LEADER COMPETENCIES AND EMPLOYEE WELL BEING: THE MEDIATING ROLE OF AUTHENTIC LEADERSHIP

[1]Yunni Rusmawati DJ, [2]Luluk Nur Azizah, [3]Evi Fitrotun Najiah, [4]Bella Fernanda
[123]Lecturer, Fakulty of Economics, University Islam Lamongan, Indonesia, Lamongan, Lamongan, Indonesia
[4] Student, Fakulty of Economics, University Islam Lamongan, Indonesia, Lamongan, Lamongan, Indonesia

yunnirusmawati@unisla.ac.id, 085784448848
bellafernanda@gmail.com, 081578446591

ABSTRACT

Facing economic developments that affect growing and competing in the business world, businesses will face several challenges that must be faced in a global trade situation: The impact of the continuous threat of international terrorism on the economy, Transition to a global information economy, Aging of the world population, Needs to improve quality and customer service and Efforts to improve the competitiveness of the workforce in each nation. Competence is what a person appears in the workplace every day including behaviors, basic personality traits and skills that are on or off the premises work. The existence of a leader in an organization is not enough to provide the organization in achieving its goals. A more important factor is the capacity of the leaders. Resource management capabilities leadership capacities in management, organization, planning, coordination, updating and monitoring of public institutions. The skills that a leader must possess are: Public capacity of at least seven competencies, namely: self-management capacity, communication management competency, pluralistic management capacity, ethical management capacity, team management competency, cultural diversity management competency and change management competency. The object of this research is PT Telkom Surabaya. The purpose of this study is to determine and analyze: the effect of leader competence on authentic leadership, the effect of employee welfare on authentic leadership, leader competence on the workplace environment, employee welfare on the workplace environment, authentic leadership on the workplace environment. Competence of leaders through authentic leadership and employee welfare in the work environment through authentic leadership. The method used in this study using SEM-PLS. The results in this study include: leader competence has a positive and significant effect on authentic leadership, employee welfare has a positive and significant effect on authentic leadership, leader competence has a positive and significant effect on the workplace environment, employee welfare has a positive and significant effect on the work environment. All exogenous variables have an effect on endogenous variables.

KEYWORDS: *Leader Competencies, Employee Well Being, Authentic Leadership and Workplace Environment*

I   INTRODUCTION

Manpower is a component and plays an important role in a company or organization, given the importance of the labor factor, the company must recruit skilled employees, namely: having work capacity and a good sense of organization. Companies and employees are two things that need each other, if employees succeed in advancing the company then the benefits of both parties will be reaped. For employees, success is

the realization of their potential as well as an opportunity to grow, while for the company, success is a vehicle for growth and development. In line with the current year's situation and conditions, the company faces stiff competition this year. The increasing demand from the public and the increasing demand have motivated companies to try to meet the needs of the community so that they face increasingly fierce competition. Only then can the goals set by the company be achieved. There are factors that must be owned by the company including human resources, factors in human resources, having a very close relationship, related to other factors, for example the form of leadership with employee welfare.

The object of this research is PT. Telkom Surabaya, is an information and communication company as well as a complete provider of telecommunications networks and services in Indonesia. With the availability and improvement of telecommunication networks, it will also better meet people's information and communication needs, so that it will encourage investment in the Surabaya City area. Currently PT. Telkom Surabaya is experiencing serious problems related to the decline in employee performance. This can be seen from the increasing number of customer complaints against PT Telkom Surabaya regarding the services provided and from the handling of PT Telkom Surabaya as many as complaints that are less serious. This is one type of phenomenon related to the decline in employee performance, so it must be addressed by the company so that it does not become a prolonged problem.

Authentic leadership can have a direct impact in helping employees provide better service, stay engaged with the organization, solve business problems, and contribute to the company's overall success (S, 2013). leadership competencies recognizes that over time competencies and authentic leadership need to change to adapt to changes in the workplace in order to remain competitive in the marketplace (Jansson et al., 2021). Authentic leadership has been described as a positive approach to leadership, in which leaders guide their companies with purpose (Qiu et al., 2019). Authentic leadership can have a direct impact in helping employees provide better service, stay engaged with the organization, solve business problems, and contribute to the company's overall success (Ali et al., 2019). Employee welfare baseline examines employee mental health, personality traits, and stress (Cvenkel, 2018). This research has been expanded to cover broader aspects of happiness, including psychological aspects (eg, happiness); physiological (eg physiological conditions and subjective experiences of bodily health); and social (e.g. relationships with others) (Sivapragasam & Raya, 2018).

