Usage guidelines

Examining The Effects of Authentic Leadership on Information, Identity, Commitment and Job Performance

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Otantik Liderliğin Bilgi, Kimlik, Bağlılık ve İş Performansı Üzerindeki Etkilerinin İncelenmesi

Abstract

Within the scope of the study, the interactions of authentic leadership, information management, organisational identification, and emotional commitment to job performance were mentioned. Data obtained using IBM SPSS 25 and SmartPLS Package Programs were analysed. The positive effects of the factors on job performance, as well as the regression and the mediation effect analysis, were used to evaluate the factors that have mediated effect on the relationship between authentic leadership and job performance: both the relationship and mediation effect hypotheses were accepted.

Keywords : Leadership, Information, Identification, Commitment, Performance.

JEL Classification Codes : L250, L200, M100, M150.

Öz

Çalışmanın amacı örgüt yapıları içinde çalışanların kimlik, bağlılık ve bilgi yönetiminde iş performanslarının liderlik tarzıyla birlikte nasıl etkilendiğini incelemektedir. Bu nedenle, araştırmanın amacı kapsamında hizmet sektöründe bulunan sigorta firmalarda çalışan 306 beyaz yakalıdan anketler toplanmıştır. IBM SPSS 25 ve IBM AMOS Paket Programları kullanılarak elde edilen veriler analiz edilmiştir. Faktörlerin iş performansı üzerinde pozitif etkileri regresyon analizleri ile aynı zamanda otantik liderlik ile iş performansı arasındaki ilişkide aracılık etkisine sahip olan faktörlerin analizinde mediatör etki analizleri kullanılmış ve hem ilişki hem mediatör etki hipotezlerinin kabul edildiği görülmüştür.

Anahtar Sözcükler : Liderlik, Bilgi, Özdeşleşme, Bağlılık, Performans.

1. Introduction

Leadership is the organisation's ability to influence and motivate its followers to succeed in line with its goals and objectives (Western, 2019). Although studies examine the relationship between organisations' performances and authentic leadership, uncertainty about the management of the process continues. This is due to the insufficient definition of the basic characteristics and the effects of the methods within the theoretical concepts. As the theory is still in the formation process, some concepts of practical approaches are not fully developed or identified yet (Jensen & Luthans, 2006). When the research is examined, authentic leaders increase their followers' social identification by raising sensitivity to high moral values and displaying a high level of honesty and integrity in their contact with their followers. The leader's values and ethical standards thus set the bar. Confidence, hope, positive emotions and optimism prevail among followers, which increases commitment, satisfaction, and other work outcomes (devotion to work, finding the task meaningful, well-being at work, etc.) (Walumbwa et al., 2008). Avolio and Gardner (2005) also point out that authentic leadership can bring radical organisational changes.

According to the authors, authentic leaders can transform these radical changes by helping employees find meaning in their work and connect with it through increased self-awareness, instilling optimism, confidence, and hope, and supporting transparent relationships and decision-making processes that will build trust and loyalty. Leaders will be able to succeed by promoting a positive ethical climate and an organisational structure that includes employees in the operations. Maier (2005) defines Information Management as a management function responsible for selecting, implementing, and evaluating information strategies, all aiming to create a supportive environment for the information from inside and outside the organisation to improve organisational performance. Current research in organisational identification emphasises that the organisational membership and commitment of the individuals are related to the identity theory (Stryker & Burke, 2000). More specifically, if the employees' values are compatible with the organisation and whether they are more willing to do what is necessary for the organisation's survival (Burke, 2017). Boswell (2006) states that emotional commitment indicates that the employees feel committed to their organisation, have solid sentimental values, and want to work for the organisation without the intention to leave. Some studies (Walumbwa et al., 2010) examine the effects of ethical and transformational leadership and determine that authentic leadership significantly impacts the employees' work, attitudes, and behaviours. In a hierarchical organisation, the leader accepts his/her responsibility for the mistakes and errors and uses his/her creative administrative potential to create flexible planning, growth and policies and be part of a broader community as a responsible person (Leroy et al., 2015). It is emphasised that subordinates expect their leaders to acknowledge responsibility for the activities, results, and mistakes in the organisational or personal sense. The assistants must be allowed to perform their particular roles without manipulation (Henderson, 2015). In this context, it aims to examine whether there are mediation variable effects on job performance and the direct impact of authentic leadership. Information management, identification, and commitment factors are becoming increasingly critical in insurance companies; the research

was conducted in insurance companies headquartered in Istanbul, Turkey. Within the scope of our study, a questionnaire was applied to 306 authorised specialist employees working in the general directorates of insurance companies. In the analysis results, it can be argued that authentic leadership and mediation variables positively affect job performance. However, it is impossible to make a general assessment for companies in all sectors, as the research was analysed only by collecting data from authorised experts working in the general directorates of insurance companies. For this reason, the results of the analysis should be evaluated by taking into account the limitations of the research. At the same time, it is recommended to contribute to the literature with comparative analysis in different sectors in similar studies to be conducted in the future.

