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Exploring the Impact of Authentic Leadership and Work Engagement on Turnover Intention: The Moderating Role of Job Satisfaction and Organizational Size

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Abstract

Purpose: This study attempts to give further complete theoretical literature and managerial level on authentic leadership and its impact on work engagement and turnover intentions, utilizing job satisfaction as a moderator. However, the objectives of this study findings can help a better understanding about how leaders and workers can assist lower turnover intentions and, as a result, build tools, programs, and policies to assist these critical actions.

Design/Methodology/Approach: This study included 43 items of questionnaire that already included in this research. The survey included 652 employees from sixteen manufacturing enterprises operating in Ho Chi Minh City, Vietnam. An approach was using structural equation modelling (SEM) that analyzed using AMOS software package version 24.0 to fulfil this study objectives.

Findings: Results have shown that authentic leadership has a positive impact on work engagement and work engagement has a mitigating effect on turnover. In addition, it suggests that job commitment influences the connection between authentic leadership and the employee's desire to make a transition.

Practical implications: This study result will benefit the managers who wish to reduce employee turnover by leveraging on the authentic leadership style of management. Both theories were afforded empiric support. Discussions, conceptual and administrative consequences, shortcomings, and potential guidance are also presented.

Keywords: Authentic leadership, work engagement, turnover intention, job satisfaction, and organizational size.

Introduction

A snapshot emerges of some fascinating developments in the world of authentic leadership. Second, the concept of validity has varied considerably through studies (Gardner et al., 2005; Kiersch & Peters, 2017). Governance may encompass several activities, and the effect of leadership traits on the actions of employees has been an emerging field of study. This research is focused on the philosophy of authentic leadership. Currently, when unscrupulous conduct by business management has been unveiled, it has been instructive to pay attention to the actions of executives in terms of honesty and authenticity in working partnerships rather than coercion or working for secret ends. Meaningful leadership theory describes an authentic leader as being defined by a high degree of self-awareness, healthy knowledge gathering, social accountability and internalized spiritual insight, and behaving in line with accepted feelings and emotions (Leroy et al., 2015). Analysts have explored the effect of authentic leadership on a broad spectrum of job attitudes. Leadership researchers, though, have documented a scarcity of studies exploring fundamental factors that clarify how leaders affect critical structures in organizations, such as promoting creativity.

Walumbwa et al., (2008) specifically conceptualized leadership effectiveness as a high-level framework and described it as "a pattern of leadership activity that draws on and encourages both positive psychological capabilities and a positive ethical environment" (p. 94). Authentic leadership, according to Klenke, (2007) is ultimately conveyed by self-awareness, healthy administering, internalized ethical perception, and logical honesty. The comprehension of one's own strengths and flaws, as well as the psychological impact on others, is referred to as self-awareness. Relational openness applies to leadership practices that publicly reveal one's real self, and one's real emotions, and feelings to supporters to encourage shared confidence (Giallonardo et al., 2010).

The most important element of manufacturing sectors is the development of exceptional management. Organizations require leaders that manage with purpose, having powerful principles and ethics, can build long-lasting associations, and can encourage members to offer exceptional client assistance (George, 2003). Authentic leaders are authentic and will promote esteem, reputation, and confidence among workers (Li et al., 2018). They should concentrate on productive psychological potential and positive ethical actions, establish harmonious leadership-follower partnerships, and cultivate an environment of self-development in the workplace. Authentic leadership is on par with the manufacturing industry's primary purpose.

Academics and professionals believe that human capital is beyond question as one of the most valuable tools in the service and manufacturing sector (Andersson et al., 2021). Constant demand for a special and efficient service from business managers and consumers, long working hours and poor wages are the prevailing causes of friction that lead to workforce reduction in an organization.

We believe that authentic leadership will perform a substantial role regarding the growing importance of this leadership. Workers may get disengaged and acquire harmful behaviors because of rising unemployment rates, a rise in the amount of duties to be accomplished, and a lack of excitement (Greenstone et al., 2014). According to Amunkete and Rothmann (2015), authentic leadership may be the most effective kind of leadership in resolving these issues and safeguarding a ethos in which workers engage in meaningful and efficient work whereby workers keep themselves away from unhealthy habits such as deviant behavior at work, mental fatigue, burn-out and ill-health. Also this research using authentic leadership over other kind of leadership because authentic leadership is preferred over other leadership styles because this type of leadership has a limited understanding of organizational reality, a tightly concentrated idealized imagination, and inaccurate expectations of human nature also, because authentic leadership is frequently referred to as the "root" of other positive forms of leadership research, it seems appropriate to use it here (Alvesson & Einola, 2019). According to Alvesson & Einola (2019) Authenticity, honesty, and sincerity are often used interchangeably in authentic leadership theory. Outside of the field of management studies, however, there appears to be some agreement that these concepts are fundamentally opposed and should not be regarded as synonyms or equivalents.

Vietnam is expected to experience growth in the manufacturing sector owing to a soaring amount of intermediate-category clients. MNCs are therefore quite labor-intensive and the fuel for expansion in these countries is scarce. Montague, (2013) published on skilled labor scarcity in the manufacturing sector in Vietnam and reiterated the scarcity of trained jobs in Ho Chi Minh's growing manufacturing sector. Exports and brain drain of qualified labor are obviously going to exacerbate the conditions (Nguyena et al., 2020). Foreign and domestic labor migrations (Minh-Duc & Huu-Lam, 2019) are obviously going to resolve labor shortage problems, and more professional employees of varied backgrounds are projected to enter the manufacturing industry in Asian developing countries.

