

Authentic Leadership, Employees Turnover and Employees Work Engagement

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Abstract

Turnover a vital problem in at present era and has not been understood properly and it has been costly affecting the organizations and it also cause the loss of capital that is social as well as human capital. The purpose of this paper was to check the impact of authentic leadership on turnover intention and as well as authentic leadership's impact on the employee's engagement. As turnover intention is a problem from decades in the organization and has been the most significant interest over this issue because the world is shifted towards the economy that is full knowledge based. The impact of authentic leadership on employee's engagement has been positive in previous studies and the effect of authentic leadership over turnover intention through the mediation effect of organizational commitment has the negative relation on turnover intention. Therefore the researcher aims was to find the effects that authentic leadership has on employees engagement and also authentic leadership through the organizational commitment has on the turnover intention of employees in the paper while the study was implemented in the organization (context) of Karachi, Pakistan that has the collectivism culture, the study has been done through systematic random sampling the likert scale has been used for analyzing data and it was collected from the retailing sector of Karachi, Pakistan. While for testing and analyzing the result researchers used AMOS and spss and it was the quantitative study. Moreover this research paper will help other researcher in the future to study more variables that effects authentic leadership and the turnover and as well as employees engagement. And it is recommended that more variables can be added to this like customer satisfaction etc to check the impact of that on leadership or on turnover intention of employees.

Keywords: Employees work engagement, Turnover intentions, Authentic leadership, organizational commitment.

Introduction

Overview and Background:

Hancock, Allen, Bosco, McDaniel, & Pierce(2013) has recommended turnover a vital problem in at present era and has not been understood properly and it has been costly affecting the organizations and it also cause the loss of capital that is social as well as human capital. Researcher studied that the turnover most of the part in fact the great part depends upon many variables such as leadership authenticity, employees' satisfaction of job their commitment to the firms (Holtom, Mitchell, Lee, & Eberly, 2008). And hence authentic leadership has the played the important role in the turnover intention of employees though this has been receiving the much major responsiveness in the study and as well mentioned in the problem statement. The engagement of employees for the firm can be defined that they have better relation in the organization they are enjoying their job and are satisfied with the job and by this it can decrease their intention of leaving the job or the turnover (Halbesleben, 2010; Schaufeli & Bakker, 2004; Simpson, 2009).

As one of the most important assets of any organization or firm is their personnel so their turnover results in loss of the productivity of the organization so for this it is the main focus of any firm to concentrate with relation of the personnel by having the awareness having transparency and good communication in the relation the information should be balance in that manner that it is processed and all this thing comes from the authentic leadership. (Jensen & Luthans, 2006; Gardner, Luthans,Avolio, May & Walumbwa,2004). However the studies like, (Giallonardo, Wong, & Iwasiw, 2010), told about authentic leadership are outcomes in organizational that is connected to the profitability of overall organization and their empowerment , performance of the job and also the satisfaction of job all of this is important for employees and the organization for the productivity and less turnover among the employees.Thus the engagement of employees for any organization is such an important factor because it is that force which is very positive for any organization which have the ability to the have the connection between employees and the organization which could be emotional, physical as well as cognitive though (Kahn, 1990; Wellins & Concelman, 2005). And a study by (Pawar & Chakravarthy, 2014) shows that the employees engagement becomes low and they tends to leave the organization and turnover increase due to lack of information and because of they have to face difficulty in having good relation with their leaders or managers and also for the pecuniary reason. While the other researchers like (Wellins & Concelman, 2005) expresses engagement as a force which is undefined from which the employees are being inspired to perform for the advance phases and in which employees are happy and satisfy with their positions in the organization and have the feeling that the roles they are performing and the practice they have are being appreciated and a connection of trust and teamwork is build up.

Therefore organizational commitment being the mediator of authentic leadership could effect the employees turnover in the organization or not and adding employees engagement also as dependent variable and check its impact for authentic leadership is the researcher aim to study it with all the variables together. Older studies has been stated that leadership authentic have an indirect effect while employees engagement has to be include in it and how it impact on authentic leadership and then the study will be performed to know its effects on the employees intention of turnover in the organization. Because turnover comes because of the fact that there is no

commitment in the organization or the attitude and behavior of the leadership or manager has affect employees leaving the organization or it could be the employees engagement towards the organization to leave it if they are not that engaged not satisfied with the roles and position in the organization.(Anthony, Hee Jung, & Jungsun Sunny, 2016).