2. Literature Review

2.1. Authentic Leadership

An authentic leader is defined with the following characteristics: one who represents the basic and essential values; which creates a vision for the future that appeals to the minds, hearts, and souls of the employees, who generates energy and a renewed sense of commitment to help his/her followers to rediscover themselves; who forms a shared spirituality; who shows empathy towards feelings, demands and needs of others; who represents the values of the organisation; who can work in a multicultural environment and pioneers global trends to contribute to his/her organisation and employees (Bhindi & Duignan, 1997). One of the essential characteristics of authentic leaders is that they attach importance to moral values and act according to them (Gatling et al., 2016). Authentic leaders discover their strengths and weaknesses by trying to understand how they affect their followers (Peus et al., 2012). Indeed, authentic leaders are important for setting potential values for the organisations in terms of creating participation, satisfaction, performance and supporting the employees' health. Authentic leaders work hard to overcome their skills and use their natural talents to direct their organisations' aims, objectives, and values. They establish permanent relationships with people, building followers through their own consistent and self-disciplined actions. In addition, Kernis (2003) noted that leaders incorporate balanced and unbiased evaluations of information, are aware of and accepting of his/her positive and negative aspects and are objective in their assessment of the information in a balanced and impartial way. At the same time, it can be said that the leader is not content with what he/she knows but also evaluates the different views of the individuals around him/her in the decision-making process. That is, authentic leaders can influence information management. Authentic leaders are committed to improving themselves because they accept that being a leader requires lifelong personal development (Azanza et al., 2015). For example, Clapp-Smith et al. (2009) found that authentic leadership in the service sector positively influences sales and department performance in organisations. Authentic leadership and other leadership styles in different industries and organisations can only be identified due to research carried out in this field. For this reason, the study aims to determine the leadership qualities of the managers of the white-collar employees in the public and private sector, their roles in information management,

organisational identification, emotional commitment, and the interaction between job performance. At the same time, the study aims to reveal significant relationships between work, authentic leadership, information management, organisational identification, emotional commitment and job performance and offer suggestions about the effects/contributions on the employees and organisations.

2.2. Information Management

The studies on information management emphasise that it is essential for organisations to develop unique information to present new services, gain an advantage in a competitive environment, and distinguish themselves from competitors (Menguc et al., 2007). Offering exceptional services also helps to increase customer satisfaction and sales volume. For this reason, companies should pay attention to the effects of information development on their performance (Bogner & Bansal, 2007). According to Laudon and Laudon (2015), the company's information-orientated vision is based on the knowledge and competence of valued employees who are unique elements of the company and who cannot be exploited by other companies. Employees' ability transforms into organisational learning and accumulates intellectual capital within the organisational system. In the studies conducted in the management literature, the primary reason for the existence of the companies was defined as the creation, integration, and use of knowledge. The aim is to contribute to developing companies with a knowledge-based theory (O'brien & Marakas, 2011). If the information is managed correctly, it stands out as the leading strategic resource that enables the company to create value from production (Zack et al., 2009). According to this view, a company is an incarnational form of information-bearing entity that manages the information sources with its dynamic capabilities (Pereira et al., 2019). And in fact, organisations should initiate and implement various activities or initiatives to improve their organisational capacities and gain more value. In other words, they need to embrace information management applications (Dalkir, 2017).

The primary purpose of information management is to make employees aware of the information, collectively and individually, and to shape it so that the information created or acquired by the organisation is used most effectively (Shannak et al., 2017). It will likely positively impact job performance by using and correctly managing information. Alavi and Leidner (2001) note that implementing information management, mainly based on information and communication technologies, leads to positive organisational outcomes, such as improved communication, increased employee participation, and productive problem-solving. One of the study's objectives is to reveal the effect of an authentic leadership approach on information management. In addition, another aim is to examine the impact of information management on job performance. Dessler (2001) describes leadership as a factor that encourages others to work hard to fulfil important tasks. Leadership is about establishing a transparent management approach and encouraging employees to follow the leader to achieve the organisation's goals. In information-oriented organisations, leadership is related to the perception of decisions that support information and learning activities (DeTienne et al., 2004).

Furthermore, information-oriented leaders encourage the exchange of information, recognise and reward such initiatives and practices, and eliminate negative behaviours that jeopardise information sharing (Ribiera & Sitar, 2003; Lakshman, 2009). According to Ribiera and Sitar (2003), in an information-intensive organisation, the leaders should have the necessary skills to steer information in the right direction to benefit from the research and utilisation processes. In other words, the leader of an organisation should motivate his/her employees to learn and use the information, allowing the organisation to reach its information targets as a whole.

