



Investigate The Influence of Unfeigned Leadership in Fostering Workplace Engagement

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ABSTRACT

In recent years, organizations have witnessed a fundamental shift in their approach to employee engagement, recognizing it as a critical factor in achieving productivity, innovation, and overall success. The modern workplace is increasingly characterized by a diverse and dynamic workforce, necessitating a leadership style that can adapt and thrive in this environment. It is within this context that Unfeigned Leadership, marked by its authenticity, transparency, and sincerity, has garnered attention as a potential catalyst for fostering workplace engagement. The research study at hand seeks to explore this intricate association among leadership style and workplace engagement, with a particular focus on the impact of Unfeigned Leadership. Unfeigned Leadership is not merely a leadership style but a philosophy that encourages leaders to be genuine, honest, and open and honest in their dealings with staff. It encompasses the idea that leaders should lead by example, be open about their intentions, and foster an environment of trust and psychological safety within their teams. It is hypothesized that such leadership, characterized by its authenticity and sincerity, can significantly contribute to nurturing a culture of engagement within the workplace. Engaged workers are individuals who have a strong emotional connection to their job, exhibit dedication to their respective companies, and are eager to make additional efforts to support their achievements.. They are more likely to be productive, innovative, and loyal, making them a valuable asset for any organization. Therefore, understanding the factors that drive workplace engagement has become paramount. Unfeigned Leadership is anticipated to play a substantial role in this regard. This study aims to uncover significant correlations between Unfeigned Leadership and heightened levels of workplace engagement. By doing so, it seeks to pinpoint specific leadership behaviours, practices, and attitudes that contribute to the development of engaged employees. Furthermore, this research endeavour does not merely stop at establishing correlations but delves deeper into the intricacies of leadership within organizations. It seeks to identify potential difficulties and hurdles encountered by leaders who wish to adopt and sustain Unfeigned Leadership in their organizations. While the benefits of authenticity in leadership are evident, it is essential to understand the practical difficulties leaders may encounter when striving to embody these principles in their daily interactions with their teams. The findings of this research contribute to both academic and practical understanding. From an academic perspective, it provides insights into the intricate connection between leadership approaches and engagement, substantiating the beneficial influence of Genuine Leadership through empirical evidence. This empirical evidence can enrich leadership theories and provide a more comprehensive framework for understanding leadership dynamics within organizations. It emphasizes the need for leadership theories to incorporate contextual variables such as control and position power to offer a more nuanced and accurate portrayal of leadership in action. From a sensible perspective, this study gives precious insights to companies aiming to beautify their place of job environments and harness the benefits of engaged employees. It provides guidance for leaders seeking to adopt Unfeigned Leadership practices and navigate the challenges associated with authenticity in leadership. Ultimately, the research aspires to encourage a paradigm shift in leadership towards greater authenticity. This shift has the potential to create more fulfilling and productive workplaces, benefitting both employees and organizations alike. This research study

serves as an exploration of the role of Unfeigned Leadership in fostering workplace engagement. It seeks to uncover the correlations between Unfeigned Leadership and heightened levels of engagement while also addressing the practical challenges that leaders may face in embracing authenticity. By doing so, it contributes to the academic understanding of leadership and engagement and offers practical implications for organizations striving to create environments where employees are not only engaged but also empowered to thrive and contribute their best to the collective success.

Keywords: Leadership, Psychological ownership, workplace, Engagement.

Introduction:

In today's rapidly evolving organizational landscape, the influence of leadership in shaping the workplace and its effect on employee engagement has become a topic of paramount significance. Organizations are increasingly recognizing that engaged employees are not only more productive but also contribute significantly to the overall success and sustainability of the enterprise. Among the various leadership styles and approaches, the concept of Unfeigned Leadership stands out as a compelling and innovative paradigm that holds the promise of fostering a culture of deep and sustainable workplace engagement. Characterized by authenticity, transparency, and sincerity, Unfeigned Leadership offers a refreshing perspective on how leaders can inspire and mobilize their teams.