Leader competencies is defined as a set of skills, abilities and knowledge that can be used as currency in the workforce" (p.1). Nat and (AAmaral, 2013)proposes that "the capacity to perceive one's attitudes, skills, and knowledge through observable and measurable behaviors and outcomes" (p. 27). More recent research by(Daniela, 2015)shows that competencies is related activities, knowledge, attitudes, and skills that directly affect performance and can be measured by the performance of certain standards. The ability to lead service personnel and create successful business practices depends on the intangible assets, skills and competencies of employees (Pulsford, 2019) and competencies of employee leaders. The concept of relevant competencies in an organizational context in an article (Culat, 2006) who suggested that social,

communication and leadership skills should be included in more general occupations. Since this initial work, studies exploring leadership skills have been completed and continue to be an important research topic. The popular classification of leader competencies distinguishes between technical competencies, interpersonal competencies, and conceptual competencies (Jo Dolasinski & Reynolds, 2019); (Jansson et al., 2021). The most notable addition to other competency frameworks is the leadership style commonly defined in the field of authentic leadership, such as intensity (Swanson et al., 2020) selfless service (Gawuna & Chukwuemeka, 2020) and goals (Elemers, 2014) should be considered as part of the leader's routine and thus conceptualized as a leader competency (Korzynski et al., 2020).

Authentic leadership theories tend to treat authenticity, honesty, and sincerity as synonyms" (p. 385). However, to promote authentic leadership models based on (Wong et al., 2020) explicitly sincerity and Authenticity, to distinguish between these constructs (Chughtai, 2018). Sincerity is judged from the extent to which a person is accurately described and honest with others, while authenticity includes the extent to which a person is objectively true to himself by examining the extent to which a person's appearance behavior is consistent with his public appearance. So "sincere" is synonymous with presenting yourself "honestly" or "honestly" to others(Kerfoot, 2006). On the other hand, because authenticity involves an internal process in which a person stays true to himself, it is hidden and difficult to judge by others. Authentic leaders lead by example when they demonstrate confidence, hope and optimism in the workplace(Brockner et al., 2006). These positive attitudes and emotions can be contagious and create a positive trickle-down effect through organizations to encourage positive emotional and cognitive development among their followers.(Qiu et al., 2019). Second, authentic leaders objectively evaluate all relevant information when making decisions; they create a fair and open environment in the workplace. In such a workplace, employees are more aware of the importance of helping others and are encouraged to do so(Prajina.PV & Premsingh, 2012)so they tend to engage in behaviors that benefit the organization, customers, and other members of the organization (Brown, Treviño, & Harrison, 2005). Third, authentic leaders have high internal moral standards and values, they represent role models to provide behavioral cues and guidelines for followers to imitate(Ashkanasy & Humphrey, 2011). Authentic leaders are able to increase the engagement, motivation, commitment, satisfaction, and well-being of employees required of staff to continuously improve their work and performance outcomes through the development of personal identification with the leader and social identification with the work unit/organization (Gardner et al., 2021).

Employee well-being can be understood as a multidimensional construct that includes positive and negative experiences of people (discomfort) and health in the workplace, job satisfaction, engagement Employee engagement and health reflect various aspects of well-being (Inceoglu et al., 2018)(Danna and Griffin, 1999). Employee well-being is a positive emotional experience associated with one's work, which is characterized by various combinations of excitement and passion (Haapakangas et al., 2018). The effect on employee well-being may be greater than it may seem at first glance, as it extends from the individual to the organizational and societal levels(Craig &

Kuykendall, 2019). A high happiness record is associated with good leadership, and leadership has therefore been identified as an important factor in employee happiness (Pinck & Sonnentag, 2018). An important employee-level variable in the workplace is their well-being. Work plays an influential role in individual well-being (Kilroy et al., 2020). The importance of promoting employee well-being in the workplace (Skinner et al., 2011). From this perspective, poor employee well-being can lead to two types of withdrawal behavior: (a) psychological withdrawal, which is characterized by excessive detachment from the people they work with; and (b) withdrawal behavior, related to a person's intention to leave the organization. This last form of withdrawal refers to the idea of reciprocity in organizations and society(Autin et al., 2020).

