

UNVEILING THE PATHWAY FROM AUTHENTIC LEADERSHIP TO EMPLOYEE WORK OUTCOMES: THE MEDIATING ROLE OF HARMONIOUS PASSION

¹Saima Khan Durrani, ²Amna Ali

ABSTRACT

Keywords:

*Authentic Leadership,
Harmonious Passion,
Work Engagement,
Knowledge sharing.*

Now a day's organization facing huge problems due to the negative behavior of the leader. Leader plays a pivotal role in the development of the organization. Overall organization growth and developmental process is based on the leader behavior. This research delves into the mechanism by which authentic leadership influences employee work engagement and knowledge sharing, examining the mediating role of harmonious passion. By using convenient sampling technique a sample of 340 employees spanning various industries, we utilized structural equation modeling to explore the connections among authentic leadership, harmonious passion, employee work engagement, and knowledge sharing. The outcomes illuminated a noteworthy positive correlation between authentic leadership and both employee work engagement and knowledge sharing. Additionally, harmonious passion emerged as a mediator between authentic leadership and employee work engagement and knowledge sharing. This underscores the influence of leaders who cultivate authenticity and trust, fostering a sense of passion for work among employees, ultimately enhancing their engagement and propensity to share knowledge. These revelations contribute to the expanding literature on authentic leadership and well-being within workplaces, underscoring the role of nurturing harmonious passion to bolster employee work engagement and knowledge sharing. The implications for leaders and organizations are examined, underscoring the importance of authentic leadership in cultivating a more vibrant and engaged workforce.

INTRODUCTION

The training sector necessitates effective leadership, particularly within a multifaceted setting marked by technological advancements and economic shifts (Malila et al., 2018). This

¹ PhD Scholar, Iqra National University. Email: saima.gul83@gmail.com. (*Corresponding Author*)

² Associate Professor, Iqra National University. Email am_pk97@yahoo.com

intricate landscape underscores the need for educational leaders who possess favorable personal traits. As an illustration, a recent study by Saeed et al. (2023) exemplifies this point. Emphasized the need for leaders who possess qualities such as transparency, self-awareness, and strong ethical perspectives to navigate intricate situations successfully. Authentic leaders, known for their transparency and morality (Zada et al., 2023), are considered central to an effective leadership style that contributes to better business-related outcomes (Majeed et al., 2023).

Authentic leadership (AL), rooted in enthusiasm, has particularly emerged as a promising leadership approach promoting positive leadership outcomes. Prior literature has indicated that AL empower their followers both mentally and emotionally, fostering a sense of ownership (Khan et al., 2023). AL are also seen as having a significant impact on followers' mental state, behavior, and performance, including work engagement (Zada et al., 2023).

Investigating the mediating mechanisms that enhance the link between AL and work-related outcomes holds immense significance, particularly focusing on the mechanism that effectively bridges this association and shapes employee work conduct. Harmonious passion (HP) for work signifies a profound inclination towards tasks that individuals find gratifying, deem meaningful, and invest their time and effort into (Zada et al., 2023). Despite its importance, the literature has not thoroughly addressed the relationship between AL and HP (Niu et al., 2018). Nevertheless, recent research has indicated that HP functions as a potent motivator for employees in the educational sector, propelling them to dedicate themselves to enhancing students' knowledge (Bushra et al., 2022). Furthermore, employees who possess HP exhibit higher levels of engagement in higher education institutions (Khan et al., 2022). Hence, guided by the principles of self-determination theory (SDT), this study aims to investigate HP role as a mediator between the three dimensions of AL and employee work behavior. Over the past decade, extensive scholarly investigations have been directed towards the phenomenon of AL (Khan et al., 2022). AL, identified as a novel facet of authenticity, holds significance for both individuals and employees (Lafrenière et al., 2011). Notably, Pakistan has grappled with multifarious challenges obstructing its advancement and progress (Zada et al., 2022), underscoring a heightened imperative for AL within the region. Several studies (Alilyyani et al., 2018; Yadav and Dhar, 2021) have illuminated the diverse advantages that endorsed organizations can confer upon educational institutions and their faculty. Specifically, research has substantiated the favorable influence of AL on service quality (Khan et al., 2022). Nonetheless, the mediating role of HP between AL (AL) and

knowledge sharing behavior (KSB) remains a lacuna within the existing literature. Although certain scholars have theorized about this potential nexus, empirical investigation into this linkage remains scarce. Previous investigations in Pakistan have predominantly aimed at establishing a substantial and positive connection between AL and organizational commitment (Jiang & Chen, 2021). Nevertheless, up to author's knowledge no study has been found where this relationship was examined. specifically within the framework of Pakistani Higher Education Institutions (HEIs). In contrast, certain studies have explored the relationship between organizational commitment and employees' propensity for sharing knowledge, but these investigations primarily focused on contexts outside of Pakistan (Khan et al., 2022). HP for work is characterized by a strong inclination towards one's professional endeavors, fueled by genuine interest and a sense of significance, compelling individuals to invest their time and energy into their tasks (Zada et al., 2022). Contemporary research endeavors have demonstrated a pronounced interest in elucidating the import of harmonious passion within organizational contexts.