In the current fast-paced and competitive corporate landscape, leaders are expected to do much more than merely manage operations; they are expected to inspire, motivate, and engage their teams to achieve exceptional results. Consequently, leadership styles and approaches have evolved to meet these changing demands. Unfeigned Leadership, with its emphasis on genuine and transparent interactions between leaders and followers, has gained prominence as a leadership style that resonates with contemporary organizational challenges (Gardner et al. 2005; Klenke 2007).

while psychological ownership and work engagement have emerged as vital constructs in organizational psychology (Pierce, Kostova, & Dirks 2001, 2003; Van Dyne & Pierce 2004; Attridge 2009; Christian, Garza & Slaughter 2011; Kahn 1990). Organizations today grapple with the pressing need to engage their employees fully to remain competitive (Brown 1989; Bates 2004). Scholars have recognized the potential connections between Unfeigned Leadership and the Positive Organizational Behaviour (POB) literature, which focuses on fostering positive psychological states and behaviors in the workplace (Gardner & Schermerhorn 2004; Luthans & Avolio 2009; Yammarino et al. 2008).

Work engagement, a key facet of POB, has been a particular point of interest, with some studies suggesting links between Unfeigned Leadership and heightened engagement levels (Gardner et al. 2005; Walumbwa et al. 2010). Yet, there remains an intriguing gap in understanding how psychological ownership fits into this intricate relationship. Psychological ownership is considered a pivotal component of POB, meeting the criteria for inclusion as it is theoretically grounded, willing to embrace transformation and growth and significantly influences organizational performance (Avey et al. 2009).

This research embarks on a journey to delve into the multifaceted association of Unfeigned Leadership, work engagement, and psychological ownership within the organizational context. We aim to explore not only how Unfeigned Leadership influences work engagement but also how psychological ownership mediates this relationship. By uncovering the mechanisms through which Unfeigned Leadership impacts workplace engagement, this study aspires to shed light on the specific leadership behaviors and practices that drive this relationship. Moreover, it endeavours to identify potential challenges and obstacles faced by leaders striving to adopt and sustain Unfeigned Leadership in their organizations.

As organizations grapple with the ever-present need to enhance their workplace environments and harness the benefits of engaged employees, this research's findings will carry significant implications for both theory and practice. By deepening our understanding of the intricate interplay between leadership and engagement, we can pave the way for a transformative shift in leadership paradigms. Ultimately, the study seeks to encourage leaders to embrace Unfeigned Leadership, offering the potential to foster more fulfilling, productive, and engaging workplaces, where both leaders and employees thrive.

This research represents a critical step towards unravelling the intricate dynamics of leadership and its impact on workplace engagement with the upward thrust of Unfeigned leadership as a promising management fashion and the developing popularity of the significance of psychological possession and work engagement, the take a look at findings maintain titanic promise for agencies striving to beautify their administrative center environments and maximize employee potential. Through empirical exploration, this research aims to offer valuable insights that can inform leadership practices and inspire organizations to embark on a journey towards more authentic, engaging, and ultimately, successful workplaces.

Unfeigned Leadership

Unfeigned Leadership is a complex and multifaceted construct that encompasses several key dimensions, incorporating elements such as self-awareness, equitable data evaluation, transparent relationships, and deeply ingrained ethical values (Gardner et al. 2005, Walumbwa et al. 2008). At its core, authenticity is a concept that has been approached from various perspectives, including philosophy, psychology, and leadership studies (Novićević et al. 2006). It is perceivable as a moral virtue and ethical decision within philosophical discussions, a quality or state of existence in psychological investigations, and a characteristic belonging to both individuals and organizations within the realm of leadership. Self-awareness, as a component of Unfeigned Leadership, incorporates a deep comprehension of an individual's values, identity, emotions, objectives, and motivations. Unfeigned leaders possess a deep consciousness of their fundamental principles and are steadfast in upholding them, even in challenging situations. They demonstrate a strong commitment to not compromising their fundamental principles.