2   MATERIALS AND METHODS

This research is a type of quantitative research to test the hypotheses generated by the processed data. The data used is primary data obtained with survey equipment which is distributed to a sample of a certain population. Here, this study complements the research findings by using an explanatory research approach. Explanatory research involves testing hypotheses among hypothetical variables(Arsić et al., 2012). The population of this study is all employees who work at PT Telkom Surabaya Ketintang branch, totaling 127 employees. In this study, the authors used the saturated sample method. Data analysis in this study used the partial least squares (PLS) method.

3   RESULTS AND DISCUSSION

1. Validity test

The validity test is measured based on the outer loading value of each indicator. Convergence validation is considered valid if the outer loading value for all indicators of each variable in the study is greater than 0.7. From the results of the outer loading calculation that each indicator in each variable produces an outer loading value of > 0.7. After the outer loading data has met the criteria, the next step is to measure convergent validity by looking at the results of the AVE calculation, AVE is used to evaluate convergent validity with criteria that must be met, namely the AVE result > 0.50.

Table 1. AVE . value

Variable	Average Variance Extracted (AVE)	Information
Leader Competencies (X)	0.614	Valid
Authentic Leadership (Z)	0.709	Valid
Employee Well Being (Y)	0.599	Valid

Source: data processed 2022

According to the results of the AVE table, the three constructs can be said to meet convergent validity. Leader Competencies have an average value of 0.614, Authentic

Leadership has a value of 0.709, and Employee Well Being has a value of 0.599, which of the three constructs has a value of more than 0.50, the conclusions of the three variables have met the criteria of convergent validity.

2. Reliability Test

The next test is the reliability test which is measured by two criteria, namely:*composite reliability*and*cronbach's alpha*. Research variables can be said to be reliable based on*composite reliability*if each variable has a value > 0.60. While the variables are said to be reliable based on*cronbach's alpha*if each variable has a value > 0.60, the research is presented in table 4 below:

Table 2. *Composite Reliability* & Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha	Description
Leader Competencies(X)	0.908	0.872	Valid
Employee Well Being(Y)	0.953	0.936	Valid
Authentic Leadership(Z)	0.938	0.934	Valid

Source: data processed 2022

According to the results of table 2 above, it can be seen that the entire composite reliability value of each variable has a value > 0.60, on the variableLeader Competencies the composite reliability value is 0.908, the Employee Well Being variable has a value of 0.953, and the Authentic Leadership variable has a value of 0.938. Based on the results of the calculation of Cronbach's alpha each variable has a value of > 0.60, Leader Competencies has a value of 0.872, Employee Well Being has a value of 0.936, Authentic Leadership 0.934. From the results of table 2 it can be concluded that each research variable is declared reliable.

3. Structural Model (*Inner Model*)
a. Path Coefficient Test

Path coefficient test is useful to show how much influence the independent variable has on the dependent. The largest path coefficient value is shown in the authentic leadership variable on employee well being, which is 9,939. Furthermore, the second biggest influence is found in the influence of leader competencies on authentic leadership of 5,171, while the influence of leader competencies on employee well being is 0.613. The results of the path coefficient test produce a positive number, and it can be concluded that the greater the path coefficient value, the stronger the influence of the independent variable on the dependent variable.

a. Test of goodness (Goodness of fit)

The Goodness of fit test uses the values of Q2 and R2. Q2 is based on the coefficient of determination of all dependent variables. Based on Q2, it has a value range of 0 < Q2 <1, getting closer to 1 means the model is getting better, while the data results can be seen in table 5 below.

Table 3. R square

Structural Model	Variable	R square
1	Employee Well Being(Y)	0.538
2	Authentic Leadership (Z)	0.241

Source: Data processed 2022

The R2 value of each variable is:

$Q2 = 1 – (1-R12) (1-R22)$

$Q2 = 1 – (1-0.538) (1-0.241)$

$Q2= 1 – (0.462) (0.759)$

$Q2= 0.759/75.9\%$

The value of Q2 is 0.759 or 75.9%, the contribution of the data that can be explained by the model is 75.9%.

