires mediating effects of other variables. It has been verified that job satisfaction has a positive effect on self-efficacy and organizational commitment. This indicates that job satisfaction is an antecedent to organizational commitment. Also, the job satisfaction by employees showed the statistically significant positive effect of self-efficacy of employees.

In the second study, Mosadeghrad (2013) made a study on leadership, job satisfaction and organizational commitment in healthcare sector by proposing and testing a model at School of Health Management and Information Sciences, Tehran University of Medical Sciences, Tehran, Iran (Figure. 2.2).

**Figure (2.2) Conceptual Framework of Mosadeghrad(2013)**



Source: Mosadeghrad (2013)

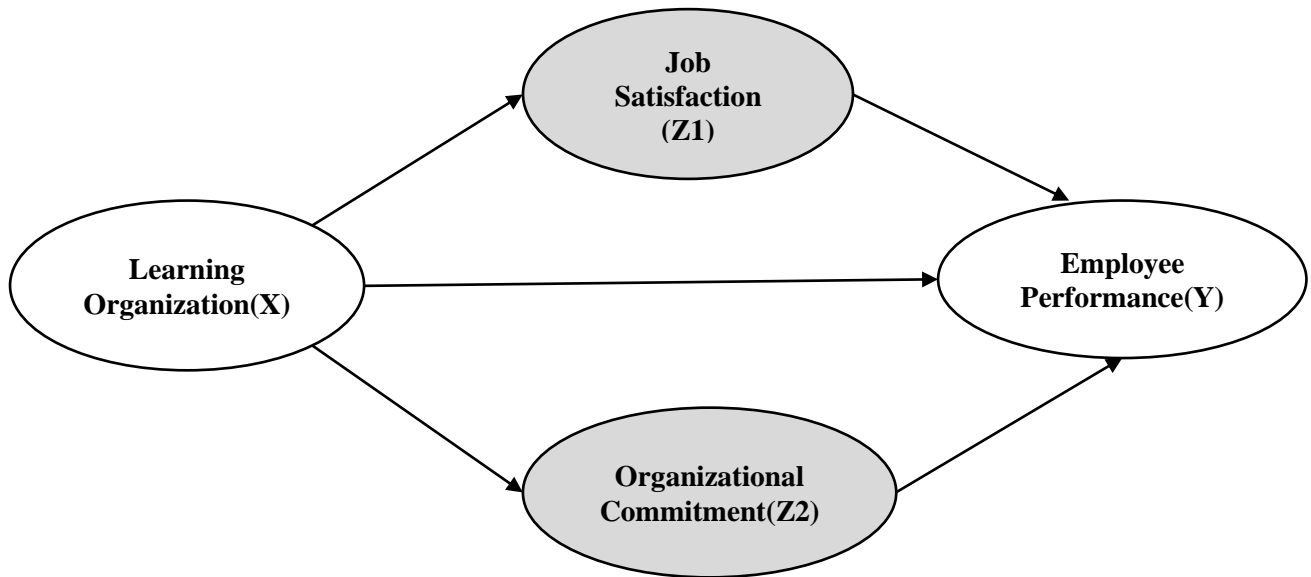
The author stated that employees' job satisfaction and commitment depend upon the leadership style of managers and his study clarifies further the relationships between leadership behaviors of managers and two employees' work-related attitudes-job satisfaction and organizational at public hospitals in Iran. He suggested a better understanding of these issues and their relationships can pinpoint better strategies for recruiting, promotion, and training of future hospital managers and employees, particularly in Iran but perhaps in other societies as well.

The dominant leadership style of hospital managers was participative style and hospital employees were moderately satisfied with their jobs and committed to their organization. Salaries, benefits, promotion, contingent rewards, interpersonal relationships and working conditions were the best predictors of job satisfaction among hospitals employees. Leadership, job satisfaction and commitment were closely interrelated.

The third related study on authentic leadership, job satisfaction, organizational commitment and job performance was conducted by Hendri from Indonesia in 2019. It

included a study on the mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance.

**Figure (2.3) Conceptual Framework of Hendri (2019)**



Source: Hendri (2019)

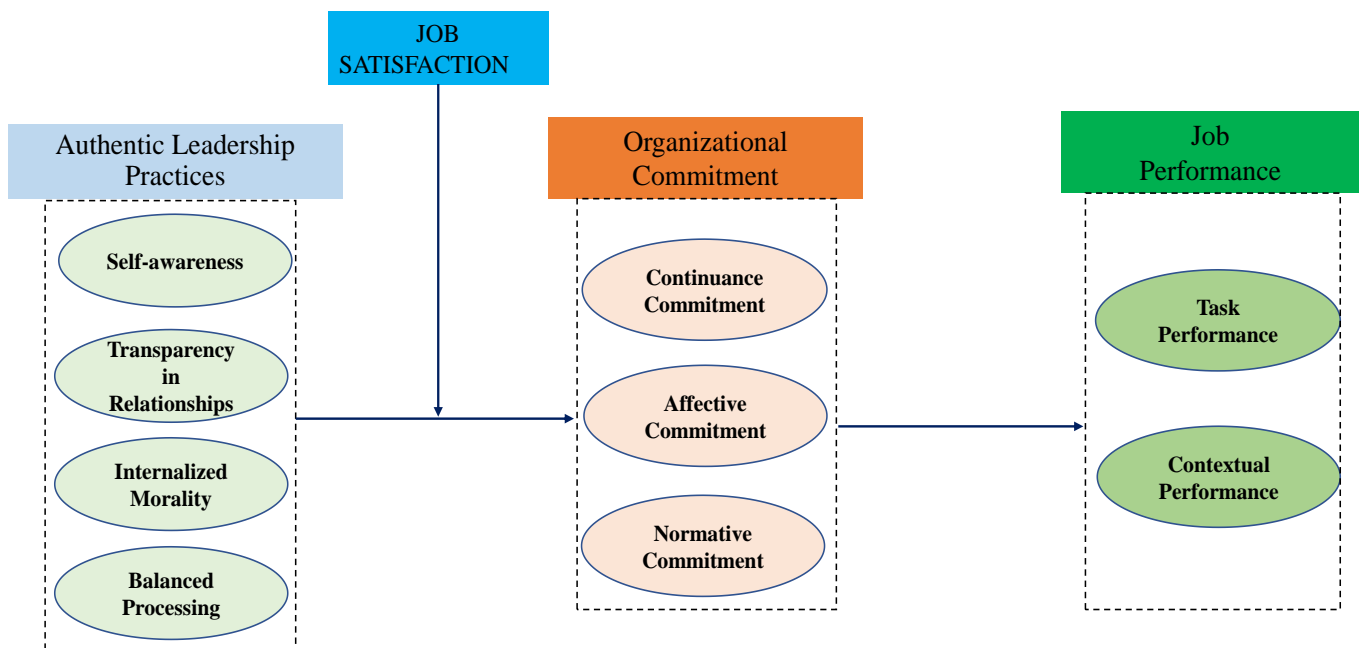
In the research findings the author discusses the learning organization has a significant and positive effect on job satisfaction and organizational commitment, but it has no significant effect on the employee performance. Job satisfaction and organizational commitment have a significant effect on employee performance.

The author described that the organizational learning has a significant effect on job satisfaction. The better the learning activity of the organization, the more it will increase the employee job satisfaction. Substantively, it can be explained that organizational learning efforts have been able to affect the employees' sense of satisfaction with their work so that the employees feel that their current work is very important and very meaningful for them, and the employees have the ability to carry out their work, which becomes their duty and responsibility.

## **2.7 Conceptual Framework**

Based on the empirical studies, the following conceptual framework is developed. The conceptual framework of the study is described in Figure (2.4).

**Figure (2.4) Conceptual framework(2022)**



Source: Own compilation based on previous studies (2022)

The theoretical foundations required in this study are as follows: organizational leadership theory, job satisfaction theory (Luthans, 2002), organizational commitment theory and employee performance theory (Bernardin & Russel, 1998).

Furthermore, the theory of job satisfaction is taken as a reference in this study, which starts from the understanding of the concepts and definitions of job satisfaction, job satisfaction factors, the consequences of job satisfaction and dissatisfaction and the measuring of the job satisfaction. The study focuses more on the concepts and theories as well as the indicators of job satisfaction proposed by Luthans (2002) covering the work itself, wage or salary payments, promotion, co-workers and supervision. All of those factors represent a certain value as a reflection of the culture within an organization.

Subsequently, it is considered to examine the theory of organizational commitment (O'Reilly and Chatman, 1986; Mowday et al., 1982; Meyer et al., 1993), which begins from the notion of organizational commitment and the forms as well as the measurements of organizational commitment. The study focuses more on the concepts and theories as well as the measurement of organizational commitment proposed by Mowday et al. (1982), which includes acceptance of organizational goals, the desire to work hard and the desire to survive, being part of the organization.

Theoretical studies of organizational leadership, job satisfaction, organizational commitment and employee performance are universal theories that exist in every organization. Although they are universal, they can be applied to specific things as well such as a study or analysis that starts from the general to the specific things. This study is based on authentic leadership that improves employees' organizational commitment, which promotes creativity, which, in turn, enhances the individual performance of staff at Pun Hlaing Hospital (Hlaing Thar Yar). The questionnaire is designed to measure authentic leadership by assessing four components of the process: self-awareness, internalized morality, balanced processing, and transparency in relationships.

## **CHAPTER 3**

### **PROFILE AND AUTHENTIC LEADERSHIP PRACTICES OF PUN HLAING HOSPITAL**

In this chapter the profile, leadership practices of Pun Hlaing Hospital and research method are discussed in detail. Pun Hlaing Hospital is located in Yangon, Hlaing Thar Yar under Yoma Group is the only Joint Commission International (JCI, USA) accredited hospital in Myanmar, which is the international gold standard award for quality care and patient safety. The hospital was established in 2005 and is named after the founder U Thein Wai @Serge Pun. Pun Hlaing has initiatives which are a first for Myanmar and is planning to continually collaborate with healthcare providers to develop new approaches to improve Myanmar's healthcare system while providing the best personalized patient experiences.

#### **3.1 Profile of Pun Hlaing Hospital**

Pun Hlaing Hospital is one of the best private hospitals in the country and is a flagship hospital of SPA/FMI group incorporated in May 2005 and now a core pillar of FMI listed on the Yangon Stock Exchange. SPA/FMI group is one of the most reputed conglomerates in Myanmar found by Chairman Mr. Serge Pun @ U Thein Wai (First Myanmar Investment Co., LTD, 2018).