Balanced processing and relational transparency are closely related aspects of Unfeigned Leadership that pertain to a leader's self-regulation. unfeigned leaders maintain a healthy level of self-esteem while maintaining an objective perspective on their strengths and weaknesses. They approach interactions with others in a candid and trustworthy manner, presenting their genuine selves and fostering an environment of openness and trust, which encourages others to do the same.

Ownership

The concept of ownership has been explored across disciplines and contexts to examine creativity theory in depth (Pierce et al., 2003). Particularly in corporate settings, there is a general view that ownership is a strong determinant of workforce sentiments, behaviour and work output (Pierce et al., 2001, 2003; Van Dyne and Pierce, 2004). It is a common human tendency to create a sense of ownership, whether the material is concrete or abstract (Pierce et al., 2001). The things people feel they “have” become integrated into their sense of self and contribute to their overall identity (Dittmar, 1992). Membership can be defined as a multi-sensory-emotional structure formed by the mental state in which people view material or non-material members. The alarm clearly indicates “they” (e.g., “It's me!”) (Pierce, Kostova, & Dirks, 2001: 299). It includes the person's deep knowledge, experience, and belief regarding the object he owns (Pierce, Kostova and Dirks, 2003: 86). What distinguishes it from concepts such as dedication and contentment is that it emphasizes the concept of belongingness (Pierce et al., 2001; Van Dyne and Pierce, 2004). Members can intervene in two different ways: protection and support. Prevention focuses on the individual focusing on behaviours that should be avoided to minimize negative consequences, meet obligations, fulfil obligations, duties, and responsibilities. In contrast, motivation focuses on the individual's desire to pursue their hopes and ambitions. Attentional focus often occurs in the behavioural domain, where individuals protect their interests or control members' goals (Avey et al., 2009). Focus on advertising, on the other hand, is evident in the sense of belonging, asserting oneself or choosing to take responsibility, developing and developing the beliefs of an individual who has the ability to influence the environment by defining his or her own ideas (Avey et al., 2004), 2009; Pierce et al., 2001).

Workplace Engagement

The concept of work engagement has been defined and examined from various perspectives within the realm of organizational psychology. It is notably characterized as the psychological presence an individual experiences within their organizational role (Kahn 1990). Additionally, it is often seen as the antithesis of burnout, representing a state of vitality and commitment to one's work (Maslach & Leiter 1997, Schaufeli et al. 2002). Furthermore, some scholars have framed it as a reciprocal relationship where employees invest their efforts in exchange assets and perks offered by the company (Saks 2006). Despite these diverse viewpoints, there is substantial consensus that work engagement is a complex, overarching concept encompassing intellectual, affective, and conduct aspects (Christian et al. 2011). It primarily focuses on formal task performance rather than voluntary actions and behaviours (Saks 2006). Work engagement also possesses a dual nature, as it exhibits trait-like characteristics, showing relative endurance, while also displaying state-like qualities, fluctuating over time based on situational factors (Christian et al. 2011).

Construct Connections

As suggested by Gardner et al. (2005), unfeigned leadership is proposed to impact employees' work enthusiasm by elevating their engagement, contentment, and dedication to their tasks.

Nevertheless, it is essential to highlight that the field of work engagement research differentiates among participation and engagement satisfaction, as explained by Christian et al. (2011) employment commitment refers to an individual's cognitive awareness of how important their job is to their self-identity, while job satisfaction involves judgments of job features as defined by Christian et al. (2011). Work engagement, in contrast, is a distinct construct characterized by its cognitive, affective, and behavioural aspects, focusing on the experiences individuals derive from their work (Christian et al. 2011). Although there may be a moderate association between employment commitment and work enthusiasm, as well as between job contentment and work engagement (Christian et al. 2011), it is more appropriate to explore the broader impact of Unfeigned Leadership on work engagement. Unfeigned leaders exemplify traits such as integrity, consistent performance, the cultivation of trust and openness, and the facilitation of followers' realization of their full potential (Gardner

et al. 2005). Leadership behaviours like these are expected to improve the safety aspect of work enthusiasm. Through positive role modeling and the presentation of the inspirational visions they present, individuals following authentic leaders tend to globalize organizational aims (Gardner et al. 2005). As a result, their external motivation may closely align with their intrinsic motivation, making organizational goals more meaningful (Ryan and Deci, 2000). Moreover, true leaders tend to treat their employees with dignity and fairness in accordance with their inner moral views. This aspect of interactional justice has been identified as an important factor promoting work engagement (Pati and Kumar, 2010).

