



ROLE OF AUTHENTIC LEADERSHIP STYLE ON JOB SATISFACTION AND EMPLOYEE ENGAGEMENT

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Abstract

This study explores the impact of leadership on job satisfaction and employee engagement in the hospitality industry, specifically focusing on the hotel sector in Bosnia and Herzegovina. The research examines different leadership styles and their effects on employee satisfaction, taking into account the significance of employee engagement. For this a quantitative research design was employed. The sample consisted of 120 employees from various hotel companies in Bosnia and Herzegovina. Participants were selected using a purposive sampling technique, focusing on accessibility and willingness to engage in the research. The findings contribute to both theoretical understanding and practical applications. The findings provide valuable insights into the effectiveness of different leadership styles in the hotel industry, assisting organizations in enhancing their leadership practices. Based on the research findings, it is concluded that authentic leadership positively impacts employee engagement in physical, emotional, and cognitive dimensions. Authentic leadership style also exhibits a strong positive relationship with job satisfaction. Organizations that prioritize and implement authentic leadership practices are more likely to have satisfied employees, resulting in increased employee retention and improved organizational performance. The study highlights the importance of different dimensions of employee engagement in shaping overall job satisfaction.

Keywords: Authentic leadership, Job satisfaction, Employee engagement, Hotel industry, Bosnia and Herzegovina



INTRODUCTION

Leadership, as one of the functions of management, is realized through leadership, which implies the fact that leadership is realized not only by leaders, that is, by leaders, but also by managers (White, 2014). The second definition states that leadership is a management function that includes all activities aimed at influencing people in order to direct them to the realization of planned goals and tasks (Buble et al., 2014).

This research paper aims to explore the impact of leadership on job satisfaction and employee engagement within the hospitality industry. The study will delve into various leadership styles and their effects on employee satisfaction, with a particular focus on the significance of employee engagement. By doing so, the research will investigate how specific leadership approaches influence employee motivation and level of engagement. The study's importance lies in its potential contribution to both theoretical understanding and practical applications.

The findings from this research can offer valuable insights into the effectiveness of different leadership styles within the hotel industry. This, in turn, can assist organizations in this sector to improve and refine their leadership practices. The central focus of the study revolves around employee engagement and satisfaction, and its primary objective is to determine, using the context of employees in the hotel industry, the relevance and impact of human resource management, specifically how leadership styles influence employee satisfaction and overall efficiency.

By shedding light on the relationship between leadership and employee outcomes, the study seeks to provide a deeper understanding of how effective leadership can enhance job satisfaction and foster higher levels of employee engagement. Through this investigation, organizations in the hospitality industry can gain valuable insights into best practices for leadership, ultimately leading to improved employee satisfaction and overall performance within their establishments.

- RQ1: How is leadership style related to employee satisfaction?
- RQ2: Does the leadership style affect the work engagement and satisfaction of employees in the hotel industry?
- RQ3: Does the practice of authentic leadership exist in the observed companies and does it affect employee satisfaction and engagement?

By understanding how leadership styles influence employee satisfaction and engagement, hotel managers and human resource professionals can make informed decisions and implement strategies that foster a positive work environment, leading to increased employee retention and productivity. It is important to note that the study will be conducted in

the hotel sector of Bosnia and Herzegovina (BiH). This sector was chosen as the context for the research to provide specific insights into the leadership practices and employee satisfaction in the local hotel industry. By focusing on this sector, the study can address the unique challenges and dynamics that exist within the hotel industry in Bosnia and Herzegovina, contributing to the understanding of leadership and employee satisfaction within that specific context.

LITERATURE REVIEW

Authentic leadership

Leadership is one of the five managerial functions that unites a large number of activities within the organization. It is very closely related to people and the influence that a leader must have over them. Achieving goals is based on motivating subordinates so that they feel energetic, ready, satisfied and fulfilled when performing assigned tasks and duties. The point is to unite the members of the organization, to encourage them to work as a team and to promote common interests in order to achieve the desired goal in record time. The qualities and skills of subordinates have a strong influence on the quality of leadership, because the leader needs to understand a wide spectrum of the same names and know how to apply the appropriate technique or method.

The absence of a clearly defined description of authenticity leads to the breakdown of the term based on two criteria. One is based on the distinction between intrapersonal, interpersonal and developmental perspectives. The intrapersonal perspective deals with the topic of self-knowledge and self-regulation of behavior, it believes that leaders perform their functions in a sincere and unique way.