All in all, very few studies have been reported between leadership, work engagement, job satisfaction and attrition among workers in the manufacturing sectors in Vietnam. The main intention of the study is to bridge the theoretical and practical gap. The goal of this research is to investigate the effects of authentic leadership on work engagement, job happiness, organizational size, and turnover intention among employees from multinational firms in Vietnam. The study's findings can help industry participants understand how leaders and workers can assist lower attrition intentions and, as a result, build tools, programs, and policies to assist these critical actions. Much of this article is organized in this manner.

Primarily, the writers propose the formulation of a research hypothesis. Subsequently, the writers discuss approaches and steps for data processing. The third segment reports the review of the statistics and the main results of the survey. Finally, the writers address the analytical and realistic ramifications of the results of the thesis for leadership academics as well as practitioners, highlight the shortcomings of previous analysis and propose directions for potential research.

Theories and Research Hypotheses

Authentic Leadership

In every type of group activity, leadership is one of the most important aspects for success. The leadership style motivates and assists employees in communicating effectively within their team. It inspires people with a specific vision to work, helps clarify some concrete goals,

and motivates and assists employees in communicating successfully inside their team (Moslehpour et al., 2019). Avolio & Gardner, (2005) found most leadership theories have been developed during the last 100 years without a focus on the important core processes that result in the creation of leadership that is characterized by those models, such as a path-goal leader. As a result, there has often been little attention paid to development or post-hoc conceptualizations, as well as a lack of rigor in testing. Prior research has taken the opposite approach, beginning with and integrating a model of authentic leadership into our understanding of the dynamic process of development in context. Walumbwa et al., (2008) also mentioned that authentic leadership is defined as a pattern of leader behavior that draws on and promotes both positive psychological capacities and a positive ethical climate in order to foster greater a) self-awareness, b) an internalized moral perspective, c) balanced information processing, and d) relational transparency on the part of leaders working with followers, fostering positive self-development.

According to (Avolio & Gardner, 2005) the critical components of authentic leadership are concentrated on self-awareness and self-regulation, authentic leadership activity leads to self-improvement. As a result, authentic leadership promotes emotional, identity, motivational, and value development (Chen & Sriphon, 2022). The concept of authentic leadership was first popularized by well-known leadership authors from business practice and consultancy who called for a new type of genuine and values-based leadership as an antidote to corporate misbehavior. However, these early calls for leaders to have more integrity, although laudable per se, seem to have become mixed up with stories of individual success. Also Beyond the rather narrow field of leadership studies, authenticity is an increasingly popular topic in a number of fields from psychology to marketing to sociology to management (Alvesson & Einola, 2019).

Authentic Leadership and Work Engagement

Workers that are engaged in their work pay careful attention to it and show a high level of enthusiasm for it (Bamford et al., 2013). Previous research has shown that it improves employee engagement and retention, customer loyalty, efficiency, and overall profitability. Leadership was identified as one of the important characteristics leading to performance management in a relatively similar meta-analysis. The social backdrop is critical in a senior leadership post, and it may set the tone for a collaborative workplace (Bakker et al., 2011). Authentic leadership influences the fundamental drive (Chaudhary & Panda, 2018). Workers take the first step toward their own growth, when they understand that they may do more than they had previously believed. It is not about converting followers to the boss's expectations; rather, it's about including followers in more engaged constructive self-development based on the manager's example (Avolio et al., 2004). Furthermore, empirical data from various studies has established the link between authentic leadership and work engagement. For example, Oh et al. (2018) mentioned the relationship between these two factors was explored, and it was discovered that under the impact of authentic leadership, employees displayed higher levels of work engagement and dedication. As a result, supporters act upon their own to promote positive thinking, boosting self-esteem and motivating optimism. This may be shown in their commitment to their jobs. In the context of the inquiry alluded to above, the following conclusions are set forward:

Hypothesis 1: Employees' perception of authentic leadership has a positive effect on their perception of work engagement.

Work Engagement and Turnover Intentions

Timms et al., (2015) stresses the close connection between dedication and the desire to make a turnaround. Commitment fosters productive, optimistic job-related relationships as well as a state of mind associated with healthy thinking and a forward-thinking mindset. These favorable interactions and feelings will ensure workers are more likely to contribute to productive work-related results and will be more supportive of their bosses and less willing to leave the organization (Caesens et al., 2016). In addition, engagement theory indicates that accessibility, significance, and protection are important prerequisites for engagement (Bhatnagar, 2012). Consequently, one's happiness with the organization's expenditure in training and growth (i.e., availability) will offer workers a sense of value (i.e., relevance). Therefore, workers will feel comfortable and confident in their current jobs and prefer not to pursue alternative employment opportunities. Previous findings show that commitment is a good indicator of employee dismissal intentions. Zhao and Zhao & Zhao, (2017) stated that the dedication is adversely linked to the affective commitment of workers in China. We however hypothesize the following:

Hypothesis 2: Employees' perception of higher work engagement is associated with lower intention of turnover.

Work Engagement mediates the relationship between Authentic Leadership and Turnover Intention

According to Gupta and Shaheen (2017), job engagement is rarely considered as bridging the gap created by authentic leaders and their followers' attitudes and characters in reducing turnover intention. Job engagement requires an intimate and emotional attachment to an institution, through defining corporate objectives and ideals, in which an individual is a worker. This indicates that the dedication to work provides a feeling of identity in the business. A meta-analytical analysis has shown that job participation is seen as the most relevant explanatory predictor of corporate loyalty, as it works to maintain continuity of staff owing to its close ties with sales and withdrawal cognitions (Laschinger, 2012).