Hypothesis Development:

H1: Unfeigned leadership will serve as a substantial predictor of the work engagement exhibited by followers.

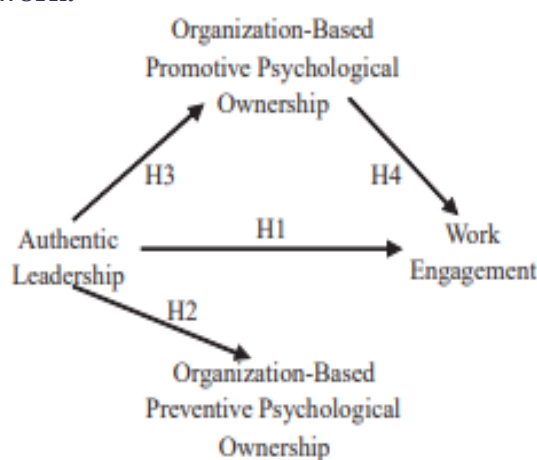
H2: Unfeigned leadership will exhibit a noteworthy negative connection with the preventive personal stake held by the followers.

H3: Unfeigned leadership is expected to exhibit a noteworthy positive connection with followers' promotive personal stake.

H4: Promotive Psychological Ownership is anticipated to be a strong predictor of work engagement.

H5: Promotive PO-Org is hypothesized to act as a negotiator, affecting the connection between Unfeigned leadership and employee work engagement.

Proposed Research Framework:



Participants and Research Methodology:

The study was conducted through research in Google Docs and distributed across India. The link was sent to experts at various organizations and responses were received from 115 participants, 85 men and 30 women. 69.1% of the respondents are in managerial positions and 23.14% are working. Additionally, 85.05% of the participants identified themselves as Hindu. The average age of respondents was 30.17 years (SD = 6.76 years) and the average time at their present workplace was 4.4 years (SD = 5.43 years). On average, they had reported to their current supervisor for approximately 2.30 years (SD = 3.44 years). The research involves self-assessment of dependent, mediating, and independent variables in a single sequence based on correlational research and collection of cross-sectional data to achieve educational goals.

The Fake Leadership Survey developed by Walumbwa et al. In 2008, this was a 16-item survey designed to measure Dishonest leadership. It classifies authentic leadership into the second order with four main factors: self-awareness, social interaction, teamwork, and thinking-in-process. Participants rate the leader of the statement as "saying exactly what it means" using a 5-point rating scale (0 = not at all to 4 = most but not always). The questionnaire had good reliability, with an alpha (Cronbach's alpha) correlation of greater than 0.70 for both the subscales and the overall scale, as confirmed by a cross-validation study by Walumbwa and colleagues in 2008. >Psychological Ownership Questionnaire developed by Avey et al. 2009, another research-based 16-item survey scale designed to measure supportive and protective psychological membership in the organizational context. Psychological ownership is a secondary determining factor that includes five main factors: territory, personal effectiveness, creativity, personal identity and responsibility. Participants use a 6-point forced-choice Likert scale (ranging from 1 = Strongly Disagree to 6 = Strongly Agree) to indicate whether they agree or disagree with statements such as "I think the success of the organization is my success." degree.