The interpersonal perspective of leadership emphasizes the relationship between the leader and subordinates, particularly focusing on the reciprocity and interactions that occur between them. In contrast, the developmental perspective rejects the notion that individuals are born with innate leadership qualities, advocating instead that leadership skills are developed and cultivated over time (Peterlin et al., 2009).

While some theories prioritize simplicity and concise communication to convey meaning, authentic leadership encompasses various positive leadership styles, such as transformational, charismatic, servant, or spiritual leadership (Avolio et al., 2005). However, authentic leadership stands apart from certain theories that are based solely on behavioral patterns. Instead, authentic leadership is characterized as a pattern of transparent and ethical leader behavior that encourages open communication and the exchange of information necessary for decision-making, all while acknowledging and accepting the roles of followers (Avolio et al., 2009).

The concept of authentic leadership remains fluid and is subject to various perspectives and roles, lacking a concrete and universally agreed-upon definition. Nevertheless, it carries several features that are consistent across most definitions. Four key dimensions are often cited: self-awareness, balanced information processing, internalized moral perspective, and transparency. These dimensions contribute to the overall understanding and evaluation of authentic leadership.

Self-awareness means a person who understands himself, specifically his weaknesses, his strengths and the impact he leaves on others. It refers to the knowledge and personal insights of the leader, his reflection and understanding of his own values, emotions, goals, identity and motives. Balanced information processing refers to self-regulating behavior, objective analysis and consideration of the opinions of colleagues. By means of certain relevant information, a balanced processing is applied, thereby achieving the open status and objectivity of an authentic leader. The internalized moral perspective also depicts a form of self-regulation based on internalized moral standards and values (Avolio et al., 2009). The ability to allow or not allow the influence of the environment on a person comes to the fore. Lastly, transparency in the leader-follower relationship shows a sincere attitude towards followers,

Job satisfaction

Each person is individual, has his own desires, understandings, attitudes, values. In view of this, motivation cannot be simple and accompanied by universal patterns of behavior towards employees. Each employee is motivated by something different, which means that not every employee will be satisfied with the same type of motivation. Although motivation and satisfaction are closely related, it is necessary to distinguish between these two terms, and ultimately to understand their synergistic effect.

Employee satisfaction is closely related to motivation. It is about the mental attitude of the individual towards the work environment. Put simply, employee satisfaction is an expression of their love for their work. However, such a definition does not clearly define the relationship of satisfaction to the job itself, salary, working conditions, managers, or all of it together. The literature mainly provides two explanations. The general approach is defined by a central feeling and does not divide it into any components. A desirable relationship is the result of positive co-workers and high incomes. The following definition starts from individual aspects, which assumes attitudes towards different components of work, and the attitudes of a large number of employees are not identical. In that case, satisfaction is actually the sum of individual factors. The concept of satisfaction often implies commitment (view of the company, trust in managers,

Sverko (1991) concludes that satisfaction is in accordance with the individual's opinion on intrinsic and extrinsic points of view. A similar definition is given by Robbins and Judge (2010), who state that job satisfaction in its essence represents a positive attitude about the job of each individual, which results from the evaluation of the characteristics of that job. Bakotic (2009) claims that the treatment of employees is related to the level of job satisfaction, which ultimately determines organizational effectiveness. Namely, as a reaction to the organization's treatment of the individual, employees may develop positive or negative attitudes towards their duties. Accordingly, it will behave in a desirable or undesirable manner.

The word "pleasure" comes from the Latin *iucunditas* = pleasure. So, the origin of the word indicates the very definition of satisfaction at work, that is, it implies enjoyment in the work that the employee performs. It is a very complex term that cannot be defined unambiguously. Some definitions define satisfaction with a central feeling and do not divide it into individual components, while other authors start from individual aspects which actually assume attitudes towards different components of work, i.e. factors that influence it. For a long time, satisfaction at work was viewed as a single concept, but today the mentioned term is approached as a complex cluster of attitudes towards various aspects of work, which arise depending on the expectations of the individual towards that work and the working environment. The most frequently studied factors in the literature are the following:

Employee satisfaction is influenced by many and various factors. In this context, a major role is played by the manager, who must constantly study and pay attention to human resources, improve communication with subordinates every day, motivate them, reward them and take actions aimed at satisfying the employees. The manager is obliged to establish a positive relationship with the employees, which makes it easier for him to motivate and increase their satisfaction. Factors influencing employee satisfaction are interpreted by various authors in different ways. Spector (1997) lists factors in two categories: the workplace and its environment. Mullins (1999) recognizes five categories of factors: social, cultural, individual, organizational factors and environment.