2.3. Organizational Identification

Forming organisational identification among employees is essential for the success of organisations (Brown, 2017). It is directly related to an individual's emotional commitment, satisfaction from the job, and the organisation, organisational loyalty, professional and workgroup commitment, and willingness to stay in the organisation and accept extra mile roles (Riketta & Van Dick, 2005). Current research in the field of Organizational Identification has shown that individuals put themselves into various social categories (gender, race or religious affiliations) and organisational memberships, and the theory of social identity indicates that they are members of certain groups and carry out social roles (Karanika-Murray et al., 2015). Authentic leaders attach importance to organisational identity to positively affect employees' attitudes and behaviours (Avolio et al., 2004). Organisational identification also impacts achieving organisations' missions, values, goals and objectives (Avanzi et al., 2018). Authentic leaders set an example to their subordinates, showing leadership behaviours that represent the organisation's values. If the followers identify themselves with their leaders, they may have higher organisational identification (Sluss et al., 2012). Sluss and Ashforth (2008) argue that an individual should adopt an organisational identity because the relationships between the followers and leaders exist within the scope of organisational relationships; a leader's behaviour can affect employees' personal and organisational attitudes (Sluss & Ashforth, 2007). Employees see leaders as organisation representatives (Sluss & Ashforth, 2008).
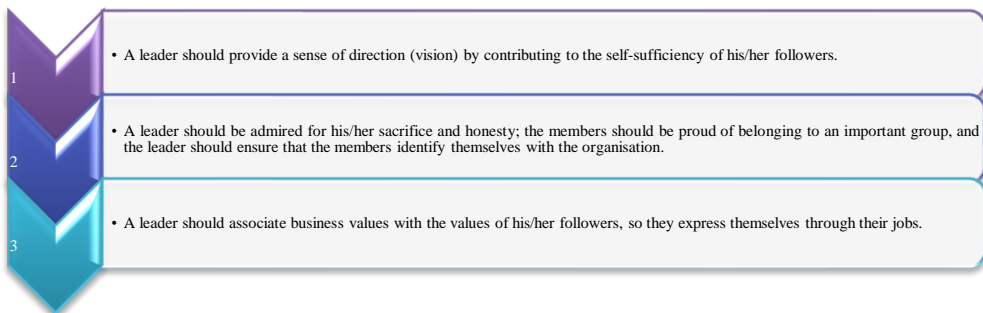
For this reason, when employees feel close to the leader, their organisational identities will also begin to form. One of the study's objectives is to reveal the effect of an authentic leadership approach on organisational identification. In addition, another aim is to examine the impact of organisational title on the company's job performance. As employees identify themselves with the organisation and add organisational interests into their core values, it is more likely that they will act in favour of the organisation (Loi et al., 2014), and studies reveal a positive relationship between employees' organisational identification and job performance (Gillet et al., 2013). The organisational identity reflects of overlap between an individual's identity and organisational identification (Van Knippenberg & Sleebos, 2006). When employees identify with the organisation, its values, goals and norms are also taken into the individual self-concept. Employees are ready to adapt to the organisational system if they see themselves as members (Carmeli et al., 2007). Moreover, they became motivated to act according to organisational goals and norms. In this context, the research

examines the effect of authentic leadership on organisational identification and the impact on job performance.

2.4. Emotional Commitment

Emotional Commitment can be defined as employees' commitment to the organisation in more of a spiritual sense than joining the organisation or being identified with the spiritual value of the organisational membership (Allen & Meyer, 1990). Emotional Commitment enhances job performance, encourages employees to help their colleagues, and reduces absenteeism (Meyer et al., 2002). Employees' values correspond with the organisational matters and motivate employees to do what is necessary for the organisation to survive (Mowday et al., 1982). It is argued that the positive attitudes of employees to the organisation are related to the concept of emotional commitment (Greenberg & Baron 2008), and the primary purpose of passionate commitment is to present a real-life perspective on the factors that influence interactions and the commitment of the employees in the organisation. The organisation must provide collective information and guide employees in prioritising potential development activities since it is important how the employees interpret their emotions regarding their interest in the job and commitment to the organisation. The emotional commitment component is the emotional attachment of employees to the organisation, identification with the organisation, and participation. Emotional commitment is the individual's psychological attachment organisation attachment lings such as loyalty, love, and belonging (Walumbwa et al., 2005). Emotional commitment underlies the individuals adopting the organisation as a family and seeing himself/herself as family members. Some studies have analysed the link between leadership and organisational commitment and are interested in leadership theories and business attitudes (Epitropaki & Martin, 2005). Employees' organisational commitment arises as a result of senior management's determination. The connection between the two concepts is controversially explained by leadership behaviours (Epitropaki & Martin, 2005) and the theory based on the self-concept of motivating followers of the leaders (Bono & Judge, 2003).

Figure: 1
Leadership and Self-Concept

1 • A leader should provide a sense of direction (vision) by contributing to the self-sufficiency of his/her followers.

2 • A leader should be admired for his/her sacrifice and honesty; the members should be proud of belonging to an important group, and the leader should ensure that the members identify themselves with the organisation.

3 • A leader should associate business values with the values of his/her followers, so they express themselves through their jobs.

Individuals who see their organisations, leaders or teams working for prosperity respond with a higher emotional commitment. According to Katz (1951), if employees' psychological tendency to enter or leave a group is the function of their ability to influence decisions, a positive correlation can be established with emotional commitment. Some studies suggest that employees who are allowed to participate in the decision-making process show higher organisational commitment (Yousef, 2000), and considerate or "people-oriented" leaders are more likely to be empathic (Fleishman & Salter, 1963) and capable of sensing and satisfying followers' needs. Therefore, the employees should understand organisational decisions, core values, norms and objectives and contribute to the organisation. Empirical evidence based on the preliminary study leads to an understanding that people-oriented leadership positively affects emotional commitment (Lok & Crawford, 2004). In this context, the impact of authentic leadership on emotional commitment and the effect of emotional commitment on job performance are examined in the research.