Problem Statement:

As turnover intention is a problem from decades in the organization and has been the most significant interest over this issue because the world is shifted towards the economy that is full knowledge based (Hancock, Allen, Bosco, McDaniel, & Pierce, 2013). (Walumbwa, Avolio, Gardner, Wernsing, & Peterson 2008) discussed that leadership authenticity can be explaining as a conduct or the behavior that leads to the dimension that is positive towards the psych and is also the behavior that manage the climate for self-awareness, the information process that is balanced, the transparency of relations, perspectives of moral that is internalized. Authentic leadership has an ability in achieving the positive results which enhances the ideas that is creative and gives the commitment that is very effective and also for job resourcefulness and together they have great impact on the performance of individual (George , Sims, McLean , & Mayer, 2007). And also mentioned in many previous researches by (Alshammari, Almutairi, & Thuwaini, 2015) authentic leadership remains the key that supports the relationship with the employees and also their outcomes and also enhances the organizations performance and those outcome have reflections in the relation of employees and the organization they are working with which promotes them to face any challenge and find the solution for that challenges and also helps them in their behavior for being creative and once the employee build this relation towards the organization they would not have the intension for the turnover and employee turnover intention decreases by this. However, the authentic leadership and employee's engagement with the organizational commitment effects the turnover in the organization or it effects directly indirectly all the perspectives would be studied together (Anthony, Hee Jung, & Jungsun Sunny, 2016). Investigation the relation of employee's engagement with the organizational commitment and leadership has been the important factor because it effects the performance which reduces the intention of personnel turnover in an organization (Marquard, 2010). Since previous reseraches says that the organizational commitment has effect positively to the employees loyalty and dedication which leads to the engagement which is positive (Rhoades, Eisenberger, & Armeli, 2001). But has effect intention of employees turnover negatively (Çakmak-Otluoğlu, 2012).Therefore the researcher aims to find the effects that authentic leadership and employees engagement and also organizational commitment all together has on the intention of employees in the paper while the study will be implemented in the organization (context) of Pakistan that has the collectivism culture, and including employees engagement as also the variable that how it effects the turnover (Anthony, Hee Jung, & Jungsun Sunny, 2016).

Objectives and Significance:

- To find the impact of authentic leadership on employee's turnover intention.
- To find the impact of organizational commitment on employee's turnover intention.
- To find the impact of authentic leadership on employee's turnover intention through organizational commitment.
- To find the impact of authentic leadership on employee's work engagement.

The initiative of this examination centers around the combination of these four variables concepts in a reserved think about, giving a model that explains the chain of impacts between Authentic leadership, employees` commitment in the organization, employees` engagement in the organization and turnover intention. This investigation advances a comprehensive methodology on authentic leadership field exploring the effects on commitment in the organization of employee and turnover intention and also employees` engagement in the organization. There are examines on Authentic leadership, employees` commitment in the organization, employee`s engagement in the organization and turnover intention all these present in a model all together in a solo model which also a significance of this study. In like manner, there are numerous investigations on authentic leadership administration and its outcomes, yet examine with respect to and effects on representative states of mind and practices are rare. Henceforth, this examination intends to fill the exploration holes by demonstrating how AL can be a genuine resource evolving representatives `demeanors what's more, practices, expanding imagination and individual execution. All the more particularly this expect means to see how Authentic leadership impacts commitment in the organization of employee and turnover intention and also employee`s engagement in the organization.

Outline of the Study/ Scope of Study:

The scope of this paper goes for examine factors that influence commitment of employees out in the open segment associations in Karachi Pakistan and also the intention of turnover. The general point of this examination is to propose a calculated model to be utilized by scientists to decrease the holes between research writing and contemporary administrative practices, particularly in the Pakistan setting, and in addition building up a system for further inquiries about on representative commitment. Moreover, this examination is an endeavor to encourage administrators and pioneers in Pakistan open segment associations to upgrade engagement of employees that thusly will have positive impact on the performance of organization execution. This research is that first of all the research has been done in the collectivism culture that also as mentioned in the problem statement and also it will benefit the organizations that belongs to collectivism culture and also that one more variable has been tested in this research that is work engagement of employees and its relation on authentic leadership will give some future directions to the future researchers and future studies.