Yoma Siloam Hospital Pun Hlaing Limited (YSHPH) operates its hospitals and clinic under the name of Pun Hlaing Hospitals in Myanmar. FMI owns 60% of YSHPH and OUE Lippo Healthcare (Singapore) owns 40% of YSHPH. Pun Hlaing Siloam Hospital (Yangon) is situated in Pun Hlaing Estate, Hlaing Tharyar Township and is located approximately 20 km from downtown Yangon. It is the only hospital in Myanmar to be awarded the Gold Seal of Approval for patient safety and quality by Joint Commission International (JCI), USA. Pun Hlaing Siloam Hospital has unique model with full time specialist doctors within departmental structure for major specialties. Over 95% of the specialist doctors are Myanmar doctors with international experience in foreign countries such as UK, USA, Australia, Malaysia, Hong Kong and Singapore. The vision of the hospital is international quality, reach (to be a national network with 10 hospitals/clinics across Myanmar by 2028-2029), Scale (affordable, accessible and equitable healthcare to all socio-economic segments) and godly compassion (to provide holistic care that is not only physical healing, but also spiritual, psychological and social).



Pun Hlaing Siloam Hospital becomes 174-bedded facilities with five room types, Grand suite, and Executive suite, suite, standard and double. The silver ward is extended for the lower and middle socioeconomic segment of the population to get the affordable and accessible healthcare with tiered pricing. (Pun Hlaing Hospital, 2018)

Clinical model is based on four pillar foundations:

- Emergency (Excellence in emergency services with Hospital on Wheel ambulance)
- Technology (State-of-the-art medical equipment and systems)
- Tiered pricing (Five-tiered pricing for hospital beds where the room rates range from 15,000-150,000 kyats)
- Doctors (Doctor partnership and career development program)

### **3.1.1 Vision, Mission and Core Values of Pun Hlaing Hospital**

The vision of Pun Hlaing Hospital is to build a better Myanmar for its people and access to international quality healthcare and wellness guidance. Yoma Healthway is the overarching virtual and physical care network to reach corporate partners and individuals.

The mission of the Pun Hlaing Hospital Group is to have international quality in terms of JCI, USA Gold Seal For quality and safety by world class people and systems. Pun Hlaing aims to have a reach of Nation-Wide network and connectivity throughout Myanmar.

As a secure scale of fair affordable treatment and care through 5-tier pricing and social impact programs to meet the needs of patients from varying socioeconomic backgrounds. Pun Hlaing has implemented tiered pricing system which can help more customers with multiple offerings that meet their unique needs. By offering more value to customers with each dedicated tier, businesses can meet more customers where they are while creating a better-optimized pricing structure for the hospital.

Multidisciplinary team is always working at Pun Hlaing as the main mechanism to ensure truly holistic care for patients and a seamless service for patients throughout their special needs and care. Patients can get Godly Compassion with 24/7 doctors-on-duty. Pun Hlaing hospitals and clinics together with selected medical partners strive to provide personalized care with compassion for people across the nation.

The core values of Pun Hlaing Hospital are Patient-Centric, Integrity, Compassion and Innovation and its slogan is CARE WITH COMPASSION FOR THE NATION. Pun Hlaing Hospital is committed to patient-centric care model by offering holistic healing

that goes beyond physical health. The backbone is the experienced and skillful employees of which 80% of doctors and specialists are full-time with the hospital. The model is unique in Myanmar, which traditionally follows its doctors.

The multi-disciplinary specialist care and emergency services are available 24/7. Most of the specialist doctors are Myanmar doctors with extensive international experience. All of them have returned home with the primary purpose of improving healthcare for the people with compassion and integrity.

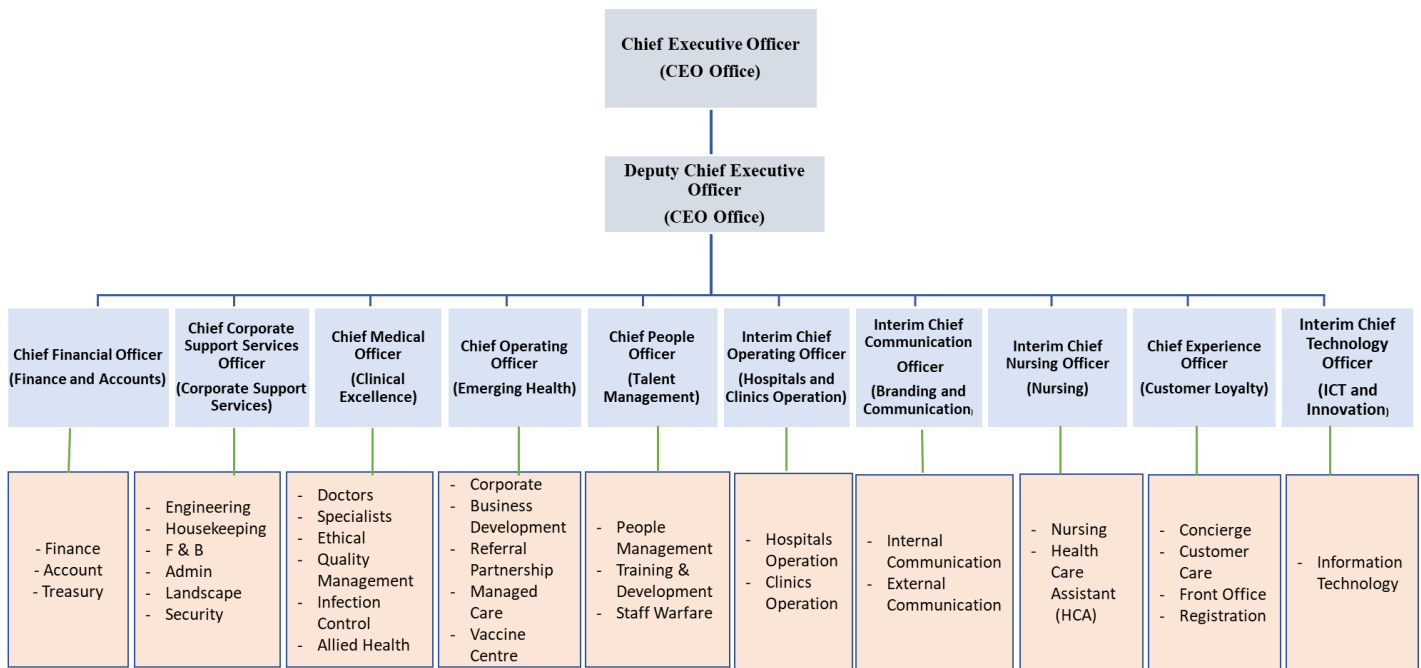
The benchmarks of Pun Hlaing Hospital are world-class. The organization is aimed for, and reward its own people for, disruptive innovation to continuously improve the care model. This mindset has earned our people several international awards for their excellence in state-of-the-art services and dedication to patient safety.

Digitalization has been at the core of the efforts of the hospital from the very beginning and today. It extends to telemedicine for wider national reach and a more affordable entry point to the right guidance and care. The systems used at Pun Hlaing Hospitals are paper and filmless with electronic medical recording and a unique hub-and-spoke virtual network, which has a regulated and unified radiology ecosystem that delivers teleradiology services across the healthcare facilities in the country.

### **3.1.2 Organization Structure of Pun Hlaing Hospital**

Pun Hlaing Hospital is managed by an organization of well-experienced medical professionals, board of directors and hospital superintendents. The medical service center with continuous quality improvement throughout the organization for the customers' trust and satisfaction is the quality control of the hospital. For the safety management, the Hospital operates the business with responsibility to both external and internal customers by paying great attention to the safety, occupational health and environment. The hospital is Smoke Free and betel chewing Free Campus. The organization chart of Pun Hlaing Hospital is as shown in Figure 3.1.

**Figure (3.1) Organizational Structure of Pun Hlaing Hospital (2022)**



Source: Pun Hlaing Hospital (2022)

Chief Executive Officer (CEO) takes the highest role and deputy chief executive office works under the direct supervision of CEO. There are totally 10 departments working under CEO and Dy-CEO to have effective accomplishment of the mission and vision of Pun Hlaing Hospital. These departments can be categorized into two groups generally: clinical and non-clinical. Departments like Clinical Excellence, Emerging Health, Hospital and Clinic Operation and Nursing falls under first category, clinical. The rest departments like Finance and Accounts, Corporate Support Services, Talent Management, Customer Loyalty and ICT departments work as the supporting departments and work closely with others for the success of the hospital. Currently, there are 523 employees both managerial (hospital administrators, patient care managers, senior nurses and practice managers) = 73, non-managerial (nurses, allied health professionals, support staff) = 450 working at Pun Hlaing Hospital (Hlaing Thar Yar).

The board of directors is a governing regulatory body that helps hospitals make higher-level organizational decisions. The board of directors for hospitals usually consists of medical experts and influential members of local communities. Hospitals that are affiliated or overseen by universities may also include teaching faculty on the board of directors.

The CEO and Dy-CEO are responsible for guiding the hospital's mission statement and future goals, and they ensure to achieve them. Furthermore, the CEO has to long-term strategic plans for growth and stability the healthcare services at Pun Hlaing Hospital.

Executives at each department are responsible for successfully performing the hospital's day-to-day managerial decision-making. A hospital executive's organizational role is usually extremely specified depending on which specific function they are responsible for. This includes financial resource allocation, medical executive decision making and administrative operations.

Department heads are responsible for reporting to hospital executives about the specific daily departmental operations of the organization and carrying out decisions made by executive management. These include supervising the provision of emergency healthcare services, overseeing supply and purchase of necessary medical equipment, monitoring departmental surgical activities and much more.

Patient service providers at Pun Hlaing Hospital include all employees that directly provide medical care to patients, including doctors, nurses, therapists and more. Patient service providers are responsible for communicating with patients personally, maintaining individual patient medical records and ensuring that patients receive the best care possible.

## **3.2 Authentic Leadership Practices at Pun Hlaing Hospital**

At Pun Hlaing Hospital all the healthcare leaders do not think of themselves as above others. Rather, they understand the inner workings of their team and recognize everyone's contribution. Leaders admit when they don't have all the answers, showing respect and genuine appreciation of their colleagues by asking questions and listening to their perspectives. In turn, the team members reciprocate this trust and respect by showing humanity.