Authentic leadership has garnered substantial attention as a leadership style that emphasizes genuineness and transparency. However, the precise mechanisms through which authentic leadership influences employee work outcomes remain somewhat obscured. This research seeks to fill this knowledge gap by investigating the mediating role of harmonious passion. The central issue revolves around understanding whether and how authentic leadership engenders harmonious passion in employees, and subsequently, how this passion drives positive work outcomes. By exploring this pathway, the study aims to provide a more comprehensive understanding of the impact of authentic leadership on employee performance and well-being, ultimately addressing a significant gap in the literature. On the basis of the above arguments we developed these research questions:

R1. Does harmonious passion mediate the relationship between authentic leadership and work engagement?

R2. Does harmonious passion mediate the relationship between authentic leadership and knowledge sharing?

LITERATURE REVIEW

Underpinning theory

Self-Determination Theory

The Self-Determination Theory suggests that individuals are compelled to initiate and adapt based on three fundamental and universal psychological needs. This proposition asserts that

individuals achieve self-determination when their requirements for competence, relatedness, and autonomy are met. This theory of self-esteem stems from the work of researchers Edward Deci and Richard Ryan, who initially articulated their ideas in their 1985 publication titled "Self-Determination and Intrinsic Motivation in Human Behavior." They put forth a theory of motivation indicating that individuals are inherently driven by a desire for growth and fulfillment.

Authentic Leadership and Work Engagement

Authentic leadership denotes a leadership approach distinguished by its emphasis on the leader's transparency, self-awareness, and ethical comportment. This leadership style is posited to cultivate trust and admiration among followers, resulting in elevated levels of work engagement (Walumbwa et al., 2011). Conversely, work engagement encapsulates the degree of fervor, devotion, and absorption experienced by employees in relation to their work duties (Jiang & Chen, 2021). It is widely acknowledged as a pivotal factor in augmenting both individual and organizational performance, as well as overall well-being (Zada et al., 2022). For instance, (Saeed et al., 2022) conducted a study that unveiled a positive link between AL and work engagement (WE), accompanied by job satisfaction and organizational commitment. Similarly, (Khan et al., 2022) conducted research that showcased a constructive nexus between AL and employee self-esteem, subsequently exerting a positive impact on WE.

H1. Authentic leadership positively affects work engagement

Authentic Leadership and Knowledge Sharing

AL, characterized as a leadership approach underscored by qualities of openness, self-awareness, and ethical demeanor, is perceived to instill trust and admiration among its followers, thereby leading to positive outcomes such as heightened employee job satisfaction, commitment, and engagement. In recent scholarly pursuits, there has been an increasing focus on investigating the interrelation between AL and KS within organizational contexts (Elrehail et al., 2018). KS denotes the process of transferring knowledge or expertise from one individual to another. This process holds paramount importance for organizations to sustain a competitive edge and adapt to evolving environments. Diverse channels facilitate KS, encompassing informal discussions, training sessions, and digital platforms (Saeed et al., 2022). The practice of knowledge sharing entails the exchange of information, ideas, and expertise among members of an organization (Khan et al., 2022). Its significance lies in nurturing innovation, refining decision-making, and securing competitive advantage for

organizations (Zada et al., 2022). AL nexus with knowledge sharing emerges from its commitment to transparency, ethical conduct, and trust-building, which collectively cultivate an environment conducive to employees willingly sharing their insights and knowledge with others (Ullah et al., 2021).

H2: *Authentic leadership is positively associated with knowledge sharing.*

Authentic Leadership and Harmonious passion

AL, as a distinct leadership style, places considerable emphasis on qualities such as transparency, self-awareness, and ethical comporment. This approach is rooted in the belief that authentic leaders possess the capability to cultivate trust and reverence among their followers, yielding positive outcomes that encompass heightened employee job satisfaction, commitment, and engagement (Yen, Han, & Wen, 2023). Conversely, HP denotes a variant of passion typified by robust intrinsic motivation, positive emotional states, and the seamless integration of an activity into one's core identity. Prior research has underscored that HP is linked to advantageous consequences, encompassing enhanced job satisfaction, elevated work performance, and heightened WE (Farid et al., 2021). For instance, (Khattak et al., 2021) conducted a study that illuminated a positive association between AL and HP within the employee cohort. Likewise, (Gul, Ali, & Saeed, 2021) directed their research toward nurses and similarly identified a positive correlation between AL and HP. The scholarly landscape is marked by a multitude of studies that have scrutinized the connection between AL and HP, collectively revealing compelling evidence of a positive linkage. For instance, (Khan et al., 2021) embarked on a study involving 335 employees, showcasing that AL substantially predicted heightened levels of HP among these employees.