Literature Review

Definitions:

Authentic Leadership:

“Authentic leadership is defined as behavior that displays and encourages positive mental dimensions and a principled climate that cultivates self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency.” (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008). Authentic leadership has an ability in achieving the positive results which enhances the ideas that is creative and gives the commitment that is very effective and also for job resourcefulness and together they have great impact on the performance of individual (George , Sims, McLean , & Mayer, 2007). And also mentioned in

many previous researches by (Alshammari, Almutairi, & Thuwaini, 2015) authentic leadership remains the key that supports the relationship with the employees and also their outcomes and also enhances the organizations performance and those outcome have reflections in the relation of employees and the organization they are working with which promotes them to face any challenge and find the solution for that challenges and also helps them in their behavior for being creative.

Organizational Commitment:

“Organizational commitment is a definite desire to maintain organizational membership, identification with the purposes, successes of organization, the loyalty of an employee, and a willingness to exert considerable effort on behalf of the organization.” (Aydin, Sarier, & Uysal,, 2011). Organizational commitment comprises of three components named as affective commitment, normative commitment and continuous commitment and this three model of commitment was given by (Meyer & Allen, 1991). Affective commitment is the term in which the employee’s feels committed to the organization by emotions in this they feel connected emotionally to their organizations. While the normative commitments refer to that force which is because of obligation feelings. However, the continuous commitment is because of the employees in this are aware of the fact that what will be the cost of leaving the organization. Thus as strong as these three commitment will be strongest the relation and loyalty towards the organization of the employees will be and they will be much eager to achieve the goals of organization effectively and efficiently.

Employees Work Engagement:

One of the most widely accepted definitions of work engagement is state that it is a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption. Broadly, work engagement refers to involvement, commitment, passion, enthusiasm, absorption, focused effort, zeal, dedication, and energy” (Schaufeli, 2013).

The engagement of employees for any organization is such an important factor because it is that force which is very positive for any organization which have the ability to the have the connection between employees and the organization which could be emotional, physical as well as cognitive though. (Wellins & Concelman, 2005).

Turnover intention:

“Turnover intention is defined as an individual’s behavioral intention to leave the Organization.” (Mobley, Griffeth, Hand, & Meglino, 1979). Hancock, Allen, Bosco, McDaniel, & Pierce(2013) has recommended turnover a vital problem in at present era and has not been understood properly and it has been costly affecting the organizations and it also cause the loss of capital that is social as well as human capital.

Relationships:

Authentic Leadership and Organizational Commitment:

The relationship in between an authentic leadership and organizational commitment is that very important because the firstly reason is the self-awareness by which the managers show the weakness and strength understanding by which it gains the vision for the exposure of self for others and have the great impact on one and another person's (Kernis, 2003). And also the understanding of the capabilities of ones would be clear so this will help the manager to avoid the behavior that is defensive and it will also inspire willingness for capabilities that is self-declared by which manager can easily resolve in reducing biasness that is personal. (Mazutis & Slawinski, 2008). And while by the help of authentic leadership dimension that is self-awareness when the employees see this type of behavior in their leader they also get motivated in increasing their awareness of self immensely and these types of managers create a passage of encouragement for their followers in identifying the shared core values of their organization in which they are a representative rather it is less for the manager themselves (Howell & Shamir, 2005). And secondly the reason is the transparency that comes from the authentic leadership dimensions because it is important for appearing the interest that is shared by group and sometimes it is in the self-individual interest conflict which is direct. (Avolio, Gardner, Walumbwa, Luthans, & May, 2004).