### **3.2.1 Self-Awareness**

To be in line with the vision of the hospital all the healthcare leaders have visionaries and self-awareness to see the big picture and set ambitious goals so that they can positively influence and successfully lead a team. By maintaining focus on their vision, leaders guide their team to make progress on their patient and business goals even when they are simultaneously pulled in several directions.

Workshops, trainings and seminars are occasionally made at hospital how to demonstrate integrity for the leaders to know their inner values and to act in alignment with them. This makes them trustworthy—not only to their colleagues but also to their patients. Honesty with patients is the first priority by doing what the leaders say what they are going to do, and this integrity helps to foster a healthy relationship with everyone.

### **3.2.2 Transparency in Relationships**

At Pun Hlaing the patients are allowed to ask for treatment options and costs, potential treatment risks, realistic outcomes, and much more. Health care providers always respond with as much information as possible to ensure appropriate care is delivered, quality and safety are top of mind, and patients and their care team can make thoughtful care decisions.

The team members are approachable with each other, without fear which leads to mutual trust, collaboration, and sharing of best practices across disciplines. Patients are the ultimate beneficiaries.

### **3.2.3 Internalized Morality**

All the leaders at Pun Hlaing value teamwork to understand the interprofessional work environment. By working in collaboration clinicians agree on the best possible approach to treatment and communicate better during patient handoffs. They always maintain consistency between their core principles and the judgments they express and demonstrate justice and a strong level of professional practice.

Leaders and employees of Pun Hlaing Hospital strictly hold cope of ethics so that it can realize positive benefits and improved business outcomes. The perception of ethical behavior of leaders at hospital increase employee performance, job satisfaction, organizational commitment, trust and organizational citizenship behaviors.

### **3.2.4 Balanced Processing**

To avoid bias in their perceptions due to external factors, at Pun Hlaing leaders analyze all the important data before making decisions. It means that the leaders do not distort, exaggerate, or ignore information and have balanced processing at work.

The leaders at Pun Hlaing are always trying not only to be good leaders but also good mentors. They share their knowledge and experience with their counterparts and act as role models of the organization's culture. Healthcare leaders make the effort to

communicate with their mentees, providing support, connecting them with resources, and helping them define their career goals.

This type of leadership involves strong communication with coworkers to help them make their own informed decisions. At Pun Hlaing both a cooperative and assertive process are used in collaboration in which administrators and clinicians work together to meet the organization's goals.

### **3.3 Research Methods**

This study investigates the effect of authentic leadership practices on organizational commitment at Pun Hlaing Hospital at Hlaing Thar Yar Township of City Yangon. It is focus on authentic leadership that improves employees' organizational commitment, promotes creativity and enhances the employee performance of staffs at Pun Hlaing Hospital (Hlaing Thar Yar).

All data were analyzed using SPSS (the statistical package for the Social Sciences) software. In order to normalize the Likert scale on 1- 5 scales for each domain of authentic leadership practices, job satisfaction, organizational commitment and job performance questionnaires. The possible justified scores are varied between 1 and 5. Scores of 2 or lower on the total scale indicate very low, scores between 2 and 2.99 indicate low, scores between 3 and 3.99 indicate moderate, scores greater than 4 indicate high job satisfaction or organizational commitment.

In this study, the objectives of the study are tested using the simple random sampling method with samples of health care employees from Pun Hlaing Hospital at Hlaing Thar Yar Township of City Yangon: clinical care providers including specialists, nurses, aligned health staff (pharmacists, radiographers, medical technologists, physiotherapists, and other professionals and nonclinical employees including administrative and support staff). Multiple regression is used to analyze the relationship between the effect of authentic leadership practices.

Survey questionnaires were originally developed in English and translation in Myanmar of these questionnaires developed to get exact understanding of the staff and to acquire accurate data. The final test version questionnaires were then pilot tested, using a random sample of 131 hospital employees.

The translated questionnaires were found to be understandable and could be completed in about 20 min. The questionnaires were designed to measure authentic

leadership by assessing four components of the process: self-awareness, internalized morality, balanced processing, and transparency in relationships.

### **3.4 Demographic Characteristics of the Respondents**

Currently, there are 523 employees both managerial (hospital administrators, patient care managers, senior nurses and practice managers) = 73, non-managerial (nurses, allied health professionals, support staff) = 450 working at Pun Hlaing Hospital (Hlaing Thar Yar). The quantitative methodology used in this study incorporates a simple random sampling method with sample size is (N=131), which is approximately 25 % of the total employees of the hospital.

The sample was selected randomly from all departments of the hospital including specialists, nurses, aligned health staff (pharmacists, radiographers, medical technologists, physiotherapists, and other professionals and nonclinical employees including administrative and support staff) to collect the primary data. The simple random sampling method is used for data analysis and hypothesis testing. Descriptive Statistics and Regression Analysis is applied to analyze the collected data.

**Table (3.1) Demographic Profile of Respondents**

<b>Particular</b>	<b>Number of Respondents</b>	<b>Percentage</b>
<b>Total</b>	<b>131</b>	<b>100</b>
<b>Gender</b>		
Male	24	18
Female	107	82
<b>Age (years)</b>		
18-25	18	14
26-35	32	24
36-45	41	31
46-55	24	18
Above 55	16	13
<b>Working Experience (years)</b>		
< 1	40	31
1-3	20	15
4-6	18	14
7-9	28	21
<b>Education</b>		
Undergraduate	21	16
Graduate	84	64
Postgraduate	26	20
<b>Staff Type</b>		
Clinical	76	58
Non-clinical	55	42

Source: Survey data (2022)

According to Table (3.1), female respondents are more than male respondents in this survey. It is because the women are dominant over men in healthcare industry according to the work nature. The number of nurses occupies most of the workforce at Pun Hlaing Hospital and most of them are women nurses. Greatest numbers of respondents are between 36 and 45 years old with 41% while smallest numbers of respondents are above 55 years old with 13% in this hospital. In terms of working



experiences, most of the respondents have less than 1 year with 31% and least of the respondents have between 4 and 6 years with 14%. Most of the respondents are graduated with 64% and the minority of the respondents are undergraduate with 16%. At Pun Hlaing Hospital, the clinical staff and non-clinical staff have equal ratio but, in this survey, clinical staff are more involved than non-clinical staff.

**CHAPTER 4**  
**ANALYSIS OF AUTHENTIC LEADERSHIP PRACTICES ON**  
**ORGANIZATIONAL COMMITMENT, JOB SATISFACTION, AND JOB**  
**PERFORMANCE**

In this chapter, the data analysis is carried out and finding from questionnaires completed by 131 employees of Pun Hlaing hospital is discussed. The four pillars of Authentic Leadership Practices such as Self Awareness, transparency in relationships, Balance Processing and internalized morality are analyzed using the survey data. And then Job Satisfaction, Continuance Commitment, Affective Commitment, Normative Commitment, Task Performance and Contextual Performance are studied. This study shows practices on Authentic Leadership and the effect of Authentic Leadership practices on organizational commitment and affective organizational commitment both directly and indirectly through the moderating effect of job satisfaction at work are discussed. In this study, analysis is done using linear regression results.

**4.1 Authentic Leadership Practices**

To explore the effect of AL on employees at Pun Hlaing hospital which containing 20 questionnaires on a five-point Likert scale (5= strongly agree, 4 =agree, 3 =neutral, 2 = disagree, 1= strongly disagree) is used. The standard deviation and mean score of the Authentic Leadership Practices factors are presented in the study based on finding. According to the Best (1977), the mean values are interpreted as follows:

The score among 1.00~1.80 means strongly disagree.

The score among 1.81~2.60 means disagree.

The score among 2.61~3.40 means neither agree nor disagree.

The score among 3.41~4.20 mean agree.

The score among 4.21~5.00 mean strongly agree.

The Authentic Leadership dimensions explored by this questionnaire includes four main parts: Self-Awareness, transparency in relationships, Balance Processing internalized morality.

#### 4.1.1 Self Awareness

Self-awareness by the questionnaires includes strength and weakness of leader, leader's primary coping mechanism, response on feedback, feelings without influenced by others and position on important issues. The results are as shown in Table (4.1).

**Table (4.1) Self-awareness of Leaders**

Sr. No.	Description	Mean	Std. Deviation
1	Listing greatest weakness and strength	3.53	.897
2	Recognizing the primary coping mechanism.	3.71	.924
3	Seeking feedback as a way of understanding who he/she really is as a person.	3.52	.914
4	Knowing own feeling without being influenced by others.	3.42	.911
5	Knowing when it is time to re-evaluate position on important issues.	3.53	.939
	Overall Mean	3.55	

Source: Survey data, 2022

As shown in Table (4.1), the highest mean of staff perception on the self-awareness dimensions of AL is leader's primary coping mechanism, 3.71 that is the agree level, The lowest mean value 3.42 that is also agree level indicates feelings without influenced by others is at the last position. According to these data, most of the leaders at Pun Hlaing seek feedback as a way of understanding who the leader really is as a person. Most of the employees (both clinical and non- clinical) understand that their leaders have high self-awareness, particularly their leaders recognizing primary coping mechanism and knows own feeling without being influenced by others. The leader also knows when it is time to re-evaluate own position on important issues.

#### 4.1.2 Transparency in Relationships

Transparency in relationships by the questions includes openness of feelings with others, knowing others truly, seeking feedback to improve interactions with the others, encouragement of everyone to speak their minds and saying exactly what the leader

means. The results of descriptive statistics of transparency in relationships are as shown in Table (4.2).

**Table (4.2) Transparency Relationships of Leaders**

Sr. No.	Description	Mean	Std. Deviation
1	Sharing openly feelings with others	3.55	.957
2	Letting others know who the leader is as a truly person	3.42	.939
3	Seeking feedback to improve interactions with the others	3.53	.963
4	Encouraging everyone to speak their minds	3.41	1.066
5	Saying exactly what he/she means	3.74	.899
	Overall Mean	3.53	

Source: Survey data, 2022

As shown in Table (4.2), the highest mean of staff perception on the transparency in relationships of AL is saying exactly what the leader means, 3.74 which is the agree level. The fifth position is encouragement of everyone to speak their minds, 3.45 that is the agree level. According to these data, most of the leaders at Pun Hlaing can express exactly what they want to say to get the decision. Most of the employee from Pun Hlaing Hospital, Hlaing Thar Yar believe that their leaders have good communication skills and say clearly to understand them by using exact words.