H3: *Authentic leadership is positively related with harmonious passion.*

Mediating Role of Harmonious passion

We further guess that amicable enthusiasm fills in as a persuasive component that joins natural independence backing and individual independence direction to individual imagination. In the first place, in the authoritative setting, self-assurance hypothesis recommends that both logical independence backing and individual independence direction upgrade one's degree of agreeable energy (i.e., an independent disguise) (Bakker et al., 2008). Relevant independence support gives an individual an ability to be self-aware assurance, volition, and independence from outside remunerations, tensions, and disciplines for acting or thinking with a particular goal in mind (Ali et al., 2021). Social mental investigations show that independence support from instructors, companions, and family member's works with

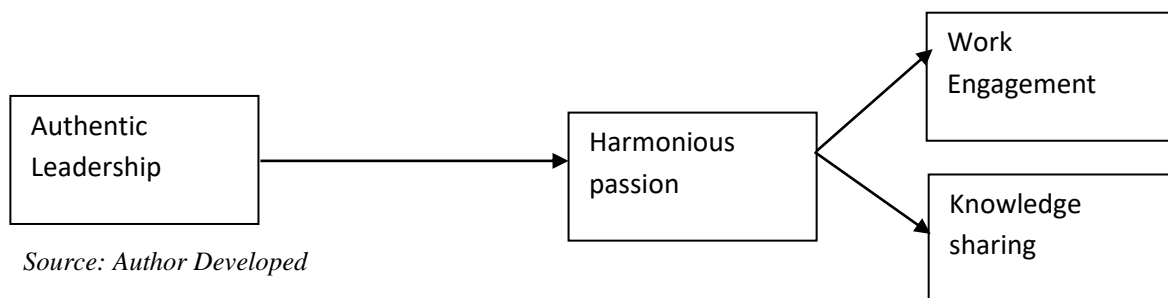
speedier and more profound independent disguise of exercises in one's character. For instance, Aboramadan et al., (2020a) showed that during action commitment, an independence steady nurturing style helps kids' improvement of amicable enthusiasm, and comparative discoveries were acquired in a three-month longitudinal examination by them. Likewise, HP serves as a potent driving force linked to both work engagement and knowledge sharing (Nadeem, Saeed, & Gul, 2020). It instills a sense of joy, excitement, pleasure, and energy within employees (Burki, Khan, & Saeed, 2020), facilitating the creation of connections between different ideas and fostering the generation of novel concepts, thereby enhancing their levels of creativity (Khan et al., 2019).

HP, which entails a positive and harmonious connection between an individual's identity and their work activities, has demonstrated beneficial effects on work engagement and knowledge sharing within the workplace (Zhang et al., 2020). Similarly, AL, characterized by traits such as transparency, self-awareness, and ethical behavior, has also shown positive impacts on WE and KS (Walumbwa et al., 2011).

H4: *Harmonious passion positively mediate the relationship between authentic leadership and work engagement.*

H5: *Harmonious passion positively mediate the relationship between authentic leadership and knowledge sharing.*

Theoretical framework



METHODOLOGY

Description and design of the methodology

Population of this research was comprised of public sector universities including Peshawar University, UET, Islamia College University, Agriculture University, Women University, Khyber medical university, IMsciences, Peshawar, Pakistan. This sector has projected tremendous growth during past fifteen years in both public as well as private sectors. These universities are running different programs at graduate and post graduate levels with some universities awarding Ph.D. in certain disciplines.

This industry is chosen based on its awareness and importance. These advanced education organizations are assuming a fundamental part in country building and their activities don't just zero in on benefit making rather they are contributing in creating qualified age for what's to come.

Population and sample

Owing to limitations in time and resources, a comprehensive study of the entire population becomes unfeasible. As a result, a representative sample was drawn from the population to gather the necessary data. 400 survey instruments were distributed among participants (Faculty member) working at different hierarchical levels in public sector universities of Pakistan. Out of 400 we received 340 questioners in correct form. Convenience sampling technique and Chuan, & Penyelidikan, (2006) method was used for Sample Size. It is assumed that employees at all levels may experience mistreatment and the source can either be an organization or individual. Our study focuses upon employees' perceptions, attitudes and behaviors; so we are not restricted to any hierarchical level of organization for collecting the data. But we restrict our sample specifications, that participants should at least be graduates, so that we may be able to get the original and workable data. For the purpose of this study, a research design employing a cross-sectional approach with a time lag was utilized to gather data. Data on authentic leadership and interpersonal trust were taken at Time one, self- reports; data on harmonious passion was taken at Time two, self-reports and data on work engagement and knowledge sharing were taken at time three.

Measurement Instrument

Variable name	Authors	Items
Authentic Leadership	Walumbwa et al. (2008)	16
Harmonious Passion	Liu et al. (2011)	6
Work Engagement	Schaufeli et al. (2006)	9
Knowledge sharing	Van den Hooff et al., (2003)	5

ANALYSIS

Following the successful completion of thorough data cleaning procedures, this study employed Hayes PROCESS models for conducting data analysis. Additionally, the study employed graph plots depicting +1 and -1 standard deviation to examine the interaction effects of interpersonal trust as a moderator. In this study, a range of statistical techniques were employed to analyze the data and investigate the associations between authentic leadership and positive behaviors, including harmonious passion, work engagement, and knowledge sharing.