The survey demonstrated good reliability, with alpha above 0.70 for both the subscales and the total scale, as reported by Avey et al. 2009. The 9-item Utrecht Work Engagement Scale was used to evaluate job engagement. As noted by Schaufeli, Bakker, and Salanova (2006), work engagement is considered of secondary importance and consists of three main factors: energy, passion, and emotion. Participants use a 7-point scale (ranging from 0 = never to 6 = always/every day) to indicate whether they agree or disagree with statements such as "I feel

strong and powerful at my job.” The scale demonstrated good internal reliability with an average alpha of 0.92 for the total scale across ten countries in an international study conducted by Schaufeli and colleagues in 2006.

Analysis:

In this analysis, H1&four have been tested the usage of linear regression, even as H2&3 had been evaluated through Pearson correlation coefficients. H5 applied Baron and Kenny's (1986) approach for mediation analysis. The mediated regression evaluation is based on two vital assumptions: a) the negotiator is sufficiently measured, which became ensured via making use of a pre-validated instrument, and b) the structured variable does not exert affect over the negotiator, a situation confirmed at some stage in the improvement of H4. The mediated regression technique encompasses 3 critical steps: 1) engaging in a regression evaluation with the mediator because the dependent variable and the independent variable because the predictor, 2) accomplishing a regression analysis with the dependent variable as the final results and the independent variable as the predictor, and 3) conducting a regression analysis with the established variable as the outcome and each the independent variable and mediator as predictors simultaneously, following the framework proposed by means of Baron and Kenny in 1986. Mediation is considered installed when, in addition to substantial relationships located in the preliminary two steps, step three demonstrates a giant dating among the mediator and the based variable. furthermore, the impact of the independent variable at the structured variable is weaker in assessment to that observed in step 2. full mediation is said whilst, in step 3, the impartial variable does no longer exert a big have an impact on at the based variable, whereas partial mediation is installed if, in step three, the independent variable displays a dwindled but nevertheless significant impact on the established variable.

Results:

Table I: Cronbach's Alphas and Inter-Connections

Correlations		Mean	SD	\bar{A}	2	3	4
Variable							
1	Work Engagement	4.64	1.08	0.87	0.66**	.46**	-----
2	Promotive PO-Org	4.67	0.81	0.87	-----	.51**	-.22*
3	Unfeigned leadership	2.39	0.90	0.94	-----	-----	-.24**
4	Preventive PO-Org	3.05	1.11	0.64	-----	-----	-----

N = 117.. * $p < 0.05$; ** $p < 0.01$

Table I presents the averages, variability, and Pearson correlation values many of the have a look at variables. it's miles obvious that there may be no giant association among paintings engagement and preventive PO-Org; however, ultimate examine variables display large correlations. As predicted in H2&three, Unfeigned management famous a poor correlation ($r = -0.24$, $p < 0.01$) with preventive PO-Org and a fine correlation ($r = 0.51$, $p < 0.01$) with promotive PO-Org. moreover, preventive and promotive PO-Org proportion a bad correlation ($r = -\text{zero}.22$, $p < \text{zero}.05$). Table 2 gives the outcomes of regression associated with H1&4.

Table II: Work Engagement: Impact of Unfeigned leadership/Psychological Ownership

Independent Variable	Dependent Variable: Work Engagement				
	R ²	Durbin-Watson	F	B	SE
Unfeigned leadership	0.23	2.24	31.88	0.57	0.11
Promotive PO-Org	0.46	2.11	95.30	0.90	0.10

PO-Org = Organization-based Psychological Ownership; $p < 0.05$

The Durbin-Watson test statistic is employed to evaluate the presence of uncorrelated error terms, a fundamental assumption in least squares regression (Durbin & Watson 1951). In both instances, this statistic is approximately 2, signifying the fulfilment of this crucial regression assumption. Table 2 illustrates that Unfeigned management explains roughly 23% of the variance, at the same time as promotive mental possession is chargeable for round 46% of the version in paintings engagement.

The fairly high F-statistic in both cases implies the robustness of the regression model. The unstandardized B coefficient values advise that both actual leadership and mental ownership have a tremendous and full-size impact on worker paintings enthusiasm., aligning with our hypotheses in H2 and H4. The findings associated with H5 are provided in table 3.