But encouragement of everyone to speak their minds is less than the average value and means that the leaders may need some team building activities with their co-workers or followers.

#### **4.1.3 Internalized Morality**

The pillar, internalized morality under AL is surveyed using five questions: leader's actions reflect his/her core value, standing on controversial issues, morals guide as a leader, understanding how specific actions impact others and making difficult decisions based on high standard of ethical conduct. The results of descriptive statistics of internalized morality are as shown in Table (4.3).

**Table (4.3) Internalized Morality of Leaders**

Sr. No.	Description	Mean	Std. Deviation
1	Leader's actions that reflect his/her core value.	3.55	.930
2	Knowing where the leader stands on controversial issues.	3.55	.930
3	Leader's morals guide what to do as a leader.	3.66	1.020
4	Understanding how specific actions impact others.	3.57	.897
5	Making difficult decisions based on high standard of ethical conduct.	3.52	.923
	Overall Mean	3.57	

Source: Survey data, 2022

According to the result data, leaders at Pun Hlaing hospital show their morals guide what they are doing as a leader by witnessing the highest mean value 3.66 which is at agreeable level. Making difficult decisions based on high standard of ethical conduct gets the lowest mean value 3.52 that is also the agree level. The leaders provide the optimal setting for employees at workplace by inspiring, developing, and establishing a culture of trust and respect. This leads to significant benefits like lower turnover, higher productivity, and loyalty at Pun Hlaing hospital.

#### **4.1.4 Balance Processing**

The survey data of balance processing includes seeking other's opinions before making up own decision, listening closely to the ideas of those who disagree, emphasis on others comparing own point of view, listening very carefully to the ideas of others before making decisions and listening carefully to different points of view before coming to conclusion.

**Table (4.4) Balance Processing of Leaders**

Sr. No.	Description	Mean	Std. Deviation
1	Seeking other's opinions before making up decision	3.57	.975
2	Listening closely to the ideas of those who disagree	3.48	1.033
3	Emphasizing others comparing own point of view.	3.54	.941
4	Listening very carefully to the ideas of others before making decisions	3.51	.977
5	Listening carefully to different points of view before coming to conclusion	3.58	.894
	Overall Mean	3.54	

Source: Survey data, 2022

The results in Table (4.4) shows listening carefully to different points of view before coming to conclusion has the highest mean value, 3.58 that is the agree level. The lowest value is listening closely to the ideas of those who disagree with the leader, 3.48 which is at the agree level. The other three questionnaires have the value above the average. These statistics shows that the leaders listen carefully to the idea of everyone before making decision at work and it is a good leadership practice. By listening carefully managers show they care about the work their teams are doing. It can improve the ability to make good business decisions based on the information received from those around them.

#### **4.2 Employee Perception on Job Satisfaction**

To study perception of employee Job Satisfaction at workplace of Pun Hlaing hospital 8 questions are listed on a five-point Likert scale (5= strongly agree, 4 =agree, 3 =neutral, 2 = disagree, 1= strongly disagree) is used. The Job Satisfactions explored by this questionnaire includes satisfaction with leader's recognition on primary coping mechanism, satisfaction with leader's emotional intelligence, satisfaction with leader's action that reflects core values, satisfaction with leader's the morals leader guide, satisfaction with leader's consideration on other's ideas, satisfaction with listening attentively to the ideas of other points of view and satisfaction with leader's encouragement on everyone to speak their mind.

**Table (4.5) Job Satisfaction of Employee**

Sr. No.	Description	Mean	Std. Deviation
1	Satisfaction with leader's recognition on primary coping mechanism	3.62	.894
2	Satisfaction with leader's emotional intelligence (Emotional Intelligence)	3.69	.987
3	Satisfaction with leader's action that reflects core values	3.60	.920
4	Satisfaction with the morals guide by leader.	3.65	.909
5	Satisfaction with leader for considering other ideas.	3.53	1.005
6	Satisfaction with listening attentively to the ideas of other points of view	3.56	.959
7	Satisfaction with leader's encouragement on everyone to speak their mind	3.52	.956
	Overall Mean	3.60	.8428

Source: Survey data, 2022

The results in Table (4.5) shows that the score of employee satisfaction on leader's emotional intelligence is the highest mean value 3.69 that is the agree level. The lowest mean value of the study on employee satisfaction is leader's encouragement everyone to speak their mind with a mean value of 3.52 that is also at the agree level. It can make a conclusion that employees are satisfied with leader's emotional intelligence at most, but they are not much satisfied with leader's encouragement everyone to speak their mind. In the study of the effect of transparency in relationships also showed the same situation on employees' speaking their mind.

Emotional intelligence of leader develops a positive work culture of both clinical and non-clinical workforce at Pun Hlaing Hospital, and it promotes the efficiency and productivity in patientcare.

### 4.3 Employee Perception on Organizational Commitment

The Employee Commitment dimensions explored by the questionnaire includes three main parts: Continuance Commitment, Affective Commitment and Normative Commitment.

#### 4.3.1 Continuance Commitment

Continuance commitment is a measure of the willingness of an employee to continue working for the same organization. Table (4.6) shows the Continuance Commitment of the 131 respondents who are working at Pun Hlaing Hospital.

**Table (4.6) Continuance Commitment of Employee**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Leaving job at this organization right now would be very hard even if the employee wanted to	3.15	1.106
2	Leaving the organization would be disrupted too much of life	2.57	1.117
3	Having too few options to consider leaving this organization.	2.86	1.073
4	Leaving my job at this organization would be the scarcity of available alternatives elsewhere	2.72	1.097
5	Continuing to work for this organization is that leaving would require considerable personal sacrifice	2.69	1.103
	Overall Mean	2.80	

Source: Survey data, 2022

As shown in Table (4.6), five questions are listed for the study on Continuance Commitment of employee on their job. The study shows that it would be very hard for employees to leave their job at Pun Hlaing right now even though if they wanted to quit with highest mean value of 3.15 that is the agree level. Majority of employees has a sense of loyalty to the Pun Hlaing Hospital because the employee perceives few alternatives or perceives the cost of leaving the organization as too high.

Leaving the organization would be disrupted too much of life gets the lowest mean value of 2.57 that is the disagree level. Most of the employee are thinking their life



will not be disrupted too much if they leave the organization. It shows that they have potential to get a new job easily if they quit the current job, but they want to continue to work at Pun Hlaing hospital.

#### 4.3.2 Affective Commitment

Affective commitment refers to an employee's perceived emotional attachment to their organization. Affective commitment is found when an employee feels like their personal values and priorities are in line with the company's mission and feel at home in the organization. Affective Commitment of employee are studied from the descriptive statistics collected by five questionnaires as shown in Table (4.7).

**Table (4.7) Affective Commitment of Employee**

Sr. No.	Description	Mean	Std. Deviation
1	Spending the rest of my career in this organization would be very happy	3.30	.919
2	Feeling as if this organization's problems are own	3.55	.949
3	Feeling like part of family at this organization.	3.64	1.042
4	Feeling emotionally attached to this organization.	3.59	.919
5	Having a great deal of personal meaning at this organization	3.73	.903
	<b>Overall Mean</b>	3.56	

Source: Survey data, 2022

The result shows that most employees are thinking Pun Hlaing hospital has a great deal of personal meaning for them by a mean value of 3.73 that is the agree level. Spending the rest of my career in this organization would be very happy gets the lowest mean value 3.30 that is at the neutral level. The finding shows that the employees of Pun Hlaing hospital are thinking their personal values and priorities are in line with the company's mission and they are feeling at home in the organization. Especially, majority of employees in healthcare industry prefers working with their own decision so that only internalized morality influences on them. The employees have feelings of strong

affective commitment, and they are more loyal, engaged at hospital and they work harder to realize organizational goals.

### 4.3.3 Normative Commitment

Normative commitment occurs when an employee feels a sense of obligation and a desire to benefit the organization for the resources utilized and received from the organization, even though the employee may feel unhappy on the job. The analytic study of Normative Commitment is shown in Table (4.8). There are five questions including feeling of any obligation to remain with organization, feeling of not to leave the job even if it were advantage, feeling guilty if the employee left this organization now, the organization deserves employee’s loyalty and owing a great deal to this organization.

**Table (4.8) Normative Commitment of Employee**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Feeling of any obligation to remain with organization	3.31	1.015
2	Feeling of not to leave the job even if it were advantage	3.03	1.049
3	Feeling guilty if the employee left this organization now	2.76	1.069
4	The organization deserves employee’s loyalty	3.57	.985
5	Owing a great deal to this organization	3.50	.856
	Overall Mean	3.23	

Source: Survey data, 2022

The result shows that most of the employee think that the organization deserve their loyalty and they have normative commitment to their organization by seeing the highest score of mean value 3.57 that is the agree level. The employees at Pun Hlaing hospital are authentic and have the bright to make own decision so that they are feeling obligated to stay in the organization and where they feel staying at the hospital is the right thing to do.

The smallest mean value of the study on the normative commitment is feeling guilty if the employee left this organization by seeing the mean value 2.76 which is at the neutral level. These findings show that the employee of Pun Hlaing hospital feels a sense of obligation and a desire to benefit the organization for the resources utilized and

received from the organization, even though the employee may feel something unhappy on the job.

#### 4.4 Job Performance

The Job Performance dimensions explored by this questionnaire includes two parts: Task Performance and Contextual Performance.

##### 4.4.1 Task Performance

Task performance can be defined as the effectiveness with which an employee performs activities that contribute to the organization's technical core, either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services. The study on the effect of Task Performance of the employee at Pun Hlaing hospital is carried out by analyzing collected data as shown in Table (4.9). There are five questionnaires are ranging from managing to plan work to finish it on time, carrying out work efficiently, keeping my job-related knowledge up to date, keeping my work skills up to date to taking extra responsibilities.

**Table (4.9) Task Performance**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Managing to plan the work so to finish it on time	3.85	.748
2	Carrying out work efficiently	3.90	.714
3	Keeping job-related knowledge up to date	3.78	.816
4	Keeping work skills up to date	3.92	.775
5	Taking extra responsibilities	3.75	.819
	Overall Mean	3.84	

Source: Survey data, 2022

The result shows that keeping work skills up to date has the highest mean value, 3.91 that is the agree level. Taking extra responsibilities has the lowest mean value, 3.75 that is also at the agree level. It describes the employee have the enthusiasm to develop personal development by keeping their selves up to date, but they are a little bit hesitate to

take extra responsibilities. It is totally different to know that they are not taking their responsibility at all.