We conclude that an authentic leader will create good partnerships focused on constructive social exchanges to boost the workforce of the company (Ilies et al., 2005; Walumbwa et al., 2008). Empirical research on mixing sincere leadership with dedication to the job reinforce our claim that honest leadership is expected to be a definitive factor in worker commitment levels (Gutermann et al., 2017; Huynh et al., 2014). Thus, we hypothesize for the purpose of this analysis, based on previous results:

Hypothesis 3: The relationship between authentic leadership and turnover intentions is mediated by work engagement.

The Moderating Role of Job Satisfaction in the Relationship between Work Engagement and Turnover Intention

There are many reasons to endorse the idea that workplace engagement moderates the connection between work commitment and the intent of attrition. Rasoolimanesh & Ali, (2018) propose that work satisfaction raises the degree of psychological and emotional relations between workers. This, in essence, allows them to demonstrate commitment and to associate with and be interested in the accomplishment of the aims of the company. As workers see their company as offering attractive incentives, promotional benefits, and better working arrangements (indicative of employee satisfaction), they are more likely to be excited, proud, and comfortably engaged in their careers. They will be loyal to and devoted to

their supervisor because a supervisor can make changes to increase, improve, or maintain employee satisfaction (Moslehpour et al., 2022). When workers perceive prospects for advancement, encouragement from a professional supervisor, and a supportive working environment, they are more inclined to be committed, actively involved, proud and truly engaged in their jobs. Such favorable interactions contribute to lower turnover intentions and stronger loyalty to the company (Luu, 2020).

(Liu et al., 2018) propose that career satisfaction facilitates the interrelationship between dedication to employment or deciding to leave. A higher degree of happiness is related to a staff member's emotional attachment to the company, increased role efficiency and decreased organizational commitment (Carter et al., 2016; Lin et al., 2013). Bednarska, (2017) suggests that work commitment and job satisfaction moderate the interaction between organizational identification help and value congruence. Wadhera & Bano, (2020) assert that career satisfaction reflects work participation. Based on empirical evidence on employee performance and work engagement, this study acknowledges that motivated, proud, and interested employees are better coping with stress. The employees would also have more commitment to their jobs, remain loyal to the company, and maintain the job partnership. The following research hypothesis is therefore:

Hypothesis 4: Job Satisfaction moderates the relationship between Work Engagement and Turnover Intention

The Moderating Role of Organizational Size in the Relationship between Authentic Leadership and Turnover Intention

Technology, structure, scale, and the external environment all have an impact on leadership and its efficacy, and they are perspective reliant (Schreck & Raithel, 2018). Organizational performance and organizational size have been related according to past research (Ranger-Moore et al., 1997; Serenko et al., 2007). Greater firm size is important (McKendrick & Wade, 2009) as it can bring in additional benefits like reputation, sophisticated management expertise, ability to bear environmental shocks, and more planning activities (Geiger & Cashen, 2007). The size of a company and its growth are inextricably linked. According to Real et al., (2014), a large firm's capacity to execute work engagement activities has various advantages. Previous study has found a link between organizational size and employee engagement.
Optimistic feelings expressed by real leaders are more likely to proliferate and reverberate through public sentiment practices, resulting in positive emotional growth and a decreased attrition rate among organizational members. Therefore, a significant point here is that genuine habits of leadership are passed on (Avolio & Gardner, 2005). According to (Leroy et al., 2015), authentic leadership ideals are replicated by others through imitation and observational learning, inspiring others to act. Authentic leadership behavior is cascaded through various departmental, teams or divisional members that foster that habit and build a long-lasting relationship with their employees.

Based on this rationale, we believe turnover intention and authentic leadership has profound consequences in larger firms than in smaller ones. We argue that individuals who perceive higher degrees of authentic leadership inside the larger organizations may choose to remain there mostly out desire rather than necessity or obligation (Susan et al., 2006). As a result, the current study considers organizational size to be a moderator of the association between authentic leadership and turnover intention.

Hypothesis 5: Organizational size moderates the relationship between Authentic Leadership and Turnover Intention

This article uses a conceptual model (Figure 1) according to the above hypotheses. In this study, we propose to test job satisfaction as a moderator in the relationship between work engagement and turnover intention and organizational size as a moderator in the relationship between authentic leadership and turnover intention
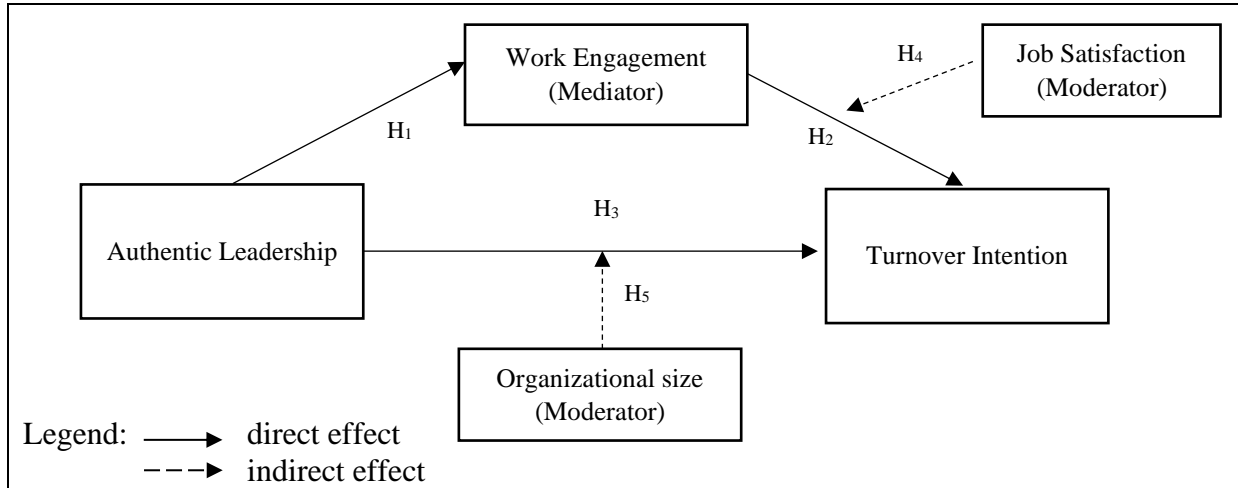