Employee satisfaction at work can be influenced by his individual characteristics: gender, age, education and length of service (Bakotic, 2009). When analyzing the differences in job satisfaction according to the employee's gender, numerous studies have proven to be inconsistent. For the above reason, this area requires additional research. However, it should be pointed out that there are differences in the factors that have an influence on the formation of a positive attitude "at work in women compared to men, so women pay the most attention to their colleagues and working conditions, therefore it is very important to focus on designing different strategies for improvement of job satisfaction in both women and men.

Furthermore, job satisfaction is also influenced by education. In other words, workers with higher qualifications will be more satisfied at work. The above is the result of a better workplace, higher position, better working conditions, more flexible working hours, greater autonomy, etc. When it comes to length of service, job satisfaction usually declines in the first years after employment, and after the tenth year it starts to grow rapidly again. until late career and retirement. Noe et al. (2006) state the following personal factors of satisfaction: personal dispositions, mood and emotions - the tendency of employees to be dissatisfied, self-criticism and criticism of others and focusing on aspects of negative implications, alignment of personal and business interests, status - higher-positioned employees are more satisfied than lower-positioned employees.

Employee engagement

Vijay and Vijaya (2011) classify employees into three categories: engaged, disengaged, and actively disengaged. Engaged employees seek clarity on expectations, display curiosity about the organization and their role, and aim to utilize their talents effectively. Disengaged employees focus solely on completing assigned tasks, disregarding goals and results, while actively disengaged employees demonstrate minimal effort and act against organizational goals.

Work engagement can be defined as a positive state characterized by energy, dedication, and immersion in work. The key determinants of employee engagement, as identified by Anitha (2014), include the work environment, leadership, teamwork and cooperation, training and career development, compensation, organizational policies, and workplace well-being. The work environment plays a crucial role in fostering employee engagement, providing support and promoting a meaningful work environment. Effective leadership influences employee engagement by setting clear expectations, recognizing performance, and creating psychological security. Engaged employees exhibit a strong connection with their work, demonstrating commitment, innovation, and a sense of contribution. Positive interpersonal relationships enhance cooperation and individual and group performance, leading to greater commitment to the organization and reduced likelihood of turnover.

Employee engagement positively impacts organizational efficiency, vitality, and survival, contributing to overall success. However, excessive engagement can lead to negative consequences, including blindness to potential problems, preoccupation with challenges, and an imbalance between work and personal life.

In conclusion, understanding and fostering employee engagement is essential for organizational success. It is a multidimensional construct influenced by various factors, including the work environment, leadership, and individual perceptions. Creating a supportive

environment that promotes psychological meaningfulness, safety, and availability can enhance employee engagement and contribute to positive organizational outcomes.

Conceptual Framework and Hypotheses Development

Creating favorable working conditions to retain employees and enhance productivity is a crucial responsibility of the human resources management department. According to Dessler (2015), this department is responsible for tasks such as recruitment, training, evaluation, rewards, and ensuring healthy work relationships, safety, and fairness in employee management. Employees, being the most valuable resource of any company, deserve significant attention from successful organizations to maintain a positive relationship with them. Additionally, leadership plays a vital role in achieving organizational goals as leaders, based on their positional power, can positively or negatively impact motivation and the direction of business objectives. Summarizing various definitions of leadership, authors emphasize "the process by which one person intentionally acts on other people in order to direct, structure, and improve activities and relationships in a group or organization" (Doucet, Poitras & Chênevert, 2009).

The study by Pastor Álvarez et al. (2019) offers valuable insights into the influence of authentic leadership on work engagement. Authentic leadership is characterized by leaders who display genuineness, transparency, and authenticity. They inspire trust and confidence in their followers through their integrity and ethical behavior. The study indicates that authentic leaders positively influence work engagement among employees. Work engagement refers to the extent to which employees feel connected to their work, experience fulfillment, enthusiasm, and willingly invest their energy and effort in their tasks. Authentic leaders play a crucial role in promoting work engagement by creating a supportive and empowering work environment. They foster open and honest communication, value the unique talents and strengths of their employees, and provide growth and development opportunities. By nurturing a culture of trust and respect, authentic leaders inspire employees to perform at their best and be fully engaged in their work.