#### 4.4.2 Contextual Performance

Contextual performance is the ability of employees to contribute to the overall well-being of the organization. Five questionnaires are listed for the study on Contextual Performance of employee on their job: starting new tasks when old tasks were completed on own initiatives, continually sought challenges at work, satisfaction of what the leader says, satisfaction of leader’s difficult decisions based on high standard of ethical conduct and satisfaction of leader’s listening closely to the ideas of those who disagree with leader.

**Table (4.10) Contextual Performance**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Starting new tasks when old tasks were completed on own initiatives	3.70	.784
2	Continually sought challenges at work	3.67	.829
3	Satisfaction of what the leader says exactly	3.67	.932
4	Satisfaction of leader’s difficult decisions based on high standard of ethical conduct	3.54	.891
5	Satisfaction of leader’s listening closely to the ideas of those who disagree with leader	3.52	.939
	Overall Mean	3.62	

Source: Survey data, 2022

The study in Table (4.10) shows that most of the staff are satisfied with what their leader says exactly what is meant by seeing the highest mean value 3.67 that is the agree level. It is a kind of good cooperation with the leader and coworkers describing the contribution of an individual to the overall success of an organization. Satisfaction of leader’s listening closely to the ideas of those who disagree with leader gets the lowest mean value 3.52 that is also at the agree level. It shows that the employees are eager to

accept the practice of their leader to listen very carefully to the idea of those who disagree with.

#### **4.5 Analysis on the Effect of Authentic Leadership Practices on Organizational Commitment**

In this research, multiple regression analysis is used to find out the effect of authentic leadership practices on organizational commitment at Pun Hlaing Hospital by surveying 131 respondents. In this study, multiple regression is used to test the moderating effect AL on Continuance Commitment, Affective Commitment and Normative Commitment.

##### **4.5.1 Authentic Leadership Practices on Continuance Commitment**

In this research, multiple regression analysis is used in order to find out the effect of authentic leadership practices on organizational commitment at Pun Hlaing Hospital by surveying 131 respondents. In this study, multiple regression is used to test the moderating effect of job satisfaction on the relationship between AL and Continuance Commitment, Affective Commitment and Normative Commitment.

**Table (4.11) Effect of Authentic Leadership Practices on Continuance Commitment**

Variable		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	1.296	.345		3.759	.000	
	Self-Awareness	.020	.232	.017	.085	.933	6.277
	Transparency in Relationships	-.047	.205	-.043	-.228	.820	5.249
	Internalized Morality	.178	.205	.165	.867	.387	5.388
	Balanced Processing	.271	.184	.269	1.476	.142	4.970
R		.396					
R Square		.157					
Adjusted R Square		.130					
F Value		5.845***					

Source: Survey data, 2022

Note: \*\*\* Significant at 1% Level, \*\* Significant at 5% level, \* Significant at 10% Level

From linear regression analysis, as shown in Table (4.11), the self-awareness, transparency in relationships, internalized morality and balanced processing are no significant effect on Continuance Commitment. The value of Adjusted R<sup>2</sup> for the model reached 0.130, which indicates that AL leadership practices explain (13.0%) of the change that occurs in the dependent variable (continuance commitment). The result shows that most of the employees at Pun Hlaing Hospital have some emotional reasons for staying with the current organization which include feelings about friendships, the atmosphere or culture of the organization.

Authentic leadership in Pun Hlaing hospital is characterized by being transparent, principled and truthful with others, acting in accordance with their values, beliefs and opinions, and maintaining an authentic and genuine relationship. Therefore, in Pun Hlaing hospital, employees don't have continuance commitment because they don't need for their commitment lies in their need to stay with the organization.

#### 4.5.2 Effect of Authentic Leadership Practices on Affective Commitment

In this study, multiple regression is used to test the effect of AL on affective commitment. As shown in Table (4.12), the results are calculated based on survey finding.

**Table (4.12) Effect of Authentic Leadership Practices on Affective Commitment**

Variable		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	.979	.249		3.939	.000	6.277
	Self-Awareness	110	.167	.105	.656	.513	5.249
	Transparency in Relationships	161	.148	.160	1.088	.279	5.388
	Internalized Morality	326**	.148	.327	2.200	.030	4.970
	Balanced Processing	129	.132	.139	.975	.332	6.277
R		.694					
R Square		.482					
Adjusted R Square		.465					
F Value		29.296***					

Source: Survey data, 2022

Note: \*\*\* Significant at 1% Level, \*\* Significant at 5% level, \* Significant at 10% Level

From multiple regression analysis, as shown in Table (4.12), the self-awareness, transparency in relationships and balanced processing are no significant effect on affective commitment. Internalized morality only has positive and significant effect on affective commitment at 5% significant level. The value of adjusted  $R^2$  for the model reach 0.465, which indicates that AL leadership practices explain 46.5% of the change that occurs in the dependent variable Affective Commitment.

The result shows that most of the employees at Pun Hlaing Hospital have desire to remain a member of an organization due to the feeling of their personal values and priorities are in line with the company's mission and feel at home in the organization. The

relationship between leaders' moral/ethical perspectives and internalized morality is increased by affective commitment. The authentic leaders in Pun Hlaing hospital perceive as fulfilling the promises and aligning words and actions and authentic leadership is related to follower affective organizational commitment. The leaders who remain true to self' energizes follower identification with the organization because these leaders have the authenticity which facilitates their aligning of words and actions, which attracts followers. Authentic leaders develop and influence their followers by invigorating them with positive psychological states, which are conducive to their affective commitment.

#### 4.5.3 Effect of Authentic Leadership Practices on Normative Commitment

The analysis result of the study on the effect of AL on the normative commitment is shown in Table (4.13).

**Table (4.13) Effect of Authentic Leadership Practices on Normative Commitment**

Variable		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	996	.277		3.601	.000	
	Self-Awareness	103	.186	.096	.552	.582	6.277
	Transparency in Relationships	-.225	.165	-.217	-1.368	.174	5.249
	Internalized Morality	.385**	.165	.376	2.341	.021	5.388
	Balanced Processing	.365**	.147	.382	2.478	.015	4.970
R		.629					
R Square		.396					
Adjusted R Square		.377					
F Value		20.674***					

Source: Survey data, 2022

Note: \*\*\* Significant at 1% Level, \*\* Significant at 5% level, \* Significant at 10% Level

From linear regression analysis, as shown in Table (4.13), the self-awareness, and transparency in relationships are no significant effect on normative commitment. As per



the above result, the calculated F value of the model reach (20.67), and the significant value reached (0.00), which means that there is a significant effect of AL on normative commitment. It also became clear that the value of adjusted R<sup>2</sup> for the model reached 0.377, which indicates that AL practices explain 37.7% of the change that occurs in the dependent variable dedication.

The result shows that employees of Pun Hlaing Hospital have reflections of some obligation-based reasons for staying with the current organization which include a sense of a debt that is owed to a boss, a colleague, or the organization. they submitted that the more managers are seen as authentic, by accentuating balanced processing and internalized morality, the more employees perceive they have access to workplace empowerment structures, are committed with their work.

#### **4.6 Analysis on Moderating Effect of Job Satisfaction on the Relationship between Authentic Leadership Practices and Continuance Commitment**

In this research, multiple regression analysis is used to study the moderating effect of Job satisfaction on the relationship between AL and Continuance Commitment at Pun Hlaing Hospital by surveying 131 respondents.

##### **4.6.1 Moderating Effect of Job Satisfaction on the Relationship between Authentic Leadership Practices and Continuance Commitment**

The analysis result of the study on the effect of Job satisfaction on the relationship between AL and Continuance Commitment is shown in Table (4.14).

**Table (4.14) Moderating Effect of Job Satisfaction on the Relationship between Authentic Leadership Practices and Continuance Commitment**

Variable	Model 1				Model 2			
	Unstandardized Coefficients		Beta	Sig	Unstandardized Coefficients		Beta	Sig
	B	Std. Error			B	Std. Error		
(Constant)	1.285	.341		.000	3.818	1.047		.000
Self-Awareness	-.027	.231	-.024	.907	-.223	.998	-.197	.824
Transparency in Relationships	-.130	.208	-.119	.532	-2.043**	.907	-1.864	.026
Internalized Morality	.034	.216	.031	.876	.861	1.096	.796	.434
Balanced Processing	.083	.206	.083	.687	.553	.809	.549	.495
Satisfaction	.459	.237	.443	.055	-.320	.391	-.309	.415
Self-Awareness * Job Satisfaction					.058	.281	.357	.838
Transparency in Relationships * Job Satisfaction					.577**	.262	3.622	.030
Internalized Morality * Job Satisfaction					-.240	.309	-1.550	.439
Balanced Processing * Job Satisfaction					-.157	.230	-1.053	.496
R Square	0.426				0.503			
R Square	0.181				0.253			
Adjusted R Square	0.148				0.197			
F-value	5.527***				4.554***			

Dependent Variable: Continuance Commitment

Source: Survey data, 2022

Note: \*\*\* Significant at 1% Level, \*\* Significant at 5% level, \* Significant at 10% Level

As shown in Model 2 of Table (4.14), job satisfaction has full moderating effect between transparency in relationship and continuous commitment at 5% level and there is positive effect. It can be generally said that when employees feel on transparency in relationship, they will continue to stay in Pun Hlaing hospital. As a moderating effect, transparency in relationship can improve the continuance commitment of the employee because they already have job satisfaction. Thus, job satisfaction has the partial moderating effect on continuance commitment. Thus, job satisfaction will raise the degree of effect from transparency in relationship on continuance commitment.

The original effect of transparency in relationship is negative on continuance commitment. Although the transparency in relationship itself can reduce the continuance commitment, the hospital which is dominated by transparency in relationship cannot suffering seriously from such adverse effect of transparency in relationship on the continuance commitment. It can be concluded that transparency in relationship alone cannot make continuance commitment without job satisfaction.

#### **4.6.2 Moderating Effect of Job Satisfaction on the Relationship between Authentic Leadership Practices and Affective Commitment**

The analysis result of the study on the effect of Job satisfaction on the relationship between AL and Continuance Commitment is shown in Table (4.15).