Avolio et al. (2004) has establish direct impacts of valid authority on devotee work states of mind, including hierarchical responsibility, work fulfillment, work significance, and as well as organizational commitment. In belligerence for these immediate impacts, 1. The adjusted handling of data, 2. Straightforwardness seeing someone, and 3. Consistency between standards, words, and activities (that is disguised good point of view) shown by leader of authenticity adds to larger amounts of duty, ability to perform, and fulfillment with the manager among supporters. Along these lines, credible pioneers will be to some degree straightforward in communicating their actual feelings and sentiments to supporters, while controlling such feelings to lessen shows of improper or conceivably dangerous feelings that could think about adversely the association. In view of earlier research, this examination proposes to test the accompanying speculations.

H1: Authentic leadership has a significant positive effect on employees' organizational Commitment.

Authentic Leadership and Turnover Intention:

The connection among turnover and authoritative execution has already been analyzed, featuring the work force costs related with the choice, enrollment, preparing and improvement of new workers to supplant the representatives who deliberately quit the association (Anthony, Hee Jung, & Jungsun Sunny, 2016). Truth be told, the monetary expenses of turnover speak to somewhere in the range of 150 to 250 percent of the worker's yearly compensation. Turnover has been observed to be specifically identified with higher representative enlistment and preparing costs, low levels of representative spirit, work fulfillment, and client view of lower benefit quality. As it is known that authentic leadership and turnover both are the root construct of any organization while the leadership gives a positive impact in organization performance by the attitude positivity also by trust that is the important factor and also the working environment

positivity these elements helps in retention of employees in the organization. Past researchers related to variables of leadership had said that trust as well as support of supervisor has been the focus on the turnover intention of employees while it has been also stated that support of supervisor is the factor which comforts the employees' intention to stay in the organization positively (Chen, Chu, Wang, & Lin, 2008). And as the intention of any employees is impacted by the behaviors of their manager or supervisor and also the relation between the both and as seen that authentic leadership could somewhat help in retaining of the employee by the factor of trust and relationship of teams and groups (Cowden, Cummings, & Profetto-McGrath, 2011). While the turnover is due to the leadership that is fully ineffective moreover the firms should manage the turnover in strategic manner by the cost given (Mossholder, Settoon, & Henagan, 2005). And moreover it will not be a doubt in saying that authentic leadership will have a negative impact in turnover intention because it helps employees in creating trust and also supports the devotee in the self-development that is positively affected. While many past researches had found the impact and great relation of transformation leadership (also called that form of leadership that is positive or authentic leadership) on turnover (Anthony et al., 2016)

H2: Authentic leadership will be negatively related to turnover intention.

Organizational Commitment and Turnover Intention:

Researchers have verified that turnover aim is a key component in the demonstrating of representative turnover conduct and that social aims are the absolute best indicator of turnover characterize turnover expectation as the coordinated execution of not being happy with the work, leaving, the expectation of searching for other work, and the likelihood of finding other work. Analysts in the field of human asset improvement have investigated turnover and turnover aim in relationship with employment fulfillment, hierarchical responsibility, identity, bent, insight, legislative strategies, and rates of joblessness. Observational research on turnover goal in the accommodation setting has concentrated on the connection between turnover aim also, enthusiastic fatigue, a chain of connections between work– family balance, work uneasiness, turnover aims, and intentional turnover (Vanderpool & Way, 2013), also, the connection between hierarchical help and the turnover aims. Hierarchical responsibility is a standout amongst the most basic issues in an association in light of the fact that of its positive effect on workers' commitment, dependability, what's more, negative impact on turnover aim (Çakmak-Otluoğlu, 2012). Likewise, responsibility is a solid marker of authoritative viability and a superior pointer of turnover than employment fulfillment representative's execution, non-appearance, and citizenship. Since past research has bolstered the negative connection between authoritative responsibility and turnover expectation, this investigation expected a comparable connection between representatives' hierarchical responsibility and their turnover intention (Anthony et al., 2016).

H3: Employees' organizational commitment has a negative effect on employees' Turnover intention.