b. Hypothesis testing

The results of data analysis using the PLS method supported by*software*Data processing SmartPLS 3.0 proves that this research is a valid, reliable and very good model. To prove the hypothesis proposed by the researcher. This study proposes four hypotheses. Hypothesis testing for this study was conducted by testing the original sample values, T-statistics, and P-Values, if the value of the t-statistic > 1.96 and P Values <0.05, the hypothesis can be said to have a significant effect. This study tested the hypothesis, both direct effect and indirect effect. The direct influence test is used to test the effect of leader competencies on employee well being, leader competencies on authentic leadership, authentic leadership on employee well being. While the indirect effect test is used to test*authentic leadership*can mediate leader competencieson employee well being. The following values for the original sample, t-statistics and P-Values for the direct effect test are presented in table 3

Table 4. *Original samples***, T-statistics and P Values**

Hypothesis	Original Sample	T Statistics	P-Values
LC → EWB	-0.108	0.869	**0.810**
LC → AL	0.474	5.530	**0.000**
AL → EWB	0.772	9,758	**0.000**

Source: data processed 2022

The following is an explanation of the results of table 2 above:

The first hypothesis tests whether there is a significant positive effect of the LC variable on EWB. From table 4 it can be seen that the t-statistic value of the Leader Competencies (LC) variable on Employee Well Being (EWB) shows a value of 0.869 and an effect of -0.108 and P Values 0.810, so it can be concluded that the influence of the Leader Competencies (LC) variable on Employee Well Being (EWB) is negative and not

significant, this is because the value of the t statistic <1.96 and the value of the P Values> 0.05. So, H1: Leader Competencies (LC) variable that affects Employee Well Being (EWB) is rejected, Ho: Leader Competencies (LC) variable has no effect on Employee Well Being (EWB) is accepted.

The second hypothesis tests whether there is a significant positive effect of the variableLeader Competencies (LC) against Authentic Leadership (AL). Based on table 3, it can be seen that the t-statistic value of the Leader Competencies (LC) variable on Authentic Leadership (AL) shows a value of 5.530 with an effect of 0.474 and P Values <0.05 which is 0.000, so it can be concluded that the Leader Competencies (LC) variable on Authentic Leadership (AL) is positive and significant. So Ho is rejected.

H2: Leader Competencies (LC) variable has an effect on Authentic Leadership (AL) is accepted.

The third hypothesis tests whether there is an effect of the variable*Authentic Leadership (AL)*towards Employee Well Being (EWB). Based on table 3, it can be seen that the t-statistic value of the Authentic Leadership (AL) variable on Employee Well Being (EWB). shows a value of 9,758 with an effect of 0.772 and P values <0.05, which is 0.000, so it can be concluded that the Authentic Leadership (AL) variable towards Employee Well Being (EWB). is positive and significant. So Ho is rejected, H3: Authentic Leadership (AL) variable has an effect on Employee Well Being (EWB). It is accepted.

After testing the direct influence hypothesis, the next step is to test the indirect effect hypothesis. Here's the value*original sample*and P Values for the indirect effect test are presented in table 4.

Table 5. Original Sample Values and P Values Indirect Effect

Predictor Variable	Mediation Variable	Response Variable	Original Sample	P-Value
Leader Competencies	*Authentic Leadership*	Employee Well Being	0.394	**0.000**

Source: data processed 2022

The fourth hypothesis tests whether*Authentic Leadership*can mediate betweenLeader Competencies against Employee Well Being. It can be seen from the results of table 5 that the indirect influence test between Leader Competencies on Employee Well Being through Authentic Leadership produces an influence value of 0.394 with P Values of 0.000. While the direct influence between Leader Competencies on Employee Well Being produces an influence value of -0.108 and P Values of 0.810. To further analyze the results of the difference in the value of the direct effect, it is calculated using the Variance Accounted For (VAF) method with the following formula:

$$VAF = \frac{Indirect\ Effect}{Total\ Effect}$$

Source: Solihin and Ratmono (2013)

The Variance Accounted For (VAF) criteria according to Solihin and Ratmono (2013) are: if VAF <20% then the mediating variable is said to have no mediating effect, if 20% VAF 80% then the mediating variable is said to be partial mediation, if VAF>80 % then the mediation variable is said to be full mediation or full mediation. The calculations in the table using the Variance Accounted For (VAF) method are presented in table 8:

Table 6. VAF Method Calculation

Influence Description	The calculation results
Indirect Effect	
$LC \rightarrow$ EWB$\rightarrow$ AL	0.394
Direct Effects	
$LC \rightarrow EWB$	-0.108
$LC \rightarrow$ AL	0.474
$AL \rightarrow EWB$	0.772
Total Direct	
LC, EWB, AL (0.394 + (-0.108))	0.286
VAF = Indirect Effect/Total Effect	
VAF = 0.394/0.286	1.378 or 137.8%

Source: data processed 2022

Based on the results of the calculation of the VAF table to test the effect of the variable*Authentic Leadership*as a mediating variable between Leader Competencies and employee well being resulting in a value of 1.378 or 137.8%, it can be concluded that the Authentic Leadership variable has a full mediation effect or full mediation with a VAF value > 80%. This criterion is included in the full mediation criteria (Solihin and Ratmono 2013). Then H4: Authentic Leadership can mediate relationshipsLeader Competencies for Employee Well Being are accepted.