Descriptive statistics

Table 1

	N	Minimum	Maximum	Mean	Std. Deviation
AL	437	1.89	4.47	3.99	.59
HP	437	2.15	4.41	4.31	.60
WE	437	1.74	4.90	3.79	.61
KS	437	1.72	4.78	3.99	.63

Table 1 displays descriptive statistics for five variables: AL, HP, WE, and KS. It presents essential information including the number of observations (N), minimum and maximum values, mean, and standard deviation (Std. Deviation) for each variable. For AL, the dataset consists of 437 observations, with values ranging from a minimum of 1.89 to a maximum of 4.47. The mean is 3.99, and the standard deviation is 0.59. Likewise, for IT, there are also 437 observations, with values varying from 1.45 to 4.69. The mean and standard deviation are 3.78 and 0.69, respectively. HP, with 437 observations, ranges from 2.15 to 4.41, having a mean of 4.31 and a standard deviation of 0.60. For WE, encompassing 437 observations, the range spans from 1.74 to 4.90. The mean is 3.79, and the standard deviation is 0.61. Finally, the KS variable comprises 437 observations, with values ranging from 1.72 to 4.78. The mean and standard deviation for KS are 3.99 and 0.63, respectively. In conclusion, Table 4.1 summarizes key descriptive statistics for the AL, HP, WE, and KS variables, offering valuable insights into their distribution, centrality, and variability.

Confirmatory factor analysis

AMOS was utilized in the present study to assess the degree of alignment between the measurement models and the collected data. Specifically, confirmatory factor analysis (CFA) was employed to test the research hypotheses by examining the associations between latent variables and their observable indicators. CFA serves as a widely employed statistical technique in measurement models, aiming to validate whether the observed data adequately conform to the proposed theoretical model. Researchers employ indicators, which are quantifiable variables, to gauge the strength of the relationship between a visible variable and an underlying, unobserved construct. The objective is to determine whether the observed data align with the proposed model or if modifications to the model are necessary (Brown, 2015; Harrington, 2009). The statistical measurement of model fit was employed to evaluate the appropriateness of the proposed model.

In the social sciences, researchers commonly employ various indices to evaluate the goodness of fit between a model and data. These indices include the "root mean square error of

approximation" (RMSEA), "comparative fit index" (CFI), "Tucker-Lewis coefficient" (TLI), and "incremental fit index" (IFI). To demonstrate a satisfactory fit between the model and the data, these indices should typically exceed 0.90. Additionally, the Chi-Square statistic should be less than 0.3. Acceptable values for RMSEA are typically below 0.05 (Byrne, 1994; Hu and Bentler, 1999). The table 2 indicates that all two factor model, 3 factor model, 4 factor model and 5 factor model in bold form have good model fit and all values are in maximum and minimum range as compared to their one factor model.

Table 2. CFA

S. No	Measurement model	χ^2	Df	χ^2/df	CFI	TLI	IFI	RMSEA
1	AL-HP (2 Factor)	741.4	358	2.07	.90	.89	.91	.05
2	AL-HP (1 Factor)	1342	283	4.74	.683	.598	.601	.10
3	AL-HP-KS (3 Factor)	701.2	412	1.70	.93	.94	.96	0.04
4	AL-HP-KS (1 Factor)	1342	298	4.50	.74	.71	.80	.09
5	AL-HP-KS-WE (4 Factor)	1924	980	1.96	.93	.91	.90	.05
6	AL-HP-KS-WE (1 Factor)	3251	897	4.058	.75	.79	.69	.12

Note: AL: Authentic leadership, HP: Harmonious Passion, WE: Work engagement, KS: Knowledge sharing

Convergent and discriminant validity

The initial step in assessing the measurement model involves examining the item loadings. Ensuring adequate item reliability requires the inclusion of loadings that surpass the threshold of 0.70. Such loadings indicate that the construct being investigated accounts for more than 50% of the variability in the observed indicators. Incorporating items with high loadings enhances the reliability and validity of the measurement model, resulting in more precise estimates of the measured construct (Cable and DeRue, 2002). This study focused on examining both convergence and discriminant validity concerning the relationships and distinctions among the variables under investigation.

This assessment helps establish the validity of the measurement model and the relationships being investigated, which is crucial for drawing accurate conclusions in social science research (Simpson and Gangestad, 1991).

Two statistical measures commonly used to evaluate discriminant validity are the average variance extracted (AVE) and the maximum shared squared variance. Table 3 presents the results, showing that the AVE for each construct exceeds the maximum shared squared variance, indicating good discriminant validity (Farrell, 2010). Additionally, Table 3 displays the composite reliability values, which meet the cutoff criterion of 0.5 for the Average

Variance Extracted (AVE). These findings provide evidence of convergent validity among the research variables, indicating that the measures converge on the same underlying construct. Furthermore, the composite reliability values for the research variables are above 0.7, indicating unidimensionality.