Figure 1: Conceptual Frame of the Study

Method

The system of measurement, sample details, and data analysis procedures are all depicted in this section.

Measures

We used validated scales that stressed reliability and validity to quantify our variables in the sample. We also broke the independent variables into different questionnaire parts maintaining the confidentiality of respondents and to reduce the impact of common method variance (CMV) (Podsakoff et al., 2003). We assured anonymity and encouraged participants to answer the surveys honestly and intuitively. The final section covered questions related to the socio-professional features of participants, such as age, ethnicity, experience, organizational tenure, employment role and schedule form.

Authentic Leadership

The authentic leadership variable was assessed using a 16-item questionnaire created by Walumbwa et al., (2008). It evaluated the four aforementioned genuine leadership qualities, including things such as "your leader [...] seeks feedback to enhance interactions with others" (i.e., self-consciousness) and "[...] is willing to accept mistakes when they occur" (i.e., interpersonal clarity). Other items were "your leader [..] takes decisions based on his/her inner beliefs" (i.e., self-reflection) and "[..] attentively listens to other points of view before reaching conclusions" (i.e., constructive feedback). The average employee feedback resulted in an aggregate authentic leadership ranking of 1 to 5. Higher scores indicated respondents

were more respectful of their representatives. Cronbach α was .89, which showed a strong degree of consistency.

Work Engagement

We used the work engagement structure developed by Schaufeli, Salanova, González-Romá, and Bakker (2002), which has four items for each of the three aspects, vigor, commitment, and absorption. For energy (for example, "I feel solid and vigorous at work"), determination (for example, "my career encourages me"), and lastly acceptance (for example, "time passes while I work"). Alpha reliability was already recorded to be between 0.81 and 0.96. Each object was scored on a 5-points Likert scale (1= never, 5= always). The reliability coefficient for the present analysis was 0.87.

Turnover Intention

A 3-items scale created by Cammann, Fichman, Jenkins, and Klesh (1979) was used for this analysis to assess the purpose of retention. In the variable study which they carried out the three elements were different from each other. The accuracy of this analysis was 0.82. An illustration of one response was, "I'll quit the organization as soon as I can find an appropriate career."

Job Satisfaction

The Job Satisfaction Questionnaire (JSQ) consisted of a 20-items self-reporting indicator of employee satisfaction in terms of measurements, including: salary, advancement, boss, co-worker, and self-employed. The JSQ is graded on a 5-points Likert scale, varying from 1 = strongly disagreed, to 5 = strongly accepted (Locke, 1970). Mobley, (1977) registered alpha coefficients of Cronbach, varying from 0.76 to 0.89. The current review produced alpha coefficients of Cronbach, varying from 0.72 to 0.92 for JSQ results.

Selection of Samples and Data

A self-report survey was issued to a sample size of employees from sixteen manufacturing enterprises in Ho Chi Minh City, Vietnam, in order to confirm the study hypotheses. Paper and pencil formats as well as websites (google-docs) were released for respondents to expand the number of participants. The usable configuration relied on the sort of configuration that the manufacturing industry required. The social networks included the questionnaire and a call for the inclusion of workers from the manufacturing sector in the report. 652 respondents were included in the final sample after the exclusion of blank questionnaires. Most of the participants were men comprising, 87 percent, the majority age group was between 30-39 (48.6%) with a higher diploma (54.7%) and working a rotating 12-hour shifts (81.8%). Most of the participants had between 3 to 5 years of specialists' knowledge in the manufacturing sector (42.7%) followed by 27.4 percent with experience ranging between 5-10 years. A sum of 652 workers were involved in the last experiment. Per organization, the average number of responders was 53 (range=7-129). Approximately 50.7 percent were paid between USD900 and USD3,000 per month.