4   CONCLUSION

Based on the results of research and discussion according to the formulation of the problem, the following conclusions can be drawn:

Leader Competencies have no significant effect on employee well being at PT Telkom Surabaya Ketintang branch due to indicatorsAppreciate the low diversity of employee and take risks and innovate so that it becomes the cause of leader competencies that do not affect employee well being. On the other hand, leader competencies have a significant influence from variables on authentic leadership at PT Telkom Surabaya Ketintang Branch. The presence of leader competencies will have a positive influence on employees to improve employee welfare. The authentic leadership variable has a significant effect on employee well being at the Ketintang Branch of PT Telkom Surabaya.

This can indicate that leaders who show high authentic leadership will show high behavior to influence their employees according to their description as leaders.

5   ACKNOWLEDGEMENTS

REFERENCES

Amaral, G. (2013). No titles. Journal of Petrology, 369(1), 1689–1699. http://dx.doi.org/10.1016/j.jsames.2011.03.003%0Ahttps://doi.org/10.1016/j.gr.2 017.08.001%0Ahttp://dx.doi.org/10.1016/ j.precamres.2014.12.018%0Ahttp://dx.doi.org/10.1016/j.precamres.2011.08.005%0 Ahttp://dx.doi.org/10.1080/00206814.2014.902757%0Ahttp://dx.

Ali, Z., Bashir, M., & Mehreen, A. (2019). Managing Organizational Effectiveness through Talent Management and Career Development: The Mediating Role of Employee Engagement. Journal of Management Sciences, 6(1), 62–78. https://doi.org/10.20547/jms.2014.1906105

Arsić, M., Nikolić, D., ivković, Z. ivan, Urošević, S., & Mihajlović, I. (2012). The effect of TQM on employee loyalty in the transition economy, Serbia. Total Quality Management and Business Excellence, 23(5–6), 719–729. https://doi.org/10.1080/14783363.2012.669930

Ashkanasy, NM, & Humphrey, RH (2011). Current emotion research in organizational behavior. Emotion Review, 3(2), 214–224. https://doi.org/10.1177/1754073910391684

Autin, KL, Blustein, DL, Ali, SR, & Garriott, P.O. (2020). Career Development Impacts of COVID-19: Practice and Policy Recommendations. Journal of Career Development, 47(5), 487–494. https://doi.org/10.1177/0894845320944486

Brockner, J., Flynn, FJ, Dolan, RJ, Ostfield, A., Pace, D., & Ziskin, IV (2006). Commentary on "radical HRM innovation and competitive advantage: The Moneyball story." Human Resource Management, 45(1), 127–145. https://doi.org/10.1002/hrm

Caulat, G. (2006). In today's global economy, virtual teams are a fact of life. The Ashridge Journal.

Chughtai, A. (2018). Authentic leadership, career self-efficacy and career success: a cross-sectional study. Career Development International, 23(6–7), 595–607. https://doi.org/10.1108/CDI-05-2018-0160

Craig, L., & Kuykendall, L. (2019). Examining the role of friendship for employee well-being. Journal of Vocational Behavior, 115. https://doi.org/10.1016/j.jvb.2019.06.001

Cvenkel, NR (2018). Employee well-being at work: Insights for business leaders and

corporate social responsibility. Developments in Corporate Governance and Responsibility, 24, 71–90. https://doi.org/10.1108/S2043-052320180000014004

Daniela, P. (2015). The Relationship Between Self-Regulation, Motivation And Performance At Secondary School Students. Procedia - Social and Behavioral Sciences, 191, 2549–2553. https://doi.org/10.1016/j.sbspro.2015.04.410

Ellemers, N. (2014). Women at Work: How Organizational Features Impact Career Development. Policy Insights from the Behavioral and Brain Sciences, 1(1), 46–54. https://doi.org/10.1177/2372732214549327

Gardner, WL, Karam, EP, Alvesson, M., & Einola, K. (2021). Authentic leadership theory: The case for and against. Leadership Quarterly, 32(6), 101495. https://doi.org/10.1016/j.leaqua.2021.101495

Gawuna, AA, & Chukwuemeka, O. (2020). Global journal of applied, management & social sciences. 8(1), 120–129.