Table 3. Convergent and discriminant validity

Variables	CR	AVE
Authentic Leadership	0.813	0.587
Harmonious Passion	0.924	0.591
Work Engagement	0.901	0.631
Knowledge sharing	0.859	0.599

Reliability analysis

The present study assessed the reliability and consistency of the collected data to ensure the reliability of the data collection process. Reliability values above 0.70 are recommended because they indicate that the measurement instrument is consistent and reliable, and its results are likely to be consistent across different measurements (Cronbach, 1951). Table 4 presents the scales used in the study along with their respective Cronbach's Alpha values, which are indicators of reliability. All the scales employed in the study demonstrated good reliability, with Cronbach's Alpha values surpassing 0.70. Specifically, the reliability, as measured by Cronbach's Alpha, for the various constructs was as follows: Authentic Leadership (AL) was .88, Harmonious Passion was .83, work engagement was .85, and knowledge sharing was .80. These results affirm the high reliability of the measurement instruments used in the study.

Table 4. Reliabilities

S. No	Variables	Items	Cronbach Alpha Reliability
1	Authentic Leadership	16	.88
2	Harmonious Passion	7	.83
4	Work Engagement	9	.85
5	Knowledge sharing	4	.80

Correlation analysis

The primary aim of correlation analysis is to ascertain the character and orientation of the connection between a designated set of variables, furnishing a quantitative evaluation of their proximity. The process of correlation analysis yields a correlation coefficient encompassing a spectrum from -1 to +1.

Table 4 displays the correlation matrix among the variables in the study. The table presents the correlation coefficients for each pair of variables, ranging from 1 to 9, as indicated by the row and column numbers. In the first row, the variable "Gender" is shown. As expected, the correlation coefficient is not applicable (N/A) since it represents the correlation of a variable with itself. Moving to the subsequent rows, we observe the correlation coefficients between

the variables. For example, in row 2, the variable "Age" is correlated with other variables. The coefficient between "Age" and "Experience" is .031, indicating a weak positive correlation. Similarly, the correlation between "Age" and "Education" is .086, also reflecting a weak positive correlation. The subsequent rows present correlations between other variables. Notably, we can observe positive correlations between variables such as "AL" (Authentic Leadership), "HP" (Harmonious Passion). These correlations range from .037 to .411, suggesting varying degrees of positive relationships between these variables. Furthermore, the correlations between variables such as "WE" (Work Engagement) and "Job crafting" are also positive, ranging from .014 to .399, indicating potential associations between these constructs. It is worth noting that the correlation coefficients marked with double asterisks (**) are statistically significant at a certain level of significance.

Table 5: Correlation

	1	2	3	4	5	6	7	8
1. Gender	-							
2. Age	.031							
3. Experience	.086	.045						
4. Education	.042	.058	.040					
5. AL	.089	.051	.037	.019				
6. HP	.068	.053	.080	.039	.411**			
7. WE	.014	.029	.030	.040	.341**	.301**	.418**	
8. Job crafting	.041	.049	.085	.079	.201**	.235**	.399**	.309**

Testing of hypotheses

Direct Paths

Table 6 displays the results of hypotheses testing, providing information on the hypotheses, direct path coefficients, standard errors (S.E), and p-values. Notably, in this table, "***p<.001" signifies that all the reported p-values for the hypotheses are less than 0.001, indicating a high level of statistical significance for the results.

The path coefficient for this hypothesis is 0.532 (S.E=.049), indicating a strong positive relationship between AL and WE. As AL increases, there is a significant increase in the likelihood of engagement at work. The path coefficient for this hypothesis is 0.352 (S.E=.039), indicating a positive relationship between AL and KS. As AL increases, there is a significant increase in the likelihood of engaging employees in KS. The path coefficient for this hypothesis is 0.301 (S.E=.040), indicating a positive link between AL and HP. As AL increases, there is a significant increase in the likelihood of engaging employees in HP.

Table 6: Hypotheses testing

Hypotheses	Direct Path's	Path Coefficients	S.E	p
H1	AL→WE	.532	.049	***
H2	AL→KS	.352	.039	***
H3	AL→HP	.301	.040	***

Note: ***p<.001

Mediation Analysis

Table 7 presents the results of the mediation analysis for hypotheses H4 and H5. The analysis explores the mediating role of HP in the relationship between AL and two work outcomes.

The path coefficient for the relationship between AL and WE, mediated by HP ($\beta = 0.0207$). The 95% confidence interval suggests that the true effect lies between 0.0227 and 0.0721. The p-value (***) in this case indicates that the effect is statistically significant. Therefore, there is evidence of a significant mediation effect of HP between AL and WE.

The path coefficient for the relationship between AL and KS, mediated by HP ($\beta = 0.0901$). The 95% confidence interval ranges from 0.0831 to 0.2471. The p-value (***) in this case suggests a significant mediation effect. Hence, HP plays a mediating role between AL and KS.