Authentic Leadership and Turnover Intention through Organizational Commitment:

While the previously mentioned examinations have affirmed the noteworthy connection between turnover expectation and hierarchical duty, past investigations have not yet researched

the job of authoritative responsibility in intervening the connection between valid initiative and turnover purpose. A negative connection between emotional responsibility and the goal to leave the association, and above all (Simo, Enache, Leyes, & Alsrcon, 2010). Other utilized occupation fulfillment as an intervening variable between administration conduct and turnover aim, prescribing utilizing hierarchical duty as a middle person (Anthony et al., 2016). In this way, we think of it as important to test the indirect impact in between leadership on intention turnover through organizational commitment. As a go between, hierarchical duty is relied upon to reinforce the capacity of valid authority to diminish turnover aim an arbiter is regularly an intellectual, emotional, physiological, motivational state which works as a person's mental procedure, which likewise shows that full of feeling influential responsibility is a fitting build to be incorporated as a middle person in the guessed model.

H4: Authentic leadership has a negative indirect effect on turnover intention through organizational commitment.

Authentic Leadership and Employees Work Engagement:

Leadership is viewed as a dominant point adding to employees' engagement of work. Past research has inspected authentic leadership related to employees' engagement of work. For instance, representatives working with transformational pioneers announced more elevated amounts of work commitment. A huge connection between transformational administration and workers' every day commitment was inspected. Magnetic administration was emphatically identified with work commitment, and that work commitment completely interceded administration's consequences for hierarchical citizenship conduct. Moreover, past research has upheld the positive connection between real authority and devotees' work commitment. In connection to the impact of pioneers, Steffens et al. (2014) propose that representatives will probably be locked in at work when they have a superior comprehension of the significance and motivation behind the work aggregate they have a place with and of a big motivator for it in connection to different gatherings. In particular, found that pioneers are capable to empower work commitment and counteract strain among gathering individuals by making a shared extraordinary feeling of 'us'. These discoveries propose that valid initiative means being fit for encouraging the advancement of an extraordinary feeling of 'us' shared among the pioneer and the gathering individuals (Nada & Kumar Singh, 2016)

H5: Authentic leadership will be positively related to work engagement.

Research Methodology

Method of Data Collection:

For the study, the retailing sector of Karachi has been taken as the population and the data was collected from J. a retailer and manufacturing clothing brand of Pakistan in which the respondent of different age group responded most of the age group was from 21 to 40 age and the source which was used for collecting data was the printed questionnaire which was distributed among the employees of J. at their head office and verbally it was conveyed to them the study and its purpose through the consent letter. While each respondent was asked to fill the questionnaire according to their experience of leadership and engagement in the organization while the study was restricted to the retailing sector and also the organization that is J.

Sampling Technique:

The study type is quantitative research and the data has been collected through closed ended questionnaire and the population was the sector of manufacturing and retailing, in which the demographics was the education, experience, age and category of male and female. This technique was adopted because of the limitations of time, resources and the convenience of the researcher that is why convenience sampling was used. The researcher distributed the questionnaire and also guided the purpose and the objectives of the research to the respected audience.

Sample Size:

Sample size that was used to be gathered data from the employees approximately around 210 which was selected by multiplying our questions by ten that result $21 \times 10 = 210$. Moreover, the responses that was received was 210 but in that 7 responses were invalid and some were unengaged responses which was deleted and the responses left were 203.

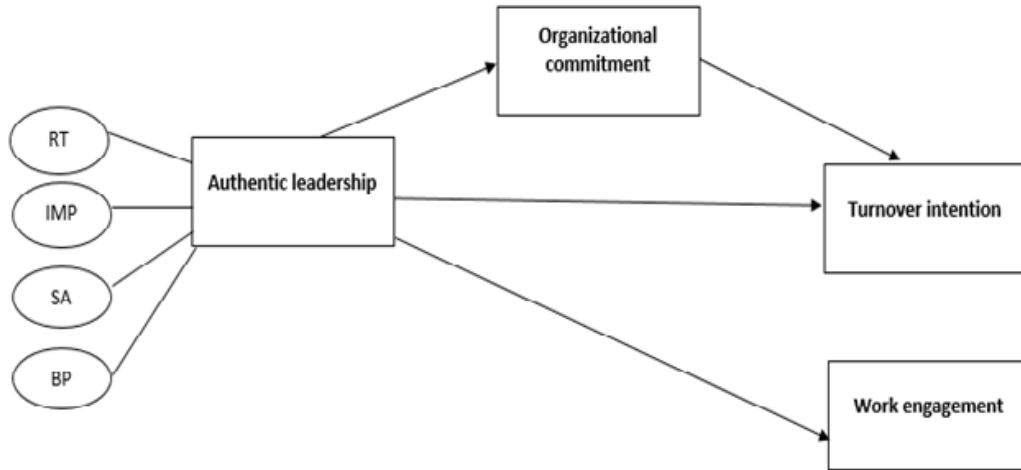
Instrument of Data Collection:

For the purpose of collecting data, method of survey was used based on 5 points Likert Scale method that was 5 strongly Agree, 4 Agree, 3 neutrals, 2 disagree, 1 strongly disagree. The questions of the variables were adopted from the different research paper of different researchers like the questions of authentic leadership and turnover intention was taken from (Gatling, 2016), while the questions of work engagement adopted from (Memon, 2016) and organizational commitment was adopted from the research of (YeohSokFoon, 2010).

Statistical Technique:

The techniques that were used were AMOS SPSS and Excel. the excel was used for data coding and removing the un engage responses and missing values and for standard deviation calculation excel was used also. While the descriptive analysis of demographics was done through SPSS and the cronbach alpha values were calculated through SPSS while the validity and reliability that is factor loading and construct reliability and validity was done through using AMOS and the SEM structural equation modeling and hypotheses testing was measured by using AMOS.

Theoretical Framework:



Results

Descriptive Analysis:

The results of demographics is showing that the male are in majority as there are 160 responses from the male while female respondent were 72 as the organization was the retailer and manufacturing organization so there were more male as compared to women and age limit was high of ages between 21 to 30 as its percentage is 49% and between 31 to 40 ages percentage was 32.7% and the demographic was education went high of matric with 43.6% and bachelors and master were 24.8% and 17.3 % respectively. And last demographic experience which shows that most respondent were having experience of 1-3 years in the organization which

Table No.1 Descriptive Analysis:

Variable	Category	Sample size	%
Gender	Male	160	79.2
	Female	72	20.8
Age	21 to 30	99	49
	31 to 40	66	32.7
	41 to 50	32	15.8
	51 and above	5	2.5
Education	Diploma	12	5.9
	Matric	88	43.6
	Intermediate	17	8.4
	Bachelors	49	24.3
	Masters	36	17.8
Experience	less than one year	69	34.2
	1-3 years	68	33.7
	4-6 years	43	21.3
	7-10 years	22	10.9

Confirmatory Factor Analysis:

As in the below table it has been shown that the cronbach alpha value of all the variables are above 0.7 so it shows the reliability is excellent and which shows that the consistency to predict the result is also fine and similarly the value of CR is greater than AVE and AVE is above 0.5 which shows that the variance that is explained by the construct is fine and the error is been explained less for the latent variable.