Walumbwa et al. (2008) developed a theory-based measure of authentic leadership and validated its construct. They found that authentic leadership was positively associated with follower trust, satisfaction, and willingness to make extra efforts. Moreover, Rego et al. (2012) explored the relationship between authentic leadership, employees' psychological capital, and creativity. Their research demonstrated that authentic leadership was positively related to employees' psychological capital, which, in turn, facilitated creativity in the workplace. As a result, the following hypotheses were formulated:

- *H1: Authentic leadership style has a positive impact on employee engagement.*
- *H1a: Authentic leadership style has a positive impact on employee physical engagement.*
- *H1b: Authentic leadership style has a positive impact on employee emotional engagement.*
- *H1c: Authentic leadership style has a positive impact on employee cognitive engagement.*

The research conducted by Baek et al. (2019) and Wong et al. (2020) provides support for the significant role of authentic leadership in enhancing worker satisfaction in the workplace. Authentic leaders, through their genuine and transparent approach, create an environment that fosters positive perceptions and experiences for employees. This contributes to worker satisfaction by promoting self-determination and intrinsic motivation among the workforce. By displaying authenticity and integrity, authentic leaders empower their employees to make decisions, take ownership of their work, and feel in control of their professional lives. This sense of autonomy and empowerment enhances worker satisfaction as individuals feel valued and respected in their roles.

Moreover, authentic leadership also cultivates a culture of openness within the organization. Leaders who are open and transparent encourage open communication and create an atmosphere where employees feel comfortable expressing their ideas, concerns, and feedback. This openness facilitates learning and development opportunities for employees and promotes collaboration and teamwork. As a result, workers feel supported and valued, leading to increased job satisfaction.

The study by Gardner et al. (2005) highlights that authentic leadership contributes to the positive development of followers. Authentic leaders serve as role models, inspiring and motivating their employees to reach their full potential. By fostering a climate of trust and authenticity, authentic leaders create a conducive learning context where employees can grow, develop new skills, and achieve personal and professional growth. This positive developmental environment contributes to worker satisfaction as individuals feel a sense of progress and fulfillment in their careers. In summary, the research supports the idea that authentic leadership positively influences worker satisfaction by promoting self-determination, intrinsic motivation, empowerment, open communication, collaboration, and personal development. Authentic leaders create a workplace environment that fosters a sense of value and support among employees, leading to increased job satisfaction and overall well-being. Therefore, second hypothesis is:

- *H2: Authentic leadership style has a positive impact on employee job satisfaction*

Job satisfaction and employee engagement are two crucial concepts in organizational research, and while distinct, they have been found to be related in previous studies (Wefald et al., 2009; Sakic et al., 2019). Job satisfaction refers to the positive feelings and attitudes that individuals hold towards their work, while employee engagement encompasses the level of involvement, enthusiasm, and commitment employees have towards their job and organization. Numerous studies have shown that employee engagement is a predictor of job satisfaction (Maslach et al., 2001; Harter et al., 2002; Saks, 2006), as well as other essential outcomes such as organizational citizenship behavior, organizational commitment, and intention to quit. These findings indicate that when employees are engaged in their work, they are more likely to experience higher levels of job satisfaction.

In a study by Wong and Laschinger (2012), the relationship between employee emotional engagement and job satisfaction was explored. Their research revealed that higher levels of emotional engagement among employees were associated with greater job satisfaction. This suggests that employees who are emotionally connected to their work, experiencing positive emotions and a sense of fulfillment, tend to feel more satisfied with their job. The findings highlight the significance of emotional engagement as a predictor of job satisfaction and underscore the importance of fostering positive emotional experiences in the workplace.

Additionally, Leroy et al. (2012) conducted research on the impact of employee cognitive engagement on job satisfaction. Their study demonstrated that when employees are cognitively engaged in their work, displaying focus, attention, and absorption in their tasks, they are more likely to experience higher levels of job satisfaction. This indicates that employees who are mentally engaged in their job, demonstrating high levels of concentration and attentiveness, derive greater satisfaction from their work. These results emphasize the importance of fostering cognitive engagement to enhance job satisfaction among employees.