Table 1. Sample Demographic Variables

Variables	Values	Frequency	Percentage
Gender	Female	85	13
	Male	567	87

Age	19-25	14	2.2
	26-29	53	8.1
	30-39	317	48.6
	40-49	190	29.2
	≥ 50 years	78	11.9
Education	Higher Diploma	357	54.7
	Undergraduate degree	221	33.9
	Postgraduate degree	69	10.6
Shift Work	12-hours rotating work	533	81.8
Experience at this establishment	≥ 1 but less than 3 years	123	18.8
	≥ 3 but less than 5 years	278	42.7
	≥ 5 but less than 10 years	179	27.4
	≥ 10 years	72	11.1
Position	Receptionists	11	1.7
	Office Manager	88	13.5
	Production Manager	84	12.8
	Middle-level managers	89	13.6
	Production Coordinator	73	11.2
	Assembly & Fabrication Operators	221	33.9
	Others	87	13.3

Control Variables

The study covered factors of age, ethnicity, literacy, and tenure, all of which may influence the attitudes of workers towards the organization (Zenger Barbara S Lawrence, 1989). In addition, Beecroft et al., (2008) posited, organizational tenure, education and sex were closely related to the calculation of turnover intentions. The following are the socio-demographic factors measured. Participants were first asked to demonstrate in years their age and length in their business. For sex, male-0, and female-1, has been coded. Education was coded as 1 for higher diploma, 2 for undergraduate degree, and 3 for postgraduate degree. Finally, for the work experience, 1 was coded as between 1 to 3 years, 2 was coded as between 3 to 5, 3 was coded as between 5 to 10 and 4 was coded as anyone who has worked for more than 10 years in the establishment.

Common Method Bias and Non-Response Bias

"The association between constructs can be increased or decreased by common method bias when data are collected from a single source" (Podsakoff et al., 2003). To alleviate participants' evaluation concern, we highlighted that there were no right or incorrect responses and ensured participants' confidentiality and anonymity in the cover letter. We followed Fuller et al., (2016) recommendation by conducting Harman's single-factor test to report CMV. We were pleased to report no CMV problem in the study.

Preliminary Analysis

Until the conclusions were checked, the analysis checked the results for outliers and missing events. This culminated in the exclusion of three instances from the data collection. After that,

a confirmatory factor analysis (CFA) was conducted out on all scales, including several objects and the review was concluded. The research used "AMOS software package version 24.0" and implemented the highest probability value. Authentic leadership, work engagement, job satisfaction, organizational size, and retention expectations were identified as first-order frameworks in the study. The results of the "CFA" indicated that three parts of the turnover intention construct had weak predictor reliability, implying that the proposed latent component explained only a small amount of variation (Byrne, 2001; Schreiber et al., 2006). Consequently, these elements were omitted in the report. Rejecting the three objects, the findings showed that the model suits the data well: ($\chi2$=164.832; DF=113; p<.001; CMIN / DF=1.517; CFI=0.959; TLI=0.951; RMSEA=0.056) (see thresholds in e.g. (Byrne, 2001). In addition, both scales displayed adequate convergent validity, i.e. composite reliability figures above .70 and average variance extracted (AVE) values above .5 for each element (Fornell & Larcker, 1981). Discrimination in legitimacy was evaluated at a following stage. Following Fornell and Larcker (1981) the AVE should be higher by each component than the square correspondence for each of the other model variables. This criterion was fulfilled, i.e., the lowest AVE is .543, and the largest squared correlation around factors is .192, thereby implying that the factors are distinct. Similarly, strong discriminatory and convergent reliability suggest that CMV did not have a significant effect on our results. A traditional latent factor test was performed to further support this (Podsakoff, 2003). The findings of this study again suggest that CMV was not a crucial issue in the details, i.e., the mean variance in the uniform regression weights of the indicator factor loadings between the model with and the model without a typical latent factor was negligible (Est.=0.037). Finally, to reduce the propensity for multicollinearity, all predictive variables prior to review were based on

Results

Descriptive Statistics

Table 2 summarizes the variables' means, standard deviations, and inter-correlations. To test our hypotheses, we applied the "IBM SPSS software package version 24.0" and the "PROCESS-tool" [1] (Hayes & Scharkow, 2013).

Table 2. Means, standard deviations and inter-correlations.

Variable	Mean	SD	1	2	3	4	5	6	7	8
Org Size	2.11	0.37								
Age	39.8	8.49	1.00							
Gender	0.57	0.64	0.03	1.00						
Exp	5.25	7.14	0.61**	0.22*	1.00					
Edu	3.15	0.78	0.33**	-0.01	0.28	1.00				
AL	0.79	0.44	-0.36**	0.30**	0.18	0.14	1.00			
WE	3.98	0.58	0.07**	0.05	0.32	-0.07	0.02	1.00		
JS	3.96	0.41	0.00	-0.01	-0.04	0.03	0.01	0.43**	1.00	

TI	3.74	0.62	0.06	0.18*	0.03	0.17*	0.08**	0.41**	0.38**	1.00

Note: N=652, **p<0.05, *p<0.01. 2= age, 3= gender, 4= experience, 5= education, 6= authentic leadership (AL), 7= work engagement (WE), 8= job satisfaction (JS), 9= turnover intention (TI).

Measurement Model

The measurement model fit indices for the research variables are shown in Table 3. To test the construct validity of the variables, we used the AMOS software package version 24.0 to conduct CFA. The fit indices confirm the hypothesized four-factor model of authentic leadership, work engagement, job satisfaction, organizational size, and turnover intention (Table 3; $\chi2$ = 332.08; df = 189; RMSEA = 0.04; CFI = 0.87 and TLI = 0.93) and produced a better fit to the data than the three-, two-, and one-factor models. These CFA results confirm the distinctiveness of the four study variables for subsequent analyses.