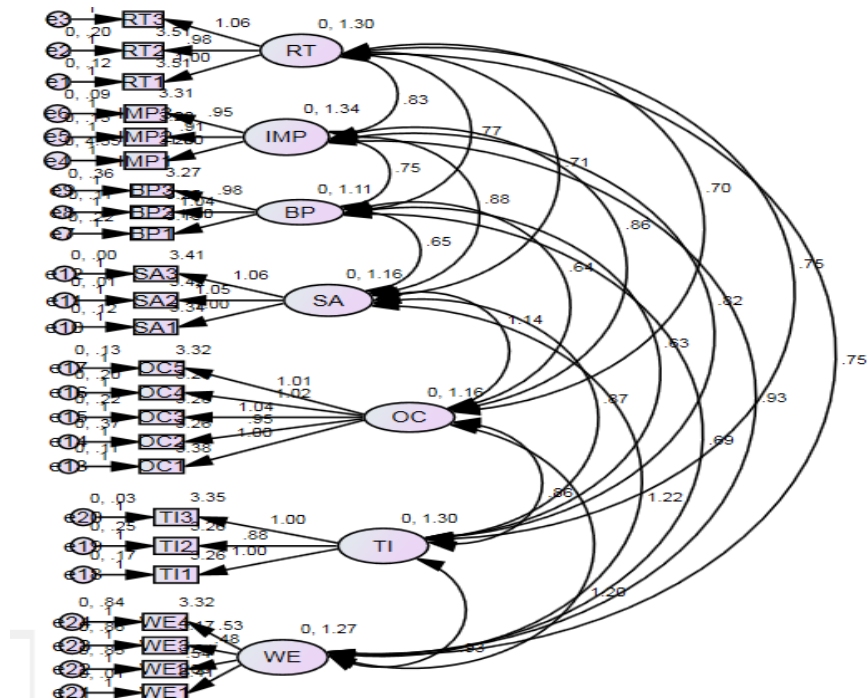
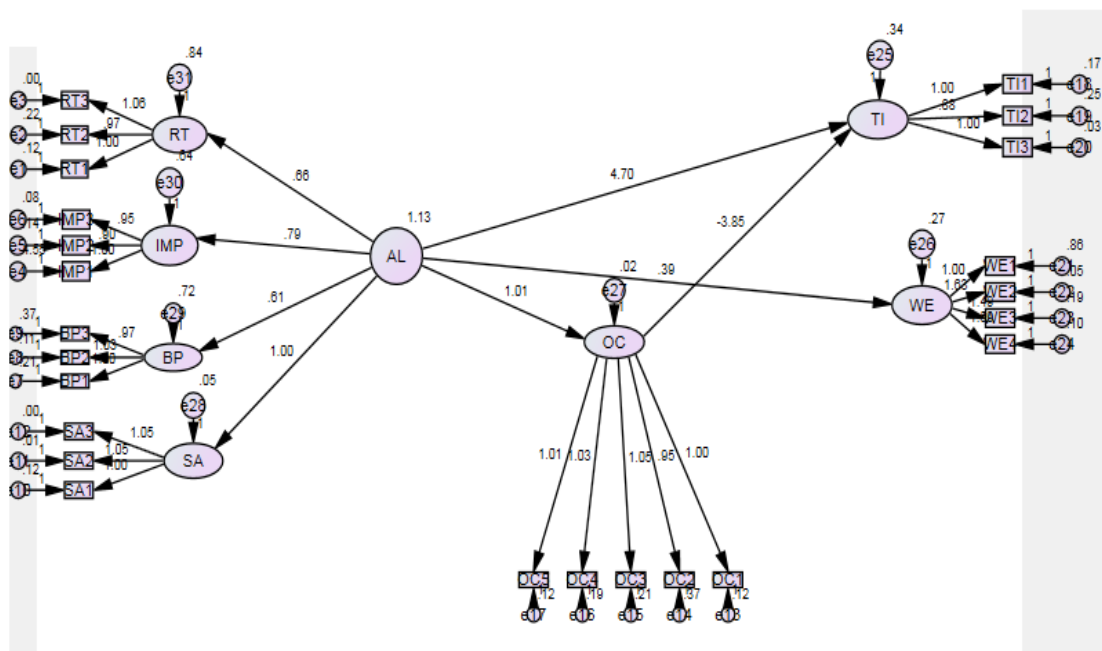


Table No. 2 Confirmatory Factor Analysis

Construct/Indicators C	Standardized Factor Loading (CFA-AMOS)	Construct Reliably		
		Cronbach's alpha	Composite Reliability (CR)	Convergent Validity Average Variance Extracted (AVE)
Relationship transparency		0.973	0.975	0.929
RT 1	1.00			
RT2	0.93			
RT3	0.96			
Internalized moral prespective		0.697	0.858	0.685
IMP1	0.96			
IMP2	0.95			
IMP3	0.48			
Balanced processed		0.936	0.936	0.830
BP1	0.86			
BP2	0.96			
BP3	0.91			
Self-awareness		0.989	0.989	0.963