In conclusion, job satisfaction and employee engagement are interconnected, with higher levels of employee engagement predicting greater job satisfaction. Emotional engagement and cognitive engagement have been identified as important factors influencing job satisfaction, indicating that fostering positive emotional experiences and encouraging focused and attentive work behaviors are essential for promoting employee satisfaction in the workplace. Therefore, the following hypotheses were set:

- H3: Employee engagement has a positive impact on employee job satisfaction
- H3a: Employee physical engagement has a positive impact on employee job satisfaction
- H3b: Employee emotional engagement has a positive impact on employee job satisfaction

- H3c: Employee cognitive engagement has a positive impact on employee job satisfaction

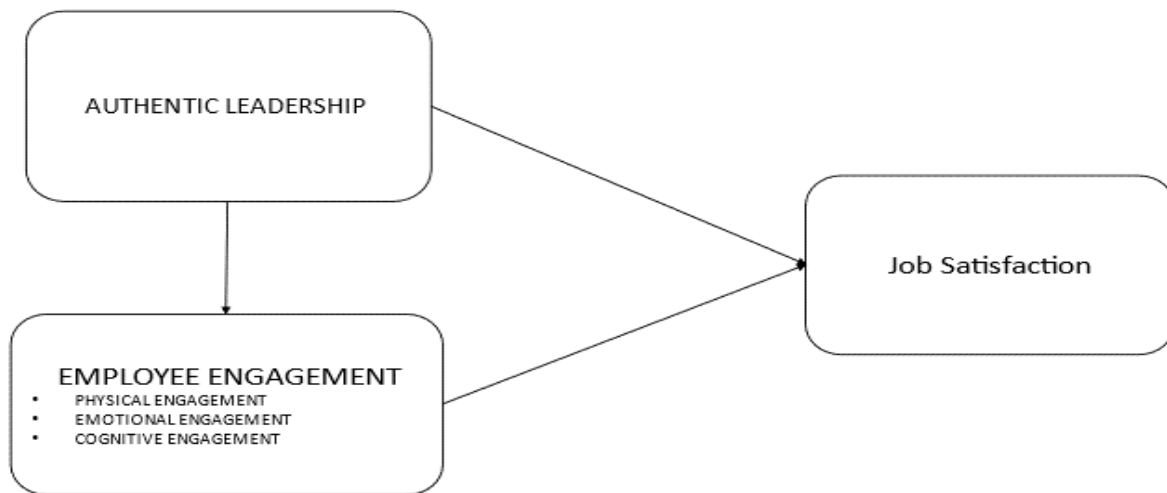


Figure 1. Conceptual framework

This study deals with employee engagement and satisfaction. The aim of the paper is to determine, using the example of employees in the hotel industry, the importance and role of human resource management and how the leadership style affects employee satisfaction and their efficiency/engagement. The study can therefore give certain guidelines to companies within the hotel sector on how to raise the quality of their management and employee satisfaction.

METHODOLOGY

Research Design

The research design employed for this study is quantitative, aiming to investigate the impact of authentic leadership style on job satisfaction and employee engagement in the hotel industry. A cross-sectional design was utilized to collect data at a single point in time. This design allows for exploring relationships between variables and provides valuable insights into the research objectives.

Sample and Data Collection

The sample for this study consisted of employees from various hotel companies in Bosnia and Herzegovina. The selection of participants was based on a purposive sampling technique, considering the accessibility and willingness of employees to participate in the research. The sample size comprised 120 employees, representing a diverse range of job

positions within the hotel industry. A survey questionnaire was utilized as the primary tool for data collection. The questionnaire included a series of closed-ended questions designed to assess various aspects related to authentic leadership style, job satisfaction, and employee engagement. Ethical considerations and regulations were given utmost importance throughout the data collection process. Informed consent was obtained from all participants, and their personal information was handled with strict confidentiality.

Sector and location

The study focused on the hotel industry in Bosnia & Herzegovina, a crucial sector within the broader hospitality industry. The hotel industry encompasses various types of accommodations, including luxury hotels, resorts, boutique hotels, and budget hotels. The research was conducted in multiple hotels across different locations, mostly in western part of the country. The selection of hotels was likely based on their willingness to participate in the research and the accessibility of the researchers to gather data.

By including multiple hotels from the hotel industry, the study sought to provide comprehensive insights into the impact of authentic leadership on employee engagement and job satisfaction within this specific sector. The findings and implications derived from this research can be extrapolated to other hotels and organizations operating in the hotel industry.