Table 3: Psychological Ownership as Negotiator between Unfeigned leadership and Work Engagement

Step	Independent	Dependent	R ²	F	B	SE	t	Sig.
1	Unfeigned Leadership	Promotive PO-Org	0.28	43.46	0.49	0.08	6.60	0.00
2	Unfeigned Leadership	Work Engagement	0.23	31.88	0.57	0.11	5.66	0.00
3a	Unfeigned Leadership	Work Engagement	0.48	50.73	0.20	0.97	1.96	0.054
3b	Promotive PO-Org	Work Engagement	0.48	50.73	0.79	0.12	7.41	0.00

$p < 0.05$

Unfeigned leadership has a widespread impact on both mental ownership (in step 1) and paintings engagement (in step 2). given that mental ownership additionally has a vast impact on paintings engagement (in step three), it meets the initial standards vital for setting up mediation, following the framework proposed by using Baron and Kenny (1986). appreciably, while controlling for the mediator, the impact of Unfeigned leadership on paintings engagement decreases from step 2 to step 3 (changing from $B = 0.57$ to $B = 0.20$, $p < 0.05$). However, this reduction in effect does not reach statistical significance ($\text{sig. } 0.054 > 0.05$). The Sobel check statistic, with a fee of four.94 and a probability of zero.000001 (-tailed), strongly shows that the mediator substantially mediates the effect of the unbiased variable on the structured variable. In simpler phrases, promotive psychological ownership can be considered a complete mediator in the courting between Unfeigned management and work engagement.

Discussion:

We postulated that there would be connections between Unfeigned leadership, psychological ownership within organizations (PO-Org), and work engagement and formulated five hypotheses to scrutinize these relationships. In our sample, we observed moderate to high levels of Unfeigned leadership with Mean and standard deviation as 2.39 and 0.90 respectively, prevalent promotive PO-Org with Mean and standard deviation as 4.67 and 0.81 respectively, and notable preventive PO-Org with Mean and standard deviation as 3.05 and 1.11 respectively, as well as prominent work engagement Mean and standard deviation as 4.64 and 1.08. These initial findings laid a sturdy foundation for hypothesis examination. The study's outcomes unveiled that Unfeigned leadership in directly impacts work engagement through promotive PO-Org. Moreover, preventive PO-Org demonstrated a negative relationship with both Unfeigned leadership and work engagement. All five hypotheses found support in the results, emphasizing the intricate interplay among these variables.

Implications:

Research aiming to investigate the influence of Unfeigned Leadership in fostering workplace engagement is a topic of significant importance, both in academic and practical contexts. This research can have far-reaching implications for leadership development, organizational culture, employee well-being, and overall business performance.

First and foremost, the findings of this research can greatly impact leadership development programs and practices. Authenticity is increasingly recognized as a crucial leadership trait. Leaders who exhibit unfeigned qualities such as honesty, transparency, and a genuine concern for their team members are more likely to inspire trust and loyalty. Consequently, organizations can use research insights to refine leadership training and development initiatives, emphasizing the importance of authentic leadership behaviors.

Moreover, organizations can leverage the research findings to make more informed decisions regarding employee selection and promotion. If unfeigned leadership is found to be a significant driver of workplace engagement, organizations may prioritize candidates who demonstrate these qualities when filling leadership positions. This shift can lead to the appointment of leaders who are more effective in fostering engagement among their teams.

Furthermore, the research can underscore the importance of organizational culture. Leaders play a pivotal role in shaping the culture of their respective organizations. If the study highlights the positive impact of unfeigned leadership on workplace engagement, organizations may encourage leaders to create environments characterized by trust, open communication, and sincerity. In such cultures, employees are more likely to feel valued and motivated, resulting in higher levels of engagement and satisfaction.