**Table (4.15) Moderating Effect of Job Satisfaction on the Relationship between Authentic Leadership Practices and Continuance Commitment**

Variable	Model 1				Model 2			
	Unstandardized Coefficients		Beta	Sig	Unstandardized Coefficients		Beta	Sig
	B	Std. Error			B	Std. Error		
(Constant)	.966	.239		.000	.524	.747		.484
Self-Awareness	.052	.162	.050	.747	-.494	.712	-.474	.489
Transparency in Relationships	.059	.145	.058	.687	1.600	.647	1.587**	.015
Internalized Morality	.148	.151	.149	.331	-.298	.782	-.300	.704
Balanced Processing	-.102	.144	-.110	.480	-.464	.577	-.501	.423
Satisfaction	.565	.166	.593	.001	.674	.279	.707**	.017
Self-Awareness * Job Satisfaction					.168	.201	1.131	.405
Transparency in Relationships * Job Satisfaction					-.460	.187	-3.139**	.015
Internalized Morality * Job Satisfaction					.123	.221	.866	.577
Balanced Processing * Job Satisfaction					.122	.164	.890	.459
R Square	0.725				0.742			
R Square	0.526				0.550			
Adjusted R Square	0.507				0.717			
F-value	27.728***				16.455***			

Dependent Variable: Affective Commitment

Source: Survey data, 2022

Note: \*\*\* Significant at 1% Level, \*\* Significant at 5% level, \* Significant at 10% Level

From multiple linear regression analysis, job satisfaction has partial moderating effect between transparency in relationship and continuous commitment at 5% level and there is negative effect. It can be generally said that when employees feel on transparency in relationship, they will reduce continue to stay in Pun Hlaing hospital. Thus, job satisfaction will reduce the degree of effect from transparency in relationship on affective commitment. The original effect of transparency in relationship is positive on affective commitment. Although the transparency in relationship can reduce the affective commitment, the hospital which is dominated by transparency in relationship can effectively practice transparency in relationship to improve the affective commitment.

Employees from Pun Hlaing Hospital will love their hospital due to transparency in relationship of their leaders. If the leader is transparent, honest, and supportive, it will ultimately make employees satisfied. So, they will work with more motivation and pleasurable feelings. Similarly, if the employees are satisfied: their desire to stay with organization will increase. They become committed to the organization and their relationship will be stronger.

#### **4.6.3 Moderating effect of Job Satisfaction on the Relationship between Authentic Leadership Practices and Normative Commitment**

The analysis result of the study on the effect of job satisfaction on the relationship between AL and Normative Commitment is shown in Table (4.16).

**Table (4.16) Moderating effect of Job Satisfaction on the Relationship between Authentic Leadership Practices and Normative Commitment**

Variable	Model 1				Model 2			
	Unstandardized Coefficients		Beta	Sig	Unstandardized Coefficients		Beta	Sig
	B	Std. Error			B	Std. Error		
(Constant)	.974	.254		.000	1.835	.809		.025
Self-Awareness	.014	.172	.013	.937	-.548	.772	-.510	.479
Transparency in Relationship	-.385	.154	-.370	.014	-.205	.701	-.198	.770
Internalized Morality	.109	.161	.106	.499	.131	.848	.128	.877
Balanced Processing	.005	.153	.006	.972	.118	.625	.123	.851
Satisfaction	.879	.176	.895	.000	.600	.303	.611**	.050
Self-Awareness * Job Satisfaction					.167	.217	1.092	.444
Transparency in Relationship * Job Satisfaction					-.050	.202	-.332	.805
Internalized Morality * Job Satisfaction					-.010	.239	-.067	.967
Balanced Processing * Job Satisfaction					-.030	.178	-.212	.866
R Square	0.705				0.709			
R Square	0.496				0.503			
Adjusted R Square	0.476				0.466			
F-value	24.650***				13.613***			

Source: Survey data, 2022

Note \*\*\* significant at 1% level, \*\* significant at 5% level, \* significant at 10% level

As shown in Table (4.16), the Job satisfaction has no moderating effect on relationship between Authentic Leadership practices and Normative Commitment. Job satisfaction shows the satisfaction of the employees based on meeting the expectations of the job the person is working at Pun Hlaing hospital. Since the job satisfaction of the employees who know the meaningful targets for the future will increase, the attitudes of the leaders towards the employees play an increasing role in job satisfaction. Within this context, the effect of authentic leadership behavior on job satisfaction constitutes itself alone.

#### **4.7 Analysis on Effect of Organizational Commitment on Job Performance**

Multiple regression analysis is used to find out the effect of Organizational Commitment on Job Performance at Pun Hlaing Hospital in terms of Task Performance and Contextual Performance by surveying 131 respondents. In this study, multiple regression is used to test the moderating Effect of Organizational Commitment such as Continuance Commitment, Affective Commitment and Normative Commitment on Job Performance.

##### **4.7.1 Effect of Organizational Commitment on Task Performance**

The analysis result of the study on the effect of Organizational Commitment on Task Performance is shown in Table (4.17).

**Table (4.17) Effect of Organizational Commitment on Task Performance**

Variable		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	2.475	.241		10.251	.000	
	Continuance Commitment	-.116	.070	-.153	-1.653	.101	1.495
	Affective Commitment	.398***	.098	.483	4.081	.000	2.432
	Normative Commitment	.085	.106	.106	.805	.423	3.037
R		.518					
R Square		.269					
Adjusted R Square		.252					
F Value		15.564					

Source: Survey data, 2022

Note: \*\*\* Significant at 1% Level, \*\* Significant at 5% level, \* Significant at 10% Level

According to the result, there are no effect of Continuance and Normative Commitment on Task Performance. Affective commitment has only positive and significant effect on task performance. The value of adjusted  $R^2$  for the model reach 0.252, which indicates that Organizational Commitment has 25.2% of the change that occurs in the dependent variable Task Performance.

The result shows that the employees at Pun Hlaing Hospital are working to have success of task performance based upon specification of task actions, specification of task constraints, specification of results and specification of roles to every person at the workplace. The employee's emotional attachment to the Pun Hlaing hospital. Therefore, employees of hospital who have an emotional commitment to the organization want to be closely associated with Pun Hlaing and improve their task performance.

#### 4.7.2 Effect of Organizational Commitment on Contextual Performance

The analysis result of the study on the effect of Organizational Commitment on Contextual Performance is shown in Table (4.18).



**Table (4.18) Organizational Commitment on Contextual Performance**

Variable		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	1.194	.207		5.766	.000	
	Continuance	.022	.060	.026	.363	.718	1.495
	Affective	.501***	.084	.556	5.981	.000	2.432
	Normative	.181**	.091	.207	1.995	.048	3.037
R		.740					
R Square		.548					
Adjusted R Square		.537					
F Value		51.351***					

Source: Survey data, 2022

Note: \*\*\* Significant at 1% Level, \*\* Significant at 5% level, \* Significant at 10% Level

According to the result, there are positive effects of Affective and Normative Commitment on Task Performance. However, continuance commitment is no significant effect on contextual performance. As per the above result, the calculated F value of the model reach 51.351, and the significant value reached 0.000, which means that there is a significant effect of Organizational Commitment on Contextual Performance. It also became clear that the value of adjusted R2 for the model reached 0.537, which indicates that Organizational Commitment practices explain 53.7% of the change that occurs in the dependent variable Contextual Performance.

Employees in Pun Hlaing hospital to continue work in the organization due to detecting themselves with the organization. Recognized as part of an organization's success story, it increases their commitment levels and increases contextual. They ought to remain with the organization.

## **CHAPTER 5**

### **CONCLUSION**

This chapter is organized with findings and discussions, suggestions and recommendations from the study. This chapter also includes the suggestions for the further study needs for the research of effect of Leadership Practices in healthcare industry.

#### **5.1 Findings and Discussions**

This study aims to explore the effect of Authentic Leadership practices on organizational commitment at Pun Hlaing Hospital (Hlaing Thar Yar). The multiple regression analysis is used to find out the moderating effect AL on Continuance Commitment, Affective Commitment and Normative Commitment. The effect of Effect of Organizational Commitment on Job Performance is also studied in terms of Task Performance and Contextual Performance by surveying 131 respondents. The moderating effect of Job satisfaction on AL at Pun Hlaing Hospital on the relationship between variables such as Continuance Commitment and Normative Commitment.

This study focuses on authentic leadership that improves employees' organizational commitment, promotes creativity, and enhances the employee performance of staffs at Pun Hlaing Hospital (Hlaing Thar Yar). Likert-type scale was used which composed of five value levels with the semantic limits of complete disagreement and complete agreement. The sample was selected randomly from all departments of the hospital including specialists, nurses, aligned health staff (pharmacists, radiographers, medical technologists, physiotherapists, and other professionals and employees including administrative and support staff) to collect the primary data. The obtained data are analyzed by the Statistical Package for Social Science (SPSS) software.

The Authentic Leadership dimensions explored by the questionnaire are studied from four main pillars: the Self-Awareness, Transparency in Relationships, Internalized Morality and Balanced Processing. The survey data the overall mean of Self-Awareness shows that the leaders at Pun Hlaing Hospital are acting appropriately as a leader and the employees are also feeling empathy for how to perceive the leader's feedback. The leaders are always seeking the feedbacks from the environment by asking the team what the leader can do to help them improve moving forward. The result of Transparency in Relationships shows that most of the leaders at Pun Hlaing can express exactly what they

want to say to get the decision. The overall mean value of Balanced Processing can be concluded that at workplace of Pun Hlaing Hospital the leaders listen carefully to the idea of everyone before making decision at work and it is a good leadership practice. Internalized morality shows that leaders working at Pun Hlaing Hospital have self-regulations guided by internal moral principles and possess the values rather than collective, organizational, and social pressures.

According to multiple regression analysis of authentic leadership practices on organizational commitment, there is no significant effect of authentic leadership practices on continuance commitment. Internalized morality has only significant and positive effect on affective and normative commitment. The fact that authentic leaders have an internalized moral outlook creates the need for them to set their own internal ethical standards within society and in front of their followers. In Pun Hlaing hospital, examining, developing and evaluating the relationships established by the leader and the messages received from the society and evaluating them with some internal values and standards constitute an important source in the emergence and formation of the internalized moral understanding to create affective and normative commitment.

According to the results, job satisfaction has partial moderating effect between transparency in relationship and continuous commitment. Moreover, it has full moderating effect between transparency in relationship and affective commitment. However, there is no moderating effect on the relationship between authentic leadership practices and normative commitment.