2.5. Job Performance

Performance, the degree of activities carried out over a certain period, can also be defined as the degree of achievement of planned activity (Motowidlo & Kell, 2012). The concept of performance according to different approaches is defined in different ways. Performance, which is the degree of achievement of the goal of individuals or institutions in an activity, is the "rate of achievement of the goal" (Arshadi & Hayavi, 2013). At this point, performance, an essential issue for managers in organisations, results from the employee's work behaviour and can be expressed as "achieving a job or showing success". In addition, performance can be defined as the total measure of the qualitative and quantitative contributions of a worker or group to the objectives of the unit and organisation in which they are involved (Breevaart et al., 2015). Therefore, individual job performance is important for the organisation. The fact that the performance of employees is individually solid or weak will also affect the organisation. In addition, performance evaluation is critical in achieving organisational goals and determining individual contributions to the goals. As a result of the evaluation, personal development within organisations is provided by creating multi-directional communication and contributing to organisational development. At this point, performance evaluation criteria are used by organisations to check and evaluate whether their goals are achieved (Chiang & Hsieh, 2012). Since leaders are responsible for the organisation's performance, employees must be concerned with their performance (Yeh & Hong, 2012). Performance is the quantitative (quantity) and qualitative (quality) description of what an individual doing a job, a group or an organisation can achieve, in other words, what it can achieve with the intended goal (Bakker et al., 2012). Performing the task by the previously determined standards is the rate of approaching and achieving the goal (Choy et al., 2016). In this context, it has been understood that the employees are one of the most important sources of the organisation in ensuring individual job performance because of the understanding of the personal emotions, attitudes and behaviours of the employees, the management and leader attitudes they perceive, and the factors that affect the job performance. In this study, the concept of "authentic leadership" among these

elements was examined, and the relationship between this concept and individual job performance was evaluated.

2.6. Examining the Relationships Between Variables

In studies conducted on authentic leadership, the relationship and differences between authentic leadership understanding and other forms of leadership were determined, an authentic leadership measurement model was developed, and components of authentic leadership were revealed (Neider & Schriesheim, 2011). In addition, it is stated that authentic leadership is more meaningful and positive than other types of leadership (Walumbwa et al., 2008). In the study, it was determined that there is a positive and significant relationship between authentic leadership and "job satisfaction of employees" and "individual job performance" (Tabak et al., 2012). Although there are studies explaining that authentic leadership positively affects business performance (Peterson et al., 2012; Azanza et al., 2013; Tak & Roh, 2016), there are also studies stating that authentic leadership strengthens employee loyalty (Gatling et al., 2016; Rego et al., 2016). In a study by Knoll and van Dick (2013), it is stated that authentic leadership positively affects the organisational identification of employees; in other words, it strengthens it. First, leaders with a high level of authenticity can show the importance of helping each other and the value of open information sharing. They can play a central role in making employees more conscious. Khan (2010) found that authentic leadership had a positive effect on performance as a result of his study to determine the impact of authentic leadership on performance. Avolio and Gardner (2005) also suggested that authentic leaders will positively affect employees' commitment to work, organisation, performance, and work. In other studies, it is stated that there is a positive relationship between authentic leadership and employee commitment (Bamford et al., 2013; Liu et al., 2014) and between authentic leadership and employee engagement (Adil & Kamal, 2016; Kulophas et al., 2018). As a result of the studies carried out to determine the relationship between organisational commitment and employee performance, it has been determined that there is a positive relationship between the emotional commitment dimension of organisational commitment and the employee's performance level (Luchak & Gellatly, 2007; Khan et al., 2010). Meyer and Allen (1987) also state that personal, structural, work-related, and work experiences affect emotional commitment. Still, the most vital relationship with emotional commitment is between work experiences. Accordingly, if employees' work experiences and expectations are compatible, their emotional commitment to the organisation will increase. In line with the research, authentic leadership, Information Management, Organizational Identification, Emotional Commitment and Job Performance variables are examined in the research model. Hypothesis in this direction:

H1: Authentic leadership has a positive effect on job performance.

H2: Authentic leadership has a positive effect on information management.

H3. Authentic leadership has a positive effect on organisational identification.

H4. Authentic leadership has a positive effect on emotional commitment.

H5: Information management has a positive effect on job performance.

H6: Organizational identification has a positive effect on job performance.

H7: Emotional commitment has a positive effect on job performance.

H8: Information management has a mediation effect on the relationship between authentic leadership and job performance.

H9: There is a mediation effect of organisational identification in the relationship between authentic leadership and job performance.

H10: There is a mediation effect of emotional commitment in the relationship between authentic leadership and job performance.

3. Methodology

3.1. Sample and Population

The data used in this study were collected from insurance companies whose headquarters are located in Istanbul, Turkey, chosen because the city of Istanbul is the most economically developed in Turkey. And information management, identification and commitment factors are becoming increasingly important in insurance companies. Within the scope of our research, a questionnaire was applied to 306 authorised specialist employees working in the general directorates of insurance companies. While determining the scale expressions, a two-stage translation technique was used. The questions were prepared for both Turkish-speaking participants and English-speaking participants.

Table: 1
Profile of the Company Employees

Questions	Option	Frequency	Percentage	Mod	Compare Means Results
Gender	Female	121	39.5	Male	T-test P-value: 0.584
	Male	185	60.5		
Age	25-30	48	15.7	26-30	ANOVA P-value: 0.107
	31-35	87	28.4		
	36-40	75	24.5		
	41-45	57	18.6		
	46-50	23	7.8		
	More than 51	16	5		
Education	Associate Degree	43	14	Bachelor	ANOVA P-value: 0.222
	Bachelor	196	64		
	Master/PhD.	67	22		
Working Time	Less than 1	41	13.2	4-7	ANOVA P-value: 0. 196
	1-3	98	32		
	4-7	107	35		
	8-10	39	12.7		
	More than 10	21	7		
Areas of Activity	National	83	27.1	Regional	ANOVA P-value: 0.083
	Regional	124	40.5		
	International	99	32.4		

Frequencies, percentages, and repetitions of the demographic questions asked to the participants are given in Table 1. In addition, before the analysis started, whether there was a difference between the mean scores given to the statements according to the answers given to the questions. Since the gender variable is in 2 categories, a t-test was performed. ANOVA

test has been done since other questions have more than two categories. These tests aim to determine whether there is a difference between the average scores according to the question categories. Different groups cannot be combined and evaluated together. As a result of the tests, the alternative hypothesis expressed as "the average scores are given by categories are different" was rejected (All p values more than 0.05).