Employee well-being is another critical aspect influenced by authentic leadership. Research suggesting that unfeigned leadership enhances workplace engagement can prompt organizations to prioritize employee well-being initiatives. Leaders who genuinely care about the welfare of their team members are likely to create a supportive and caring work environment. This, in turn, can lead to improved employee mental health, reduced stress levels, and enhanced overall well-being.

Additionally, the research may prompt a re-evaluation of performance metrics within organizations. If authentic leadership is found to be a key driver of engagement, organizations may consider incorporating leadership effectiveness in fostering engagement as a key performance indicator. Leaders could be evaluated and rewarded based on their ability to inspire and engage their teams, which can contribute to a positive cycle of improved engagement and organizational performance.

The implications of this research are not limited to leadership and employee well-being. Employee retention is another area where these findings can make a significant impact. Engaged employees are more likely to remain loyal to their organizations. Consequently, a place of work with true leadership is possibly to experience decrease turnover rates, saving corporations the widespread expenses associated with recruitment, onboarding, and education of new employees. In terms of business performance, the impact of this research can be substantial. Engaged employees have a tendency to be greater efficient, innovative, and committed to the fulfilment of their organizations. Research suggesting that authentic leadership fosters engagement can encourage organizations to invest in leadership development programs and create cultures that support authenticity, ultimately resulting in improved productivity, innovation, and overall performance.

Furthermore, this research can serve as a catalyst for further studies. For instance, researchers may delve deeper into the specific behaviors and practices associated with unfeigned leadership that have the most significant impact on engagement. They may explore how cultural factors influence the connection between authentic leadership and engagement, offering insights for multinational organizations operating in diverse cultural contexts.

Conclusion:

Unfeigned leadership, mental ownership, and work engagement are interconnected in their quest to recognize and beautify the connection among individuals and groups. This looks at marks one of the initial endeavours to analyze their interconnections, yielding 3 massive contributions: a) the identity of promotive mental possession (PO-Org) as a predictor for paintings engagement, b) the revelation of the negotiating role of promotive PO-Org in the Unfeigned leadership and work engagement relationship, and c) the highlighting of the vital position of context in Unfeigned leadership concept. it's miles expected that this studies will stimulate in addition inquiries to boost these theories.

Study Limitations:

It's essential to recognize that the results of this study, instead of offering definitive conclusions, should be regarded as provisional for several reasons. Firstly, the study employs a correlational research design with cross-sectional data, which inherently lacks the capacity to establish causality since none of the variables are manipulated, and all are measured simultaneously. Secondly, there is a potential concern regarding common method variance, given that all measurements are collected from the same sources simultaneously. Lastly, the sample size, while valuable for initial insights, is relatively small. A larger sample size would enable the utilization of more advanced techniques, such as structural equation modeling, to investigate mediation effects.

Suggestions for Future Research:

First, the study has illuminated the relationship shared by authentic leadership, psychological ownership, and work engagement. To provide more robust evidence, future research can employ larger and potentially cross-national samples, as well as advanced analytical methods to investigate causal relationships through experimental or longitudinal designs. This approach would offer a deeper understanding of the dynamics among these essential constructs.

Second, as all three constructs consist of multiple first-order factors, exploring the relationships among these subcomponents could unveil more actionable insights. Investigating the connection between work engagement and PO-Job and PO-Org is another promising avenue for future research.

Third, considering the influence of newcomers and the evolution of leader-follower relationships over time, future studies could explore the interplay of authentic leadership, psychological ownership, and work engagement with moderating factors like the maturity level of employees and the duration of leader-follower relationships.

Fourth, within the framework of person-organization theory, which addresses how individuals and organizations interact, future research can delve into the intricate interrelationships among authentic leadership, psychological ownership, and their alignment with the theory's core assumptions. This could shed light on how Unfeigned leadership thrives within the context of the person-organization theory's premises.

Lastly, additional research endeavours can explore the fifth hypothesis (H5) by introducing organizational context variables like position power and control as moderating and mediating factors. This strategy would yield a more profound understanding of how Unfeigned leadership impacts follower behaviours within diverse organizational environments.

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