Table 7: Mediation effect

Hypotheses	Bootstrapping	Path Coefficient	95%		p
			LLCI	ULCI	
H4	AL→HP→WE	.0207	.0227	.0721	***
H5	AL→HP→KS	.0901	.0831	.2471	***

Discussion

The findings of this research offer compelling evidence of a significant and positive impact of authentic leadership on both work engagement and knowledge sharing. This suggests that employees perceive authentic leadership behaviors as instrumental in enhancing their work engagement and fostering a culture of knowledge sharing within the organizational setting. These outcomes align with earlier studies that have highlighted the positive effects of authentic leadership on various employee-related outcomes (Avolio & Gardner, 2005; Walumbwa et al., 2008).

Furthermore, the study elucidates the mediating role of harmonious passion as a mechanism through which authentic leadership exerts its influence on work engagement and knowledge sharing. Harmonious passion denotes a constructive and harmonious connection between individuals and their work, characterized by intrinsic motivation, a sense of fulfillment, and enjoyment. The findings indicate that employees who perceive their leaders as authentic are more inclined to cultivate harmonious passion, leading to increased levels of work

engagement and knowledge sharing. This discovery aligns with prior research that has underscored the vital role of passion as a mediator between leadership and diverse employee outcomes (Leroy et al., 2015; Youssef & Luthans, 2007).

Conclusion

This study has undertaken a thorough investigation into the implications of AL on WE and KS, while concurrently exploring the mediating role of HP and the moderating influence of interpersonal trust. The findings of this research make substantial contributions to the existing body of knowledge surrounding leadership dynamics and their impacts on employee outcomes.

Primarily, this study has empirically validated a significant and positive influence of AL on WE and KS. This implies that when employees perceive their leaders as authentic, it leads to increased levels of WE and stimulates the dissemination of knowledge within the organizational framework. These findings align with prior research emphasizing the favorable effects of AL on employee well-being.

Furthermore, the revelations from this study indicate that harmonious passion serves as an intermediary in the connection between AL and WE, as well as KS. This signifies that when employees perceive their leaders as authentic, it fosters a sense of enthusiasm and dedication towards their work, ultimately resulting in heightened WE and KS. These insights underscore the importance of fostering an organizational environment where leaders embody authenticity, thereby enhancing employee passion and contributing to positive work-related outcomes.

From a theoretical perspective, this research has enriched the understanding of the underlying mechanisms and contextual factors that govern the relationship between AL, WE, and KS. The study's significance also extends to the identification of the mediating role of HP and the moderating function of interpersonal trust within these intricate relationships.

Regarding practical implications, the findings emphasize the necessity for organizations to prioritize the cultivation of AL behaviors and the establishment of interpersonal trust as crucial strategies for promoting positive work outcomes and facilitating knowledge exchange. Leadership development initiatives should explicitly underscore the essential nature of authenticity and the cultivation of trust-building skills to enhance the effectiveness of leadership practices.

In summary, this research has yielded invaluable insights into the intricate interplay between AL, WE, and WS, along with the underlying mechanisms governing these associations. The

study's outcomes serve to enrich both the theoretical and practical dimensions of leadership research, highlighting the pivotal roles of authentic leadership and trust in fostering favorable work outcomes and encouraging knowledge dissemination within organizational contexts.

Limitations

The research employs a cross-sectional research design, which introduces limitations in establishing causal relationships and investigating the enduring impacts of AL on WE and KS. For forthcoming investigations, longitudinal research designs could be employed to unravel the temporal interconnections between these variables.

The reliance on self-report instruments in this study may render it susceptible to common method bias and potential response-related biases. To enhance the robustness of the findings, future research might contemplate the integration of objective metrics or the incorporation of data from multiple sources.

Additionally, the research adopts a convenience sampling approach, which may introduce selection biases and confine the generalizability of the outcomes. For heightened representational accuracy, future inquiries could adopt random sampling techniques, thus securing a more diverse and comprehensive participant pool.

Future Directions

Future studies could integrate qualitative methods, such as interviews or focus groups, to delve further into employees' encounters and viewpoints regarding AL, work engagement, and knowledge sharing has the potential to uncover more extensive understandings of the fundamental mechanisms and contextual elements influencing these connections.

While the current study focuses on the mediating and moderating roles of HP and interpersonal trust, future research could explore additional contextual factors, such as organizational culture, leadership styles, or job characteristics, to further elucidate the dynamics of these associations.

REFERENCES

- Aboramadan, M., Dahleez, K., & Hamad, M. H. (2020). Servant leadership and academics outcomes in higher education: the role of job satisfaction. *International Journal of Organizational Analysis*, 29(3), 562-584.
- Ali, N., Saeed, I., Khan, A., & Afzal, I. (2021). Impact of Covid-19 on employee s mental health and performance in the public sector health institutes of Pakistan. *Elementary Education Online*, 20(5), 7868-7868.