Haapakangas, A., Hallman, DM, Mathiassen, SE, & Jahncke, H. (2018). Self-rated productivity and employee well-being in activity-based offices: The role of environmental perceptions and workspace use. Building and Environment, 145(June), 115–124. https://doi.org/10.1016/j.buildenv.2018.09.017

Inceoglu, I., Thomas, G., Chu, C., Plans, D., & Gerbasi, A. (2018). Leadership behavior and employee well-being: An integrated review and a future research agenda. Leadership Quarterly, 29(1), 179–202. https://doi.org/10.1016/j.leaqua.2017.12.006

Jansson, D., Døving, E., & Elstad, B. (2021). The construction of leadership practice: Making sense of leader competencies. Leadership, 17(5), 560–585. https://doi.org/10.1177/1742715021996497

Jo Dolasinski, M., & Reynolds, J. (2019). Hotel leader competencies: Industry practitioner perspectives. Journal of Human Resources in Hospitality and Tourism, 18(3), 349–367. https://doi.org/10.1080/15332845.2019.1599785

Kerfoot, K. (2006). Authentic leadership. Nursing Economics, 24(2), 116–117. https://doi.org/10.1177/1052562909339307

Kilroy, S., Bosak, J., Flood, PC, & Peccei, R. (2020). Time to recover: The moderating role of psychological detachment in the link between perceptions of high-involvement work practices and burnout. Journal of Business Research, 108(December 2017), 52–61. https://doi.org/10.1016/j.jbusres.2019.10.012

Korzynski, P., Kozminski, AK, Baczynska, A., & Haenlein, M. (2020). Bounded leadership: An empirical study of leadership competencies, constraints, and effectiveness. European Management Journal, xxxx. https://doi.org/10.1016/j.emj.2020.07.009

Pinck, AS, & Sonnentag, S. (2018). Leader Mindfulness and Employee Well-Being: The Mediating Role of Transformational Leadership. Mindfulness, 9(3), 884–896. https://doi.org/10.1007/s12671-017-0828-5

Prajina.PV, PP., & Premsingh, DJG (2012). Impact of Life Skills Among Adolescents: a Review. International Journal of Scientific Research, 3(7), 482–483. https://doi.org/10.15373/22778179/july2014/151

Pulsford, L. (2019). Kindness in career development interventions. Australian Journal of Career Development, 28(1), 14–20. https://doi.org/10.1177/1038416218773592

Qiu, S., Alizadeh, A., Dooley, LM, & Zhang, R. (2019). The effects of authentic leadership on trust in leaders, organizational citizenship behavior, and service quality in the Chinese hospitality industry. Journal of Hospitality and Tourism Management, 40(February), 77–87. https://doi.org/10.1016/j.jhtm.2019.06.004

S, P. (2013). Leadership Competencies. IOSR Journal Of Humanities And Social Science, 13(1), 60–64. https://doi.org/10.9790/0837-1316064

Sivapragasam, P., & Raya, RP (2018). HRM and Employee Engagement Link: Mediating Role of Employee Well-being. Global Business Review, 19(1), 147–161. https://doi.org/10.1177/0972150917713369

Skinner, N., van Dijk, P., Elton, J., & Auer, J. (2011). An in-depth study of Australian nurses' and midwives' work-life interaction. Asia Pacific Journal of Human Resources, 49(2), 213–232. https://doi.org/10.1177/1038411111400263

Swanson, E., Kim, S., Lee, SM, Yang, JJ, & Lee, YK (2020). The effect of leader competencies on knowledge sharing and job performance: Social capital theory. Journal of Hospitality and Tourism Management, 42(September 2019), 88–96. https://doi.org/10.1016/j.jhtm.2019.11.004

Wong, C., Walsh, EJ, Basacco, KN, Mendes Domingues, MC, & Pye, DRH (2020). Authentic leadership and job satisfaction among long-term care nurses. Leadership in Health Services, 33(3), 247–263. https://doi.org/10.1108/LHS-09-2019-0056