SA 1	1.00			
SA2	1.00			
SA3	0.95			
Organizational commitment		0.967	0.966	0.851
OC1	0.95			
OC2	0.93			
OC3	0.92			
OC4	0.86			
OC5	0.95			
Turnover intention		0.960	0.961	0.891
TI 1	0.99			
TI2	0.90			
TI3	0.94			
Work engagement		0.909	0.761	0.467
WE1	0.55			
WE2	0.50			
WE3	0.56			
WE4	1.00			
Reliability and Construct Validity Thresholds: [Suggested by Fornell and Larcker (1981)]		$\alpha > 0.70$ (Nunnally, 1967)	CR > 0.70	i) AVE > 0.50 ii) CR > AVE

Hypotheses testing using Mediation Analysis



To test hypothesis, the mediation analysis of AL through organizational commitment as mediator on turnover intention and also the effect of AL on work engagement was done by SME model testing. In which the indirect effect is shown in table no. 3 between AL and turnover intention and as it is less than 0.05 so it means the hypothesis is accepted

Table No. 3 Indirect Effects:

	AL
OC	...
WE	...
TI	.003

The direct effects shown in the table no. 4 below shows that the direct effect between AL and OC as well as the direct effect between AL and WE and also between AL and TI similarly the direct effect of OC and TI has also been proven because the value is less than 0.05 so the hypothesis has been accepted of all the relations mentioned in the literature.

Table No. 4 Direct Effects:

	AL	OC
OC	.000	...
WE	<u>.004</u>	...
TI	.002	.003

Therefore, the studies shows the partial relation because the indirect is also accepted and as well as direct reaction is also been accepted. So the study shows a partial connection between AL and TI because there is indirect relation through the mediation of OC and as well as there is direct relation of AL and TI.

Table No.5 Hypothesis using mediation:

			Estimate	S.E.	C.R.	P	Label
OC	<---	AL	1.011	.038	26.420	***	
RT	<---	AL	.663	.066	10.080	***	
IMP	<---	AL	.792	.121	6.567	***	
BP	<---	AL	.605	.064	9.462	***	
SA	<---	AL	1.000				
TI	<---	AL	4.701	4.449	1.057	.291	
TI	<---	OC	-3.847	4.348	-.885	.376	
WE	<---	AL	.388	.054	7.245	***	

Conclusion

The aftereffects of this investigation recommend a collection of important hypothetical commitments also as basic administration and hierarchical ramifications. This investigation was

an endeavor to get it also, exactly test theorized impacts of authentic leadership on work engagement and the impacts of that organizational commitment on turnover aim. Our model suggests that the impact of authentic leadership on turnover aim is intervened by organizational commitment. All the above hypothesis that is H1, H2, H3, H4, H5 are accepted and the result has been proved that is the authentic leadership has negative impact on turnover while the authentic leadership is positively connected to work engagement of employees also the turnover has a negative impact on organizational commitment and the authentic leadership has indirect effect on turnover intention through organizational commitment.

Limitations and Recommendations

Although this study provides evidence for the proposed model and hypotheses, some limitations of our study need to be acknowledged. One limitation is the self-report nature of our data. By using self-reports we cannot entirely avoid the risk of common method bias, which may inflate the correlations between the variables. This will give a more objective view in terms of observable behavior. Second, a consequence of the cross-sectional nature of our data is that we cannot warrant causality in our study design since predictor, mediators, and outcome variables are not temporally separated. Future research should try to replicate our study using a longitudinal design to examine the causal relationships among the study variables. Third, the present studies included one heterogeneous convenience sample. A strength is that the sample included employees from a variety of industries (e.g., health care, education, and professional services). Nevertheless, all participants were Dutch employees, which may limit the generalizability of our findings. Future research may further add to the generalizability of the findings by replicating our study among employees in different countries and cultures.

The main purpose of this study was to identify the authentic leadership with the relationship of turnover intention with mediation of organizational commitment and also the relation of work engagement and authentic leadership. This research increase the awareness by facilitate the different tactics which researchers used like authentic leadership on turnover , turnover on organizational commitment authentic leadership through mediation of organizational commitment on turnover and authentic leadership on work engagement. Moreover this research paper will help more researchers to take the ideas of the variables having impact or having no impact and it will help out them to work on the mentioned variables and decrease the turnover and increase work engagement that are caused by these variables and will be able to help organization increase their efficiency and productivity.

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