Finally, affective commitment has positive and significant effect on task performance. Affective and normative commitment have positive and significant effect on contextual performance. It indicates that if management can increase the level of employees' emotional attachment to the organization, job performance will increase in Pun Hlaing hospital.

## **5.2 Suggestions and Recommendations**

According to the study, the organization gets many benefits to understand the effect of Authentic Leadership to get more trust of employees on leaders and job satisfaction which can improve their loyalty to the Hospital.

Since authentic leaders can contribute to the growth and development of a healthier work environment, it is required to build trust and a healthier work environment that promote patient safety and excellence in healthcare. The leaders must have balanced

processing mindset and must request from followers' adequate input and perspectives, both positive and negative prior to make decision. According to the studies, it is suggested that a level of openness and truthfulness is required so that other will be open and honest with the leader. This type of openness encourages others to be forthcoming with their own ideas, challenges and perspectives.

Leaders must have self-awareness of own values and beliefs, own strengths and weaknesses so that it can affect others to have trustworthiness, fairness, accountability. At the workplace of Pun Hlaing Hospital employees are rather hesitate to speak their minds is less than the average value that means the leaders may need to do encouragement by making some team building activities with their co-workers or followers.

In conclusion, the study highlights that Authentic Leadership Practices have effect on Organizational Commitment at Pun Hlaing Hospital (Hlaing Thar Yar). By utilizing Authentic Leadership practices, the leaders facilitate higher quality relationships leading to active engagement of employees in workplace activities, which results in greater job satisfaction and higher productivity and performance.

### **5.3 Needs for Further Research**

This study focuses only on the effect of Authentic Leadership practices on organizational commitment at Pun Hlaing Hospital (Hlaing Thar Yar). It is recommended further researchers to conduct the study on relationship between gender and Authentic Leadership to know the significant differences between genders and to leverage these differences to attain success and peace at work. This study does not cover the whole healthcare industry or other related industries. Thus, it is suggested that the future study can be worthwhile to focus on a specific type of private or general Hospitals. This study only emphasizes authentic leadership practices of Pun Hlaing Hospital. Further study should conduct other leadership practices of Pun Hlaing Hospital. For the comprehensiveness, the larger sample size requires across the different hospitals and regions. In the future, if time, effort, and data available are not limited, the larger research should be conducted.

## REFERENCES

- Aaron, C. (2007). University of Haifa Commitment before and after: An evaluation and reconceptualization of organizational commitment. *Human Resource Management Review*, 17(3), 336-354.
- Avolio, B. J., & Luthans, F. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *Leadership Quarterly*, 15, 801–823.
- Avolio, B. J., Gardner, W. L., & Walumbwa, F. O. (2007). *Authentic leadership questionnaire (ALQ)*. Retrieved from <http://www.mlq.com.au/Network/Secure/vJ8vtcrc396d/docs/ALQSampleReport.pdf>
- Avolio, B. J., Luthans, F., & Walumbwa F. O. (2004). Authentic leadership: Theory building for veritable sustained performance. *Working paper: Gallup leadership institute, University of Nebraska-Lincoln*. 16(3), 315–338.
- Azanza, G., Moriano, J., & Molero, F. (2013). *Authentic leadership and organizational culture as drivers of employees' job satisfaction*. *Journal of Work and Organizational Psychology*, 29, 45-50.
- Banibak, A. A., & Zainab, M. (2018). *Factors influencing job satisfaction among nurses in Jordanian public hospitals* (Master Thesis). Nursing Department, UNISZA, Terengganu, Malaysia, Faculty of Nursing, Jordan University of Science and Technology, Irbid, Jordan.
- Bernardin, J., & Russell, J. (1998). *Human Resource Management: An Experiential Approach*. USA: McGraw Hill.
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. *Personnel Selection in Organizations*, 71-98.
- Bruce, J. A., Fred, O. W., & Todd, J. W. (2000). Leadership: Current Theories, Research, and Future Directions. *Annual Review of Psychology*, 60, 421-449
- Bruce, J., Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16(3), 315-338.
- Chughtai, A. A., & Zafar, S. (2006). Antecedents and Consequences of Organizational Commitment Among Pakistani University Teachers. *Applied H.R.M. Research*, 11(1), 39-64.

- Clapp-Smith, R., & Avey, J. B. (2009). Authentic leadership and positive psychological capital: the mediating role of trust at the group level of analysis. *Journal of Leadership & Organizational Studies*, 15(3), 227-240.
- Diddams, M., & Chang, G. C. (2012). Only human. Exploring the nature of weakness in authentic leadership. *The Leadership Quarterly*, 23, 593-603.
- Dolny, H. (2009). *Team coaching: Artists at work*. Rosebank: Penguin Books.
- Douglas, C., Ferris, G. R., & Perrewe, P. L. (2005). Leader political skill and authentic leadership. *Monographs in leadership and management*, 3, 139-154.
- Dunham, R. B., Grube, J. A., & Castaneda, M. B. (1994). Organization commitment: The utility of an integrative definition. *Journal of Applied Psychology*, 79, 370-380.
- Dweck, C. S. (2008). *Mindset: The new psychology of success*. New York: Ballantyne Books.
- Gaertner, K. N., & Nollen, S. D. (1989). Career experiences, perceptions of employment practice and psychological commitment to the organization. *Human Relations*, 42, 975-91.
- Gardner, W. L., & Walumbwa, F. O. (2005). Authentic leadership development: Emergent themes and future directions. *Monographs in leadership and management*, 3, 357-386.
- Gardner, W.L., Avolio, B.J., & Luthans, F. (2005). Can you see the real me? A self-based model of authentic leader and follower development. *The Leadership Quarterly* 6(3), 343-371.
- George, B. (2003). *Authentic leadership: rediscovering the secrets to creating lasting value*. San Francisco: Jossey-Bass.
- Gong, Y., Huang, J. C., & Farh, J. L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of Management Journal*, 52(4), 765-778.
- Hallier, J., & Lyon, P. (1996). Job insecurity and employee commitment: Managers reactions to the threat and outcomes of redundancy selection. *British Journal of Management*, 7, 107-123.
- Henderson, J., & Hoy, W. (1983). Leader authenticity: the development and test of an operational measure. *Educational and Psychological Research*, 3(2), 63-75.
- Hendri, N. (2019). The impact of organizational commitment on job performance. *International Journal of Economics & Business Administration*, 7(2), 189-206.

- Idris, A., & Supriyanto, A. S. (2022). Transformational leadership, political skill, organizational culture and employee performance: a case study from tourism company in Indonesia. *Geo Journal of Tourism and Geosites*, 40 (1). 104-110.
- Janis, N. A. (1989). Organizational commitment, career factors and career/life stage. *Journal of Organizational Behavior*, 10, 247-266.
- Jensen, S. M., & Luthans, F. (2006). Entrepreneurs as authentic leaders: impact on employees' attitudes. *Leadership and Organization Development Journal*, 27(8), 645-666.
- Kim, M. (2018). *The Effects of Authentic Leadership on Employees' Well-Being and the Role of Relational Cohesion* (Master thesis). Ewha School of Business, Ewha Womans University, Seoul, Korea.
- Leroy, H., Anseel, F., Gardner, W., & Sels, L. (2012). Authentic leadership, authentic followership, basic need satisfaction, and work role performance. *Journal of Management*, 41(6), 1677-1697.
- Linda, L., & Chester, A. (2011). The Authentic Leadership Inventory (ALI): Development and empirical Tests. *The Leadership Quarterly*, 22(6), 1146-1164.
- Masarech, M. A. (2001). Authentic leadership: A challenge and a process. *Employment relations today*, 28(3), 79-84.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research and application*. Thousand Oaks, CA: Sage.
- Morgen, W. (2019). *A History of Leadership*, Routledge, Centre for Leadership Studies, University of Exeter, UK.
- Mosadeghrad, A. M., & Ferdosi, M. (2013). Leadership, Job Satisfaction and Organizational Commitment in Healthcare Sector: Proposing and Testing a Model. *Mat Soc Med.*, 25(2), 121-126.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-organization linkages: The psychology of commitment, absenteeism and turnover*. Academic Press: New York.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(1):224-244.

- Muhammad, I. H. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance *International Journal of Productivity and Performance Management*, 1-12.
- Norma, T. H. (2018). *Blueprint for Engagement: Authentic Leadership*, Routledge Taylor & Francis Group, New York.
- Okpara, J. O. (2004). Job satisfaction and organizational commitment: Are there differences between American and Nigerian managers employed in the US MNCs in Nigeria? *Paper presented at the Academy of Business and Administrative Sciences (ABAS) International Conference, Montreux, Switzerland.*
- O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71(3), 492–499.
- Podsakoff, P. M., Mackenzie, S. B., & Paine, J. B. (2000) Organizational Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of Management*, 26, 513-563.
- Riketta, M. (2002). Attitudinal organizational commitment and job performance: A meta-analysis. *Journal of Organizational Behavior*, 23, 257-266.
- Steele, J., Thompson, E., & and Cathy, D. (2002). The Leadership Institute for Active Aging: A Volunteer Recruitment and Retention Model. *The Journal of Volunteer Administration*, XX (2), 28-36.
- Taylor-Bianco, A., & Schermerhorn, J. (2006). Self-regulation, strategic leadership and paradox in organizational change. *Journal of Organizational Change Management*, 19, 457–470.
- Terry, R. W. (1993). *Authentic Leadership: Courage in Action*. San Francisco: Jossey-Bass Publishers.
- Tracey, J. B., & Hinkin, T. R. (1998). Transformational leadership or effective managerial practices? *Group and Organization Management*, 23(3), 220-236.
- Vries, R. E., Roe, R. A., & Taillieu, T. C. (2002). Need for leadership as a moderator of the relationships between leadership and individual outcomes. *The Leadership Quarterly*, 13(2), 121-137.
- Whitney, L. H., & Kernis, H. (2003). *Quiet Ego Functioning: The Complementary Roles of Mindfulness, Authenticity, and Secure High Self-Esteem*, University of Georgia, Athens, Georgia, USA.