Research Instrument

Table 1 presents the measurement items used to assess various dimensions in the study. The items were sourced from different studies and encompass dimensions such as self-awareness, relational transparency, internalized moral perspective, balanced processing, physical engagement, emotional engagement, cognitive engagement, and job satisfaction. The items reflect the constructs under investigation and were selected based on their relevance and validity in measuring the respective dimensions.

Table 1. Measurement Items

Variable	Dimension	Source
Authentic leadership style	Self-awareness	Jiang, H., & Shen, H. (2020). Toward a Relational Theory of Employee Engagement: Understanding Authenticity, Transparency, and Employee Behaviors. <i>International Journal of Business Communication</i>
	Relational transparency	
	Internalize moral perspective	
	Balanced processing	

Employee engagement	Physical engagement	Jiang, H., & Shen, H. (2020). Toward a Relational Theory of Employee Engagement: Understanding Authenticity, Transparency, and Employee Behaviors. <i>International Journal of Business Communication</i>
	Emotional engagement	Cheng, S.C. & Kao, Y.H. (2022). The impact of the COVID-19 pandemic on job satisfaction: A mediated moderation model using job stress and organizational resilience in the hotel industry of Taiwan. <i>Helyion</i>
	Cognitive engagement	
Job satisfaction		

Table 1...

Data Analysis Approach

Following the data collection phase, which occurred from June 16th to 23rd, 2023, the researchers utilized SPSS to conduct the analysis. They employed various statistical techniques, including descriptive statistics and correlation analysis to explore the relationships between variables and assess the research hypotheses.

Primarily, in terms of demographic questions, respondents were asked about gender, age and level of education, company size and average monthly income.

Table 2. Demographic data

		N	%
Sex	M	62	52%
	F	58	48%
Age	<25	24	20%
	25 -36	38	32%
	37 - 47	45	38%
	47<	13	11%
Education degree	No schooling completed	2	2%
	High school graduate, diploma or the equivalent	29	24%
	Associate degree	27	23%

	Bachelor's degree	33	28%
	Master's degree	19	16%
	Professional degree	6	5%
	Doctorate degree	4	3%
Company size	<10 employees	37	31%
	10-49 employees	49	41%
	50-249 employees	29	24%
	250< employees	5	4%
Average monthly income	0-600€	13	11%
	601-999€	34	28%
	1000-1500€	45	38%
	1501-2500€	17	14%
	2500€<	11	9%

Table 2...

Table 3. Reliability of variables

	Variable	SPSS TAG	Cronbach α
LEADERSHIP	Self-awareness	SEAW	,879
	Relational transparency	RETR	
	Internalize moral perspective	IMOP	
	Balanced processing	BAPRO	
ENGAGEMENT	Physical engagement	PHEN	,794
	Emotional engagement	EMOEN	,752
	Cognitive engagement	COEN	,760
JOB SATISFACTION	Job satisfaction	JOBSA	,780

The dimension of authentic leadership, which includes self-awareness, relational transparency, internalized moral perspective, and balanced processing, achieved a high level of internal consistency with a Cronbach's alpha coefficient of 0.879. Physical engagement, emotional engagement, and cognitive engagement demonstrated satisfactory levels of internal consistency with Cronbach's alpha coefficients of 0.794, 0.752, and 0.760, respectively. The job satisfaction variable exhibited reasonably high internal consistency with a Cronbach's alpha coefficient of 0.780. These results indicate that the measurement scales used in the study are reliable and support the validity and robustness of the subsequent data analysis and interpretation.

RESULTS

Descriptive Statistics

Data collected was first subjected to descriptive statistics. Table 4 presents the descriptive statistics of the study's results, including the mean, standard deviation, and sample size (N) for each variable.

Table 4. Descriptive statistics of results

	Mean	Std. Deviation	N
SEAW	3,5861	,76574	120
RETR	3,5194	,88856	120
IMOP	3,5583	,88625	120
BAPRO	3,4528	,82875	120
PHEN	3,5597	,81041	120
EMOEN	3,4583	,85264	120
COEN	3,5569	,74614	120
JOBSA	3,5250	,75392	120

Inferential Statistics

The following table shows the correlation analysis of the obtained data. Based on the obtained correlation matrix, it is possible to determine the existence of a significant connection between knowledge hiding and several variables of the form of innovation.