The scale questions were divided into two groups questions measuring demographic characteristics and questions measuring five different dimensions. Demographic data obtained from the first group are presented with descriptive statistics. Confirmatory factor analysis was performed for the 5-dimensional structure in the second group, and the model was tested. After determining the appropriate model structure, reliability analyses and goodness of fit values were given, and hypotheses were tested. The SPSS 25 program was used to determine demographic characteristics and factor analysis processes, and the testing of hypotheses was done and presented in the SmartPLS program.

3.2. Measures

The 5-point Likert scale prepared scale expressions. Scale options have the scale of Completely Disagree (1) and Completely Agree (5). A minor pretest procedure was carried out to test the statements' clarity and determine the questions' precise structure. The participants were given a 5-dimensional scale created by a literature review. This scale consists of Authentic Leadership (AL), Information Management (IM), Organizational Identification (OI), Emotional Commitment (EO) and Job Performance (JP). CMV can impact structural results and therefore needs to be checked. The CMV may lead to erroneous conclusions about the relationships between the factors by inflating or deflating the variance (Craighead et al., 2011). (Dunn & Hult, 2011). Some internal and external operations can be done in CVM control. Some of these methods are to measure the scale questions with different dimensions and to inform the respondents that they will be anonymous; the voluntary participation was a reasonable response time. Harman's single factor method was also used to test the presence of CVM in the scale. In this test, all statements are fixed to only a one-factor structure. When the scale, which usually has a 5-factor structure, is set to the first factor with the Harman single-factor test, the first factor explains only 30.245 per cent of the total variance. If this value is below the threshold value of 0.50, it indicates that there is no CVM problem for the data set.

SPSS for Multicollinearity and Variance Inflation Factor (VIF) control performed a collinearity test. VIF values for all variables included in the analysis were obtained less than threshold 3.0. This indicates no problem with multicollinearity. At the same time, the correlation values of the variables were not too high. This ultimately means that there is no multicollinearity problem. Correlation values obtained for the data set are given in Table 3.

The Authentic Leadership scale was measured by the questions developed by Neider and Schriesheim (2011) (Cronbach Alpha=0.85). The information Management scale was adopted from the scales used in the studies of Yung-Lung Lai et al. in 2014 (Cronbach

Alpha=0.86). Organisational Identification scales were adapted from the scale Mael and Ashforth in their survey of 1992 (Cronbach Alpha=0.87). The Emotional Commitment scale was developed by Dağlı et al. (2018) (Cronbach Alpha=0.80). The Job Performance scale was adopted from the scales used in the studies of Obeidat and Tarhini in 2016 (Cronbach Alpha=0.81).

3.3. Research Framework

Based on the literature review, the research model was composed of three sections. The first section consists of independent variables of authentic leadership and dependent variables of information management, organisational identification, emotional commitment, and job performance. The second section consists of dependent variables of job performance and independent variables of information management, organisational identification, and emotional commitment. The third section analyses the mediation effect of information management, organisational identification, and emotional commitment variables in the relationship between authentic leadership and job performance.

Figure: 2
Research Model and Hypotheses
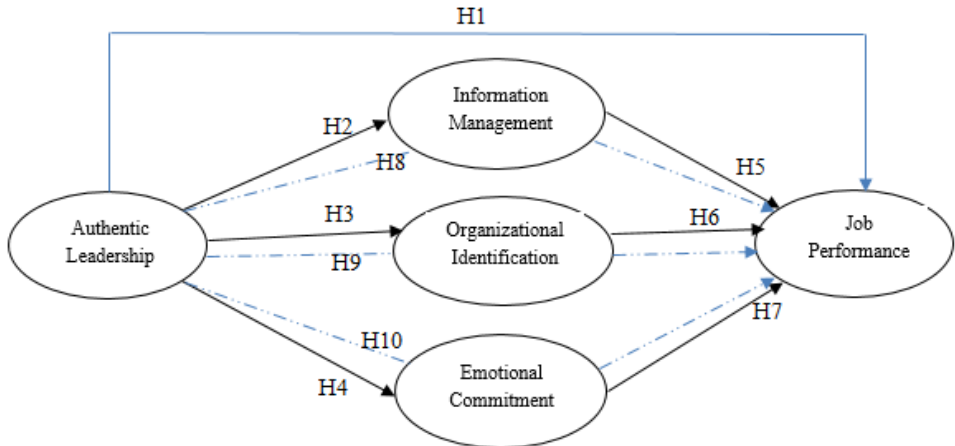
The study prepared a questionnaire with 44 questions on a 5-point Likert scale. Variables of authentic leadership, information management, organisational identification, emotional commitment and job performance were subjected to factor analysis. Since six questions were distributed to different factors, they were removed from the scale. The remaining 38 questions were distributed into five factors. The variables that were subjected to factor analysis are shown in the following table with their factor loads:

Table: 2
Variables KMO and Bartlett's Test and Reliability Result

Variables/Factors	N	Each Factor KMO	Cronbach Alpha	Each factor explained	KMO/Bartlett's and Explained
Authentic Leadership	10	0.941	0.946	67.428%	KMO: 0.915 Bartlett's: 0.000 Explained: 73.455% Cronbach Alpha: 0.832
Information Management	10	0.949	0.970	79.008	
Organisational Identification	5	0.865	0.921	76.021%	
Emotional Commitment	7	0.843	0.933	71.601%	
Job Performance	6	0.905	0.910	69.191%	

The study examined Kaiser Meyer Olkin (KMO) values and Bartlett Test of Sphericity values to determine whether the data fit factor analysis. All factors analysed the data set, and the mentioned values were obtained. The Kaiser-Meyer-Olkin sampling adequacy measurement of 0.915 and the significance level of Barlett's Test of Sphericity Sig. is (0.000≤0.05), indicating that the data is appropriate for factor analysis. The 5-factor structure has a 73.455% explanatory power. Each factor's formations were examined in the next stages, and KMO and Bartlett test results were obtained for each. Validity and reliability values of the scale are presented. The results obtained are given in Table 2. Cronbach Alpha reliability values were made for the whole data set and each factor. Cronbach's alpha coefficient of 0.50 and above is accepted as sufficient by Nunnally (1978). With CFA, all item factor loadings for each construct were significant (p <0.01). The goodness-of-fit indices for the measurement model were found. χ^2 / df = 2.47, the Goodness-of-Fit Index (GFI) = 0.89, the Adjusted Goodness-Of-Fit Index (AGFI) = 0.84, the Non-Normed Fit Index (NNFI-TLI) coefficient [TLI] = 0.96 and the Comparative Fit Index [CFI] = 0.96, RMSEA = 0.052). RMSEA index smaller than 0.06 would be a criterion that will suffice (Hu & Bentler, 1999). The bigger NNFI value indicated a better fit for the model. NNFI values larger than 0.95 are interpreted as acceptable fit (Cangur & Ercan 2015). The CFI value is expected to be above 0.95 for an acceptable fit.

Table: 3
Factor Loadings, AVE - CR Values and Correlations

Variables/Factors	Factor Loading	AVE	CR	Correlations			
				AL	IM	OI	EC
Authentic Leadership (AL)	0.78-0.87	0.67	0.95				
Information Management (IM)	0.72-0.88	0.71	0.96	.469**			
Organizational Identification (OI)	0.74-0.89	0.68	0.91	.297**	.346**		
Emotional Commitment (EC)	0.70-0.87	0.63	0.92	.366**	.460**	.392**	
Job Performance (JP)	0.80-0.88	0.70	0.93	.339**	.350**	.353**	.629**

**: Correlation is significant at the 0.01 level (2-tailed).

AVE and CR values, Correlation Coefficient values and factor loadings obtained for the data set are given in Table 3. AVE and CR values were calculated for each factor. When the table is examined, it can be seen that all AVE values are above 0.50, and CR values are above 0.70. The data's convergent validity was tested this way, which shows that the scale convergent validity is good. All Alpha values are above the 0.80'n. Namely, this indicates that the scales had good reliability. The correlation was used to examine the one-to-one relationship between Authentic Leadership, Information Management, Emotional Commitment, Organizational Identification and Job Performance. It was determined that all variables have a significant relationship with other variables at the level of (p <0.01). All of

the correlation values were less than 0.80. This result confirmed the absence of multicollinearity.

The SmartPLS3.4 program was used to test the hypotheses on the structural model given in Figure 2. The path results for the H1-H7 hypotheses are shown in Table 4.

Table: 4
H1-H7 Hypothesis Results

H	Model	Unstandardised Regression Weight	Standardised Regression Weight	S.E.	C.R.	P-Value	Decision
H1	AL→JP	0.293	0,339	0.047	6.234	***	Accept
H2	AL→IM	0.374	0.469	0.040	9.350	***	Accept
H3	AL→OI	0.277	0.297	0.051	5.431	***	Accept
H4	AL→EC	0.274	0.366	0.040	6.850	***	Accept
H5	IM→JP	0.380	0.350	0.058	6.552	***	Accept
H6	OI→JP	0.328	0.353	0.050	6.560	***	Accept
H7	EC→JP	0.729	0.629	0.052	14.019	***	Accept

S.E.: Approximate standard error, C.R.: Critical ratio.