- Wong, C. A., & Cummings, G. G. (2009). The influence of authentic leadership behaviors on trust and work outcomes of health care staff. *Journal of Leadership Studies*, 3, 6-23.
- Wong, C. A., & M. Giallonardo, L. (2013). Authentic leadership and nurse-assessed adverse patient outcomes. *Journal of Nursing Management*, 21, 740-752.
- Yon, J. H., & Park, S. H. (2016). A Study of Relationship of Authentic Leadership, Job Satisfaction, Organizational Commitment and Self-efficacy. *Indian Journal of Science and Technology*, 9(26).

## **APPENDIX I**

### **Questionnaires Survey**

Dear Participants, I am inviting you to participate in this research by completing the following survey. This research investigates “The Effect of Authentic Leadership Practices on Job Satisfaction And Employee Engagement At Pun Hlaing Hospital (Hlaing Thar Yar).” The following questionnaire will require approximately 5-10 minutes to complete. Thank you for taking the time to assist me with this research. Under no circumstances are you obliged to answer any of the questions; however, doing so will greatly assist me in completing my research and enhancing the understanding of this research focus. The data collected will remain confidential and used solely for academic purposes.

#### **Section A: Demographic Information**

**Please tick the box that is correspondent to your answers.**

1. What is your gender?

- Male
- Female

2. What is your age?

- 18 – 25
- 26 – 35
- 36 – 45
- 46 – 55
- Above 55

3. How long have you been with your organization/company?

- Less than 2 years
- 3 – 4 years
- 5 – 6 years
- 7 – 8 years
- More than 8 years

4. What is your education level?

- Undergraduate
- Graduate
- Postgraduate

5. You are working for

- Clinical Staff
- Non-Clinical Staff

6. Your salary range is

- 300,000 MMK and less
- 300,001 MMK – 600,000 MMK
- 600,001 MMK – 900,000 MMK
- 900,001 MMK – 1,200,000 MMK
- 1,200,001 MMK – 1,500,000 MMK
- More than 1,500,000 MMK

Describe your feeling or Opinion on the characteristics and actions of your leader.

1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

<b>Authentic Leadership Practices</b>						
	<b>Self-awareness</b>					
1	My leader can list his/her greatest weakness & strength.	1	2	3	4	5
2	My leader recognizes his/his primary coping mechanism.	1	2	3	4	5
3	My leader seeks feedback as a way of understanding who he/she really is as a person.	1	2	3	4	5
4	My leader knows his/her own feeling without being influenced by others.	1	2	3	4	5
5	My leader knows when it is time to re-evaluate his/her position on important issues.	1	2	3	4	5
	<b>Relational Transparency</b>					
6	My leader openly shares his/her feelings with others.	1	2	3	4	5
7	My leader lets others know who he/she truly is as a person.	1	2	3	4	5
8	My leader seeks feedback to improve interactions with the others.	1	2	3	4	5

9	My leader encourages everyone to speak their minds.	1	2	3	4	5
10	My leader says exactly what he/she means.	1	2	3	4	5
	<b>Internalized Morality</b>					
11	My leader's actions reflect his/her core value.	1	2	3	4	5
12	Other people know where he/she stands on controversial issues.	1	2	3	4	5
13	My leader's morals guide what he/she do as a leader.	1	2	3	4	5
14	My leader shows he/she understands how specific actions impact others.	1	2	3	4	5
15	My leader makes difficult decisions based on high standard of ethical conduct.	1	2	3	4	5
	<b>Balanced Evaluation of Information</b>					
16	My leader seeks other's opinions before making up his/her own mind.	1	2	3	4	5
17	My leader listens closely to the ideas of those who disagree with him/her.	1	2	3	4	5
18	My leader emphasizes others comparing his/her own point of view.	1	2	3	4	5
19	My leader listens very carefully to the ideas of others before making decisions.	1	2	3	4	5
20	My leader listens carefully to different points of view before coming to conclusion.	1	2	3	4	5

<b>Job Satisfaction Questionaries</b>						
1	I am satisfied with my leader who recognize his/her primary coping mechanism.	1	2	3	4	5
2	I am satisfied with my leader who has an emotional intelligence.	1	2	3	4	5
3	I am satisfied with my leader his/her action reflet his/her core values.	1	2	3	4	5
4	I am satisfied the morals guide by my leader.	1	2	3	4	5
5	I am satisfied my leader for considering other ideas.	1	2	3	4	5
6	I am satisfied my leader listen attentively to the ideas of other points of view.	1	2	3	4	5
7	I am satisfied my leader encouraging everyone to speak their mind.	1	2	3	4	5
8	I am satisfied my leader says exactly what he/she means.	1	2	3	4	5
9	I am satisfied my leader makes difficult decisions based on high standard of ethical conduct.	1	2	3	4	5
10	I am satisfied my leader listens closely to the ideas of those who disagree with him/her.	1	2	3	4	5

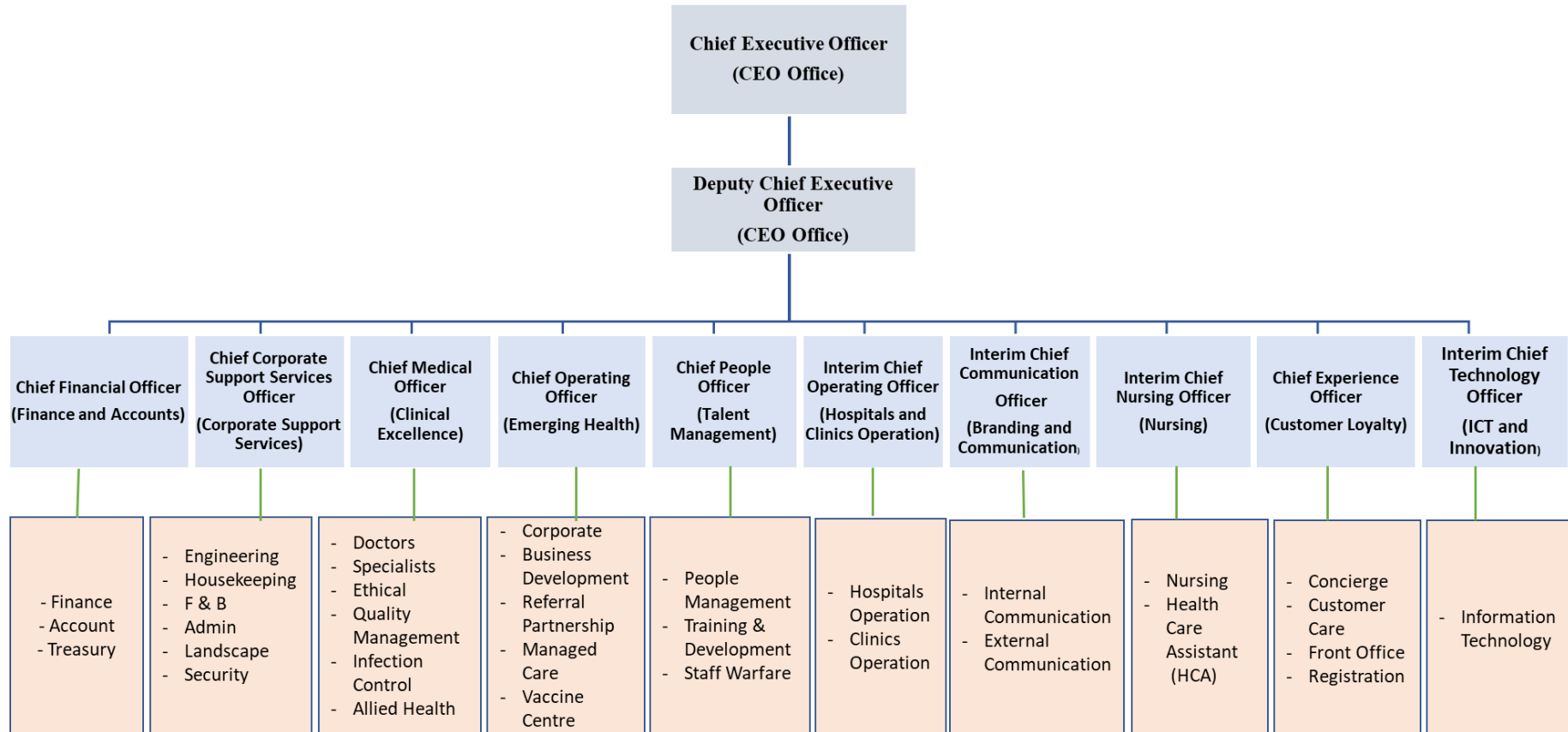
<b>Organizational Commitment</b>						
	<b>Continuance Commitment Questionaries</b>					
1	It would be very hard for me to leave my job at this organization right now even if I wanted to.	1	2	3	4	5
2	Too much of my life would be disrupted if I leave my organization.	1	2	3	4	5
3	I believe I have too few options to consider leaving this organization.	1	2	3	4	5
4	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere.	1	2	3	4	5
5	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	1	2	3	4	5
<b>Affective Commitment</b>						
6	I would be very happy to spend the rest of my career in this organization.	1	2	3	4	5
7	I really feel as if this organization's problems are my own.	1	2	3	4	5
8	I feel like "part of my family" at this organization.	1	2	3	4	5
9	I feel "emotionally attached" to this organization.	1	2	3	4	5
10	This organization has a great deal of personal meaning for me.	1	2	3	4	5
<b>Normative Commitment</b>						
11	I feel any obligation to remain with my organization.	1	2	3	4	5
12	Even if it were to my advantage, I do not feel it would be right to leave.	1	2	3	4	5
13	I would feel guilty if I left this organization now.	1	2	3	4	5
14	This organization deserves my loyalty.	1	2	3	4	5
15	I owe a great deal to this organization.	1	2	3	4	5

<b>Task Performance</b>						
1	I managed to plan my work so that I finished it on time.	1	2	3	4	5
2	I was able to carry out my work efficiently.	1	2	3	4	5
3	I worked on keeping my work skills up to date.	1	2	3	4	5
4	I took on extra responsibilities.	1	2	3	4	5
5	I continually sought challenges at my work.	1	2	3	4	5

<b>Contextual Performance</b>						
1	On my own initiative, I started new tasks when my old tasks were completed	1	2	3	4	5
2	I worked on keeping my job-related knowledge up to date.	1	2	3	4	5
3	I did more than was expected of me	1	2	3	4	5
4	I actively participated in work meeting	1	2	3	4	5
5	I actively looked for ways to improve my performance at work	1	2	3	4	5

## APPENDIX III

### Organizational Structure of Pun Hlaing Hospital (2022)



Source: Pun Hlaing Hospital (2022)