- Alilyyani, B., Wong, C. A., & Cummings, G. (2018). Antecedents, mediators, and outcomes of authentic leadership in healthcare: A systematic review. *International journal of nursing studies*, 83, 34-64.
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The leadership quarterly*, 16(3), 315-338.
- Burki, F. N., Khan, N. U., & Saeed, I. (2020). The impact of job stress on turnover intentions—the moderating role of emotional intelligence. *NICE Research Journal*, 100-121.
- Bushra, M. F., Ahmad, A., Ahmad, W., Khattak, Z. Z., Saeed, I., Han, H., & Ariza-Montes, A. (2022). Empirical investigation of the domain knowledge and team advertising creativity typology: The case of Nescafe coffee. *Journal of Retailing and Consumer Services*, 69, 103086.
- Cable, D. M., & DeRue, D. S. (2002). The convergent and discriminant validity of subjective fit perceptions. *Journal of applied psychology*, 87(5), 875.
- Chuan, C. L., & Penyelidikan, J. (2006). Sample size estimation using Krejcie and Morgan and Cohen statistical power analysis: A comparison. *Jurnal Penyelidikan IPBL*, 7(1), 78-86.
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *psychometrika*, 16(3), 297-334.
- Elrehail, H., Emeagwali, O. L., Alsaad, A., & Alzghoul, A. (2018). The impact of transformational and authentic leadership on innovation in higher education: The contingent role of knowledge sharing. *Telematics and Informatics*, 35(1), 55-67.
- Farid, T., Iqbal, S., Saeed, I., Irfan, S., & Akhtar, T. (2021). Impact of supportive leadership during Covid-19 on nurses' well-being: The mediating role of psychological capital. *Frontiers in Psychology*, 12, 695091.
- Farrell, A. M. (2010). Insufficient discriminant validity: A comment on Bove, Pervan, Beatty, and Shiu (2009). *Journal of business research*, 63(3), 324-327.
- Gul, S., Ali, A., & Saeed, I. (2021). Revisiting Organizational Justice and Employees Job Satisfaction: A Stakeholders Perspective of NGOs In Khyber Pakhtunkhwa. *Journal of Managerial Sciences*, 15.
- Jiang, D., & Chen, Z. (2021). Innovative enterprises development and employees' knowledge sharing behavior in China: The role of leadership style. *Frontiers in Psychology*, 12, 747873.
- Khan, J., Ali, A., Saeed, I., Vega-Muñoz, A., & Contreras-Barraza, N. (2022). Person–Job Misfit: Perceived Overqualification and Counterproductive Work Behavior. *Frontiers in Psychology*, 13, 936900.
- Khan, J., Ali, A., Zada, M., Saeed, I., & Zada, S. (2022). Pakistan's Tourism Industry: Full of potential, but still lagging behind.
- Khan, J., Saeed, I., Ali, A., & Nisar, H. G. (2021). The mediating role of emotional exhaustion in the relationship between abusive supervision and employee cyberloafing behaviour. *Journal of Management and Research*, 160-178.
- Khan, J., Saeed, I., Fayaz, M., Zada, M., & Jan, D. (2022). Perceived overqualification? Examining its nexus with cyberloafing and knowledge hiding behaviour: harmonious passion as a moderator. *Journal of Knowledge Management*, 27(2), 460-484.
- Khan, J., Saeed, I., Zada, M., Ali, A., Contreras-Barraza, N., Salazar-Sepúlveda, G., & Vega-Muñoz, A. (2022). Examining whistleblowing intention: The influence of rationalization on wrongdoing and threat of retaliation. *International journal of environmental research and public health*, 19(3), 1752.