In Table 4, the data's original path results (O) and path results (M) were obtained as a result of bootstrapping. When the table is examined, all t stat. It can be seen that the values are more significant than 1.96, and the p-value values are less than the significance level of 0.05. Accordingly, the Path Coefficient values obtained were significant at the 0.05 significance level. Since the paths given with the hypotheses are substantial, all hypotheses between H1-H7 were accepted. For the mediation effect, Indirect and Total effect values were checked. The obtained values are given in Table 5. The SmartPLS program was used again for these process results, and total, direct and indirect effect values were presented.
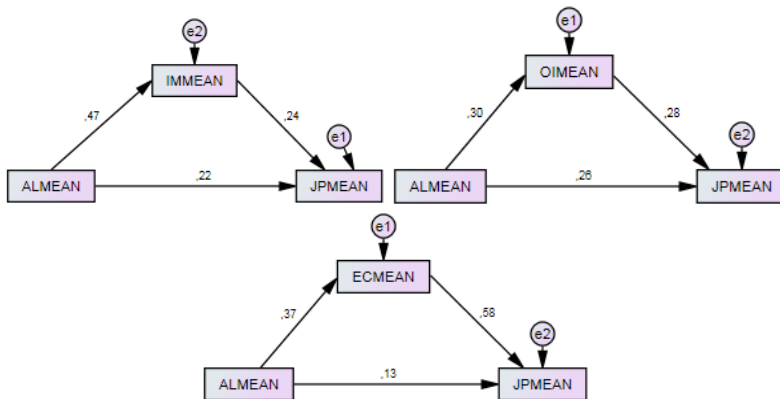
Figure: 3
H8-H10 Mediation Effect Path Models

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Table: 5
H8-H10 Mediation Effect Test Results

H	Path	Estimate	S.E.	C.R.	P-Value	Std. Direct E.	Std. Ind. E.	Total Effect	Ind. Effect 2 tailed
	AL→IM	.374	.040	9.284	***	.469	.000	.469	
H8	AL→JP	.194	.051	3.779	***	.224	.115	.339	.012
	IM→JP	.265	.064	4.122	***	.245	.000	.245	
	AL→OI	.277	.051	5.429	***	.297	.000	.297	
H9	AL→JP	.222	.047	4.748	***	.257	.082	.339	.004
	OI→JP	.257	.050	5.119	***	.277	.000	.277	
	AL→EC	.274	.040	6.875	***	.366	.000	.366	
H10	AL→JP	.109	.041	2.656	***	.126	.214	.339	.012
	EC→JP	.676	.055	12.341	***	.583	.000	.583	

Table 5 shows the mediation effect status of the IM, OI and EC variables between H8-H10. Indirect Effect and Total effect values taken from the SmartPLS program are presented in the table, and using these values, Variance accounted for (VAF) values are also calculated to reveal the Mediation effect size. VAF values provide information about the size of the mediation effect (Nitzl & Hirsch, 2016). If the VAF value is below 20%, no mediation is mentioned; between 20% and 80% partial mediation, and if it is greater than 80%, full mediation effect is noted. Accordingly, the IM, OI, and EC variables partially mediated the relationship between AL and JP. Here, the VAF values are found by dividing the Indirect effect values by the total effect values.

4. Discussion

The senior managers must work in harmony with their employees and show team effort in the organisation. To achieve this, leadership qualities are needed. Leaders should know the cultural values of their communities better than other people since their situation influences organisational commitment. Emotional commitment is necessary for organisational effectiveness (Erat et al., 2017). Especially the importance of passionate commitment emerges in performance, intention to leave, absenteeism, and fulfilment of organisational goals (Loui, 1995). Leaders in the top management of organisations in a highly competitive environment are positioned as decision-makers, and their characteristics can influence the sustainability of the organisations. Advancing communication techniques and technologies and removing the borders caused the emergence of new leadership styles in the 21st century. They have become important factors in determining the length of life of organisations. However, the number of studies that measure the influence of cultural diversity on people's responses to management styles and their values is pretty limited. Therefore, there is a growing need for more research about problems of leadership styles according to cultural differences. Unfortunately, only small numbers of organisations support this kind of research.

Carmeli et al. (2011) stated in their study that leaders with positive characteristics positively affect employees' personal and organisational behaviour. Leaders work with their subordinates to implement company policies, fulfil legal and financial responsibilities, and achieve their goals. Therefore, subordinates will likely generalise supervisory treatment as an organisational treatment. The leaders, as organisational representatives or regulators

(Northouse, 2018), can encourage employees to identify themselves with the organisation. For example, leaders can create a supportive working environment which makes organisational identity more attractive (Monzani et al., 2016). However, the organisations should support the studies and allow them to be carried out in the workplace for these assumptions to be substantiated.

Additionally, it should be noted that although university-industry cooperation is mentioned many times, many organisation managers do not want to support the studies in social science. In this case, there are difficulties in translating the theory into practice. If university-industry collaboration is genuinely feasible for researchers, it will be easier to test the theory in practice. In this way, it will be possible to contribute more to the theory with the research, and it will be possible to discover new leadership styles with further studies in practice. Many executives do not want the analysis to be carried out in their organisations and state that they do not allow surveys and similar studies due to company policies. This situation raises questions about how these organisations are managed and the direction of employees' attitudes and behaviours. As a result of the analysis, it can be understood how meaningful the relationship between leaders and employees is for organisations. Therefore, there is a need for studies that will help employees perform better.