Table 3. Chi-Square difference tests among alternative measurement models

Model	$\chi2$	df	CFI	TLI	RMSEA	Δdf	$\Delta\chi2$
4-Factor model (hypothesized model)	332.08***	189	0.87	0.93	0.05	-	-
3-Factor model (AL, WE & OS merged)	479.39***	202	0.82	0.88	0.11	3	207.37***
2-Factor model (AL, WE & JS merged)	681.06***	204	0.74	0.73	0.14	5	482.91***
1-Factor model (all variables merged)	873.56***	205	0.66	0.56	0.15	6	695.48***

Note: N=652, ***p<0.001, AL= authentic leadership, WE= work engagement, JS= job satisfaction, OS= organizational size, CFI= comparative fit index, TLI= Turkey-Lewis Index, RMSEA= Root Mean Square Error of Approximation.

Hypotheses Testing

Hypothesis 1 proposed that authentic leadership would be positively related to work engagement. The results from the analysis (Figure 2) support this assumption (β = 0.26, SE= .07, p < 0.05). Hence, H_1 was accepted. Hypothesis 2 posited that work engagement would be negatively related to turnover intention. The inspection of the relationship between work engagement and turnover intention (β = -0.33, SE= .04, p < 0.05) supports H_2 indicating that the stronger the employees' judgements of work engagement, the less likely the employees will form an intention to leave their organization.
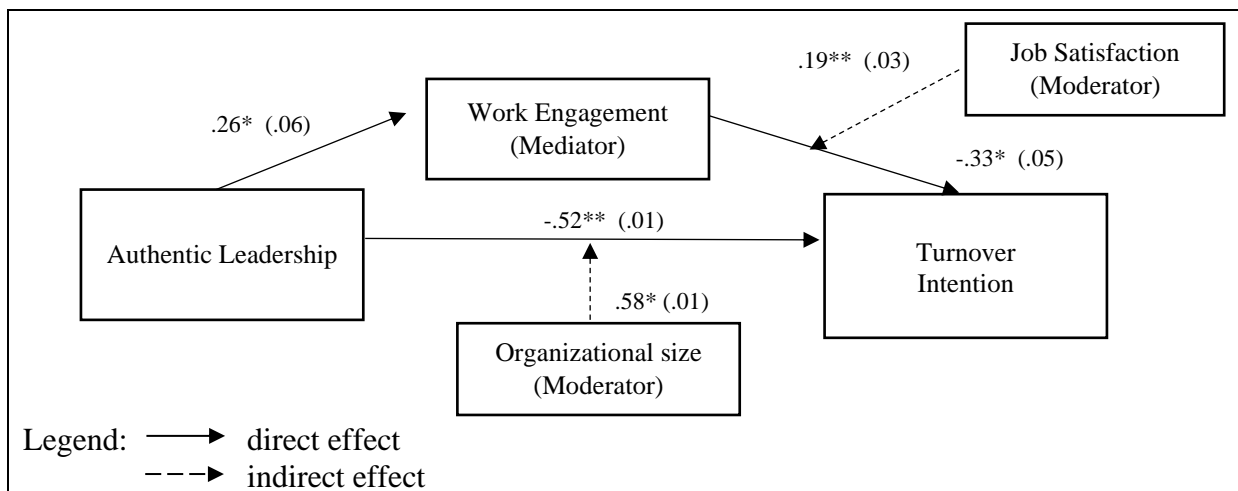

Figure 2: Results of Regression Analysis

Hypothesis 3 projected that the partnership between authentic leadership and the desire to leave will be mediated by the work engagement. The Monte Carlo Confidence Interval Method (Preacher & Selig, 2012) utilizing the prescribed 10,000 simulations showed that the uniform indirect impact of authentic leadership on turnover intention through work engagement was important (indirect effect = -.52, CI 95 percent, [0.05, 0.14], p < 0.01). Since zero is not included in the 95% confidence interval for indirect results, H_3 has been supported (see Table 4). Moreover, there was a clear indirect impact of authentic leadership on turnover intention (β = -.52, p <0.01), that is to say, authentic leadership had a special partnership with the aim of turnover, even after managing the effort for work engagement. Overall, after correcting the biasing consequences of the estimation mistake, the hypothesized mediation model clarified a large sum (52%) of the turnover variance.

Table 4. Mediating Effect of Work Engagement

Path	Direct Effect	Indirect Effect	SE	LL95% CI	UL95%CI
AL→WE→TI	-.59**	-.52**	0.03	[0.05, 0.14]	[0.04, 0.24]

Note: N=652, AL = authentic leadership, WE = work engagement, TI = turnover intentions, SE = standard error, CI = confidence interval. **$p < 0.01$