- Khan, J., Saeed, I., Zada, M., Nisar, H. G., Ali, A., & Zada, S. (2023). The positive side of overqualification: examining perceived overqualification linkage with knowledge sharing and career planning. *Journal of Knowledge Management*, 27(4), 993-1015.
- Khan, J., Usman, M., Saeed, I., Ali, A., & Nisar, H. (2022). Does workplace spirituality influence knowledge-sharing behavior and work engagement in work? Trust as a mediator. *Management Science Letters*, 12(1), 51-66.
- Khan, T. I., Kaewsang-on, R., & Saeed, I. (2019). Impact of workload on innovative performance: Moderating role of extrovert. *Humanities & Social Sciences Reviews*, 7(5), 123-133.
- Khattak, S. R., Saeed, I., Rehman, S. U., & Fayaz, M. (2021). Impact of fear of COVID-19 pandemic on the mental health of nurses in Pakistan. *Journal of Loss and Trauma*, 26(5), 421-435.
- Lafrenière, M. A. K., Jowett, S., Vallerand, R. J., & Carbonneau, N. (2011). Passion for coaching and the quality of the coach–athlete relationship: The mediating role of coaching behaviors. *Psychology of sport and exercise*, 12(2), 144-152.
- Liu, D., Chen, X. P., & Yao, X. (2011). From autonomy to creativity: a multilevel investigation of the mediating role of harmonious passion. *Journal of applied psychology*, 96(2), 294.
- Majeed, M., Irshad, M., Khan, I., & Saeed, I. (2023). The Impact of Team Mindfulness on Project Team Performance: The Moderating Role of Effective Team Leadership. *Project Management Journal*, 54(2), 162-178.
- Malila, N., Lunkka, N., & Suhonen, M. (2018). Authentic leadership in healthcare: a scoping review. *Leadership in Health Services*, 31(1), 129-146.
- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of management review*, 20(3), 709-734.
- Nadeem, Q., Saeed, I., & Gul, H. (2020). Effect of destructive leadership on workplace deviance and interpersonal deviance: Mediating role of emotional exhaustion. *International Journal of Business and Economic Affairs*, 5(5), 256-271.
- Niu, W., Yuan, Q., Qian, S., & Liu, Z. (2018). Authentic leadership and employee job behaviors: The mediating role of relational and organizational identification and the moderating role of LMX. *Current Psychology*, 37, 982-994.
- Saeed, I., Khan, J., Zada, M., & Zada, S. (2023). Employee sensemaking in organizational change via knowledge management: leadership role as a moderator. *Current Psychology*, 1-15.
- Saeed, I., Khan, J., Zada, M., Ullah, R., Vega-Muñoz, A., & Contreras-Barraza, N. (2022). Towards examining the link between workplace spirituality and workforce agility: Exploring higher educational institutions. *Psychology Research and Behavior Management*, 31-49.
- Saeed, I., Khan, J., Zada, M., Zada, S., Vega-Muñoz, A., & Contreras-Barraza, N. (2022). Linking ethical leadership to followers' knowledge sharing: mediating role of psychological ownership and moderating role of professional commitment. *Frontiers in Psychology*, 13, 841590.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and psychological measurement*, 66(4), 701-716.
- Trépanier, S. G., Fernet, C., Austin, S., Forest, J., & Vallerand, R. J. (2014). Linking job demands and resources to burnout and work engagement: Does passion underlie these differential relationships?. *Motivation and Emotion*, 38, 353-366.
- Ullah, R., Zada, M., Saeed, I., Khan, J., Shahbaz, M., Vega-Muñoz, A., & Salazar-Sepúlveda, G. (2021). Have you heard that—"GOSSIP"? Gossip spreads rapidly and influences

- broadly. *International journal of environmental research and public health*, 18(24), 13389.
- Van den Hooff, B., Elving, W., Meeuwssen, J. M., & Dumoulin, C. (2003). Knowledge sharing in knowledge communities. In *Communities and Technologies: Proceedings of the First International Conference on Communities and Technologies; C&T 2003* (pp. 119-141). Springer Netherlands.
- Yadav, A., & Dhar, R. L. (2021). Linking frontline hotel employees' job crafting to service recovery performance: The roles of harmonious passion, promotion focus, hotel work experience, and gender. *Journal of Hospitality and Tourism Management*, 47, 485-495..
- Yen, C. H., Han, T. C., & Wen, Y. S. (2023). Authentic leadership and organizational citizenship behaviors: How do harmonious passion and obsessive passion mediate?. *Journal of Hospitality and Tourism Insights*.
- Youssef, C. M., & Luthans, F. (2007). Positive organizational behavior in the workplace: The impact of hope, optimism, and resilience. *Journal of management*, 33(5), 774-800.
- Zada, M., Khan, J., Saeed, I., Zada, S., & Jun, Z. Y. (2023). Curiosity may have killed the cat but it has the power to improve employee creativity. *Current Psychology*, 1-15.
- Zada, M., Khan, J., Saeed, I., Zada, S., & Jun, Z. Y. (2023). Linking public leadership with project management effectiveness: Mediating role of goal clarity and moderating role of top management support. *Heliyon*, 9(5).
- Zada, M., Zada, S., Khan, J., Saeed, I., Zhang, Y. J., Vega-Muñoz, A., & Salazar-Sepúlveda, G. (2022). Does servant leadership control psychological distress in crisis? Moderation and mediation mechanism. *Psychology research and behavior management*, 607-622.
- Zada, S., Khan, J., Saeed, I., Jun, Z. Y., Vega-Muñoz, A., & Contreras-Barraza, N. (2022). Servant leadership behavior at workplace and knowledge hoarding: a moderation mediation examination. *Frontiers in psychology*, 13, 888761.
- Zada, S., Khan, J., Saeed, I., Wu, H., Zhang, Y., & Mohamed, A. (2022). Shame: Does It Fit in the Workplace? Examining Supervisor Negative Feedback Effect on Task Performance. *Psychology Research and Behavior Management*, 2461-2475.
- Zada, S., Khan, J., Zada, M., Saeed, I., & Jun, Z. Y. (2023). Does Servant Leadership Enhance Employee Creativity and Performance?: Mediating Role of Knowledge Sharing and Moderating the Role of Self-Efficacy. *Journal of Organizational and End User Computing (JOEUC)*, 35(1), 1-24.