5. Conclusions and Suggestions

As a result of the study, it was determined that authentic leadership positively affects both the organisation and the employees in the companies in Istanbul. In today's competitive environment, the most preferred situation is that the employees have a long-term desire to stay in the organisation and have a minimum intention to leave. They identify themselves with their organisations and are good representatives of their organisation in social life, and have a strong emotional commitment. However, incorrect leadership understanding or leadership roles can cause employees to leave the organisation. Authentic leaders can influence the employees and change their attitudes and behaviours in the organisations (Avolio et al., 2004). What is expected from the leaders is not only to unite their followers around a common vision but also to include them in the decision-making processes of the organisation by taking into account the values, expectations, and feelings of their followers and to create a positive climate in the organisation and give employees the opportunity to both improve themselves and develop the organisation. Employees who embrace the mission and values of their organisation are more likely to be able to assist them in achieving the goals and targets of the organisation (Nikpour, 2017). Although authentic leadership is not thoroughly studied in the literature, it is determined that it has a significant positive relationship with information management, emotional commitment, and organisational identification. Still, it is necessary to decide how authentic leadership is positively or negatively related to various variables in various sectors and organisations. Authentic leadership is a cohesive leadership style that makes employees more committed to their organisation (Allen & Meyer, 1990). The results of the sample surveys must be analysed thoroughly to form a base for further studies. One of the most important criteria for successful information management is the role of leadership in organisations. Organisations

become successful if they support leadership roles that encourage information and learning activities (DeTienne et al., 2004), especially as the authentic leadership role has an essential responsibility in the success of information management.

Moreover, such leaders recognise and reward employees who participate in initiatives, such as information sharing and implementation (Lakshman, 2009). Because it is impossible to talk about management and leadership without the human element, it is necessary to understand people, their behaviours, and their reasons for optimising the efficiency obtained from the workforce. At this point, if the leader wants to increase his followers' positive organisational behaviours and attitudes, such as emotional commitment, well-being, satisfaction, job dedication or performance, he/she should make the follower feel valued. Today, it is understood that the extent to which employees can establish a bond between their work and themselves, how meaningful, important, and interesting they find their work; and whether employees feel valued in the organisation might have a key role in achieving the goals of the organisation. Emotions and issues related to emotions in organisational life have always been ignored in the past, and they were not considered to be a research topic. Therefore, there is a great need to investigate the role of emotions in organisational life, how to increase the well-being of employees, develop an understanding of which factors affect well-being, and fill the gap in this area (Zineldin & Hytter, 2012). The findings of our research show that the organisational procedures in insurance companies in Istanbul benefit the employees and the organisations, and the employees do not want to leave their work concerning leadership style. To contribute more to the theory in the studies to be carried out in this field, more studies are needed regarding the attitudes and behaviours of employees and leaders. It will be possible to introduce new attitudes and behaviours that can be discovered, especially those due to cultural differences. Furthermore, it is possible to discover new concepts in management and organisation by conducting comparative analyses with researchers in different cultures. Organisational structures need to be investigated with changing direction and working arrangements, thereby making it possible to expand the research areas by examining the problems experienced in working life from different perspectives.

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Appendix: The Questionnaire

In this scale, it represents (1) Strongly Disagree, (3) Undecided, and (5) Strongly Agree. Please answer the following statements regarding your institution completely and sincerely by ticking the relevant box on the side.
Authentic Leadership
AL1. At my organisation, there is consistency between the beliefs and actions of our managers.
AL2. In the organisation I work for, our managers express their opinions in a way that supports their fundamental beliefs.
AL3. At the organisation I work for, our managers analyse the relevant data before making an objective/impartial decision.
AL4. In the organisation I work for, our managers also use their fundamental beliefs in their decisions.
AL5. In the organisation I work for, our managers listen to employees with different opinions before deciding.
AL6. Our managers encourage people to express different perspectives at the organisation I work for.
AL7. Our managers are highly resistant to doing things against their beliefs at the organisation I work for.
AL8. At the organisation I work for, our managers analyse the relevant data before making an objective/impartial decision.
AL9. My organisation's managers direct their actions/behaviours with internal moral principles.
AL10. In my organisation, our managers openly share information with the employees.
Emotional Commitment
EC1. The organisation I work for has a special meaning for me.
EC2. I feel like a part of this organisation.
EC3. I have a strong sense of belonging to the organisation I work for.
EC4. I feel emotionally connected to the organisation I work for.
EC5. I think it is an honour to be an employee of this organisation.
EC6. I feel my job at this organisation is my own private business.
EC7. I embrace the aims of this organisation.
EC8. I feel the problems of the organisation I work for as my problems.
Information Management
IM1. The organisation I work for systematises the collected information and creates an information system.
IM2. The organisation I Work for saves and organises the work information as a database of employees.
IM3. The organisation I work for develops many creative ideas in various ways.
IM4. In my organisation, Employees can disseminate and transfer personal experience and information to organisations.
IM5. My organisation has complete management mechanisms for professional techniques and information.
IM6. Employees can fully protect their professional technical information in my work organisation.
IM7. Employees in the organisation I work for can obtain the data required to work from databases or other members.
IM8. My organisation has suitable mechanisms to encourage employees to propose creative or effective developments.
IM9. The organisation I work for manages professional techniques, information and content with a computer system.
IM10. Employees at my organisation often communicate with other members to solve business problems.
Organisational Identification
OI1. I would be ashamed if the media criticised the organisation I work for.
OI2. I am very interested in what other people think of my organisation.
OI3. The success of the organisation I work for is my success.
OI4. I feel like it's a personal insult when someone criticises my organisation.
OI5. When I talk about the organisation I work for; I usually say "we" rather than "they".
Job Performance
JP1: My work efficiency is increasing in the organisation.
JP2: I am helped to solve the problems I have in the organisation.
JP3: The organisation helps me achieve my business mission.
JP4: I learn new information thanks to the cooperation among the employees in the organisation.
JP5: Organization increases my willingness to work together.
JP6: Organization increases my problem-solving skills.