In Hypothesis 4, the research hypothesized that job satisfaction will moderate the connexon between work engagement and the intention of turnover. To prevent multicollinearity with the product term, we set the average of all relevant variables to 0 before establishing the interaction term (Hayes & Scharkow, 2013). Our regression tolerance values were all over 0.4, and the variance inflation factors were all under three, showing that multicollinearity was not an issue in our investigation (Kline, 2014). The inspection of the significant relationship concept (β=0.19, SE=0.03, p<0.01) is provided by H_4. To better understand the essence of the established moderating impact of job satisfaction on the interaction among work engagement and turnover intention, a plot of the interaction effect was formed. As shown in Figure 3, marked job satisfaction has a positive effect and confirms the negative association between work engagement and turnover intention. The most important result of the moderating test study was that job satisfaction reliably moderated the relationship between work engagement and turnover intention. The outcomes suggest that the link between work engagement and turnover intention was greater for employees with a high degree of job satisfaction.
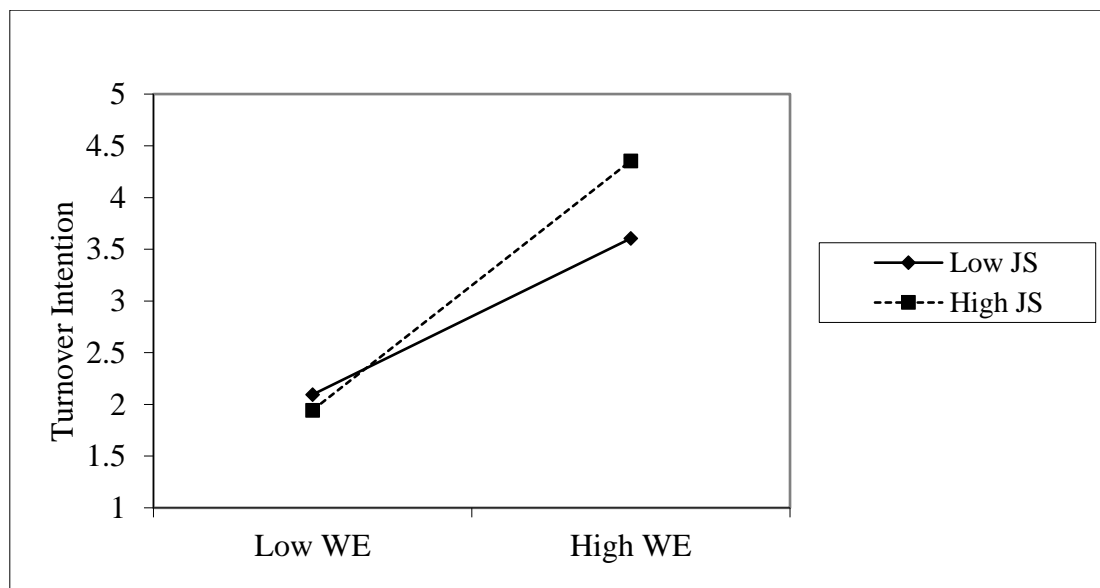

12

Figure 3: Interaction effect between work engagement, job satisfaction and turnover intention

In Hypothesis 5, the study hypothesized that organizational size would moderate the connexon between authentic leadership and the turnover intention. To prevent multicollinearity with the product term, we first set the average of all relevant variables to 0 (Hayes & Scharkow, 2013). In our regression, all tolerance values were greater than 0.4, and variance inflation factors were less than three, showing that multicollinearity was not a problem in our study (Kline, 2014). The inspection of the significant relationship concept (β=0.58, SE=0.01, p<0.05) is provided by H_5. To better understand the essence of the established moderating impact of organizational size on the interaction among authentic leadership and turnover intention, a plot of the interaction effect was formed. As shown in Figure 4, marked organizational size has a positive effect and confirms the negative association between authentic leadership and turnover intention. The most important result of the moderating test study was that organizational size reliably moderated the relationship between authentic leadership and turnover intention. We can see that in larger organizations, in comparison to their smaller counterparts, the positive relationship between authentic leadership and turnover intention was greater.
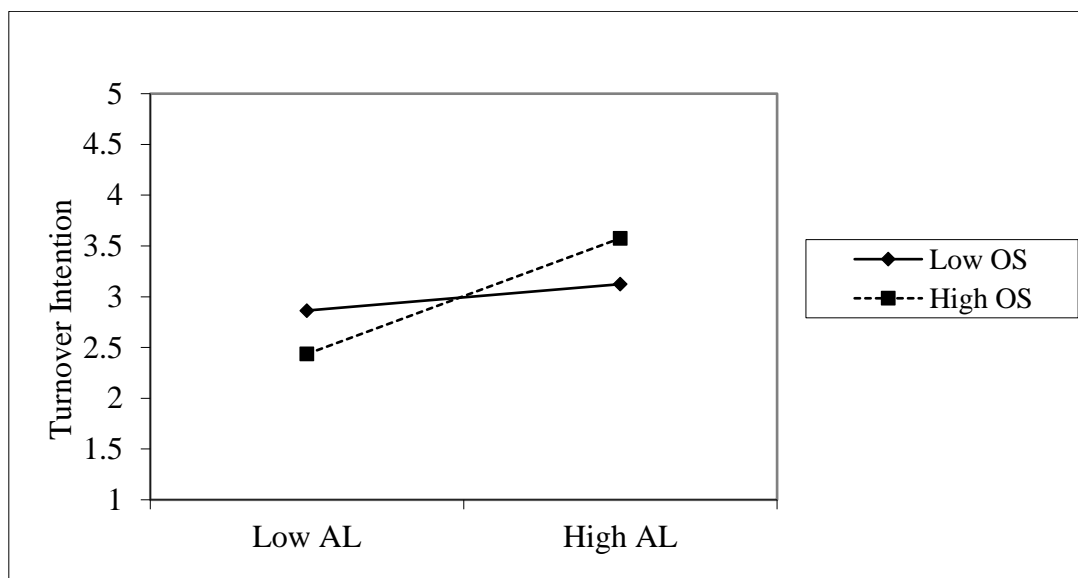

Figure 4: Interaction effect between authentic leadership, organization size and turnover intention

Discussion

Authentic leadership encourages the participation of workers (H_1), according to the findings. The results illustrate the reality that authentic leadership has a beneficial influence on their organization's loyalty to staff (Alok & Israel, 2012; Bamford et al., 2013; Wang & Hsieh, 2013).

Most employees who have been with the organizations long enough would not risk moving to another company and start over again when they view their leaders as authentic (i.e., relatively open, truthful, considerate and forthright in the process of providing balanced information). Follower's practicing core values or core value behavior can be improved and facilitated by leaders' authentic leadership. Work engagement was shown to be adversely

connected to employee turnover intention, as predicted by the structural model analysis (H_2). Engagement is concerned with investing wholly in performing one's role; therefore, being physically, emotionally, and cognitively involved with one's work and with the organization, and reduces the likelihood of employees leaving the organization (Caesens et al., 2016; Karatepe & Ngeche, 2012). The results of the present study support the results of previous studies and finding that highly engaged employees are less likely to leave their organizations (de Villiers & Stander, 1993; Mañas-Rodríguez et al., 2020).

The findings of the present study offer empirical proof that work engagement mediates the partnership between authentic leadership and the desire to leave (H_3). Authentic leaders are viewed as straightforward by their supporters because they are behaving with honesty, resisting prejudice in judgments, and placing themselves in a stronger position to establish trusting partnerships (Diddams & Chang, 2012; Mañas-Rodríguez et al., 2020). Therefore, these activities help staff feel more dedicated to their company, thus ensuring a reduction in the intention for turnover among personnel. As per the principle of affinity (Diddams & Chang, 2012), authentic leadership can enable workers to feel an affective connection to their job, which in turn decreases their intention to leave the organization.

The findings suggest that job satisfaction moderated (H_4) the willingness of workers to work and the frequency of attrition of the organization; thus, they chose to continue their work indefinitely. This may be clarified by the fact that when workers score high on job satisfaction parameters, they can react with a high degree of work engagement (de Klerk & Stander, 2014) and indicate their obligation to start working in the company (Park & Gursoy, 2012). These results reflect that of the previous research by Gutermann et al., (2017) which showed that work satisfaction was a core predictor of job retention and that contented workers were more likely to be committed, loyal and mentally connected to the company. The findings also suggested that organizational size moderated (H_5) the relationship between authentic leadership and turnover intention. Our results indicate that the relationship between authentic leadership and turnover intention is stronger in larger organizations than in smaller organizations (Lee & Xia, 2006). Employees' aspirations for organizational innovation and their adoption behavior are facilitated by larger organizations. We can see that smaller firms are not able to perform like larger firms as the former lack financial resources, while the latter have aggregated inputs (Khan et al., 2009). The turnover intention of employees will be lowered when they find stability and security within the organization.

Theoretical Contributions

The above findings have possible ramifications for corporate philosophy and management. The study contends that, from a theoretical standpoint, authentic leadership has a significant influence on job satisfaction and the purpose of turnover. Furthermore, the literature has not sufficiently investigated the moderating impact of job satisfaction in the relationship between work engagement and intention to leave. Thus, the review of these mediating and moderating impacts addresses a major omission. This study was groundbreaking as all these factors were combined into a common research paradigm. In the research project, the function of mediation and moderation between authentic leadership and the goal of turnover was re-examined, and some previously studied associations were re-examined, and new suggestions made. Empirical analysis has scarcely explored authentic leadership and its implications in manufacturing settings ((Bothma & Roodt, 2012; Engelbrecht et al., 2014). The study aimed to help to bridge this gap by studying the mediatorial and moderator position of variables among employees of Vietnamese manufacturing organizations, in the ties between authentic leadership and turnover intention.

14

Managerial Implications

Second, because of the inferred correlation between authentic leadership and staff attrition, businesses should be mindful of the efficacy of honest leadership in minimizing employee turnover intention. It is also rational that true leaders be selected and trained to encourage employee engagement. In this sense, solid implementation of leadership programs, to foster true leadership conduct amongst managers, should be developed (Vogelgesang et al., 2013) with a view to encouraging constructive attitudes which will ensure that valued workers are retained. Authentic leaders with dynamic skills improve organizational commitment, and organizational size is an important factor in such partnerships. Larger organizations have more tools to help display charismatic leaders, motivation, employee stimulation, and other factors that could encourage organizational involvement. As a result, leaders of larger organizations may be more confident in taking steps to improve employee engagement, and organizational size plays a role in such relationships. Because of the measures taken by leaders to increase organizational dedication and efficiency, large organizations with sufficient resources can accommodate any consequences (Tohidi, 2011).

Limitations and future research directions

One such drawback is the sampling of ease, which has depended on a reasonably broad sample size but has not been followed by a probability process that reduced the generalization of the outcomes. Future research in this area may necessitate more diversified, representative samples to ensure that the rest of the Vietnamese manufacturing industry is represented. Researchers can assess the common application of present discoveries by collecting data on samples from diverse situations and societies. Furthermore, the data were extracted from a single source (i.e.) which may raise the probability of inflating ties between the research variables (the respondents rated the predictive, mediating, moderating and results variables). Various steps were taken in the design of the questionnaire to avoid prejudice from a common source, including ensuring that there were no correct or misrepresented responses to the questionnaire (Podsakoff, 2003). The usage of CFAs to assess the distinguishing and convergent validity of the model indicates that common source distortion in the research data was not a serious threat. Forthcoming investigations may include a longitudinal study to explore underlying causal associations. Finally, only one mediation component was used in this analysis, although others are possible. Authentic leaders will, for example, increase employee satisfaction within their teams, thereby stimulating employee orientation and minimizing turnover intention. Given these constraints, this study adds to the field of leadership analysis in manufacturing environments by exploring the effect of authentic leadership has had on employee engagements and behaviors.

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