Table 5. Correlation analysis

		SEAW	RETR	IMOP	BAPRO	PHEN	EMOEN	COEN	JOBSA
SEAW	Pearson	1	.601**	.705**	.563**	.659**	.604**	.614**	.691**
	Correlation								
	Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000
	N	120	120	120	120	120	120	120	120
RETR	Pearson	.601**	1	.675**	.667**	.660**	.698**	.648**	.690**
	Correlation								
	Sig. (2-tailed)	,000		,000	,000	,000	,000	,000	,000
	N	120	120	120	120	120	120	120	120
IMOP	Pearson	.705**	.675**	1	.726**	.728**	.725**	.725**	.735**
	Correlation								
	Sig. (2-tailed)	,000	,000		,000	,000	,000	,000	,000
	N	120	120	120	120	120	120	120	120

BAPRO	Pearson	.563**	.667**	.726**	1	.727**	.769**	.680**	.738**
	Correlation								
	Sig. (2-tailed)	,000	,000	,000		,000	,000	,000	,000
	N	120	120	120	120	120	120	120	120
PHEN	Pearson	.659**	.660**	.728**	.727**	1	.793**	.698**	.793**
	Correlation								
	Sig. (2-tailed)	,000	,000	,000	,000		,000	,000	,000
	N	120	120	120	120	120	120	120	120
EMOEN	Pearson	.604**	.698**	.725**	.769**	.793**	1	.723**	.767**
	Correlation								
	Sig. (2-tailed)	,000	,000	,000	,000	,000		,000	,000
	N	120	120	120	120	120	120	120	120
COEN	Pearson	.614**	.648**	.725**	.680**	.698**	.723**	1	.763**
	Correlation								
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000		,000
	N	120	120	120	120	120	120	120	120
JOBSA	Pearson	.691**	.690**	.735**	.738**	.793**	.767**	.763**	1
	Correlation								
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	
	N	120	120	120	120	120	120	120	120

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

The Correlation analysis results support several hypotheses related to the impact of authentic leadership on employee engagement and job satisfaction.

H1a: The analysis confirms that authentic leadership style has a positive impact on employee physical engagement. The t-value of 14.727 is highly significant ($p < 0.001$), indicating a robust relationship. The correlation coefficient between authentic leadership and physical engagement is 0.805, reflecting a strong positive correlation. This suggests that organizations promoting authentic leadership behaviors are likely to see higher levels of physical engagement among employees. This finding aligns with the research conducted by Pastor Álvarez et al. (2019), who found that authentic leadership positively influences work engagement among employees.

H1b: The analysis also confirms that authentic leadership style has a positive impact on employee emotional engagement. The t-value of 15.164 is highly significant ($p < 0.001$), and the correlation coefficient between authentic leadership and emotional engagement is 0.813. These results indicate that authentic leadership plays a significant role in fostering higher levels of emotional engagement among employees. This is consistent with the findings of Walumbwa et

al. (2008), who developed a theory-based measure of authentic leadership and found positive associations with follower trust, satisfaction, and extra effort.

H1c: The analysis further confirms that authentic leadership style has a positive impact on employee cognitive engagement. The t-value of 13.314 is highly significant ($p < 0.001$), and the correlation coefficient between authentic leadership and cognitive engagement is 0.775. These findings suggest that authentic leadership contributes to increased cognitive engagement among employees. This finding is in line with the research by Rego et al. (2012), who explored the relationship between authentic leadership, employees' psychological capital, and creativity, and found that authentic leadership was positively related to employees' psychological capital, which facilitated creativity in the workplace.

H2: The analysis supports the hypothesis that authentic leadership style has a positive impact on employee job satisfaction. The t-value of 16.017 is highly significant ($p < 0.001$), and the correlation coefficient between authentic leadership and job satisfaction is 0.828. This indicates that organizations exhibiting authentic leadership behaviors are likely to have more satisfied employees. This aligns with the studies conducted by Baek et al. (2019) and Wong et al. (2020), who found that authentic leadership contributes to worker satisfaction by promoting self-determination, intrinsic motivation, and creating a positive work environment.

H3a: The analysis confirms that employee physical engagement has a positive impact on employee job satisfaction. The t-value of 14.161 is highly significant ($p < 0.001$), and the correlation coefficient between physical engagement and job satisfaction is 0.793. This suggests that when employees are more physically engaged in their work, they tend to experience higher levels of job satisfaction. This finding is consistent with previous research by Wefald et al. (2009), which identified a relationship between employee engagement and job satisfaction.

H3b: The analysis also confirms that employee emotional engagement has a positive impact on employee job satisfaction. The t-value of 12.967 is highly significant ($p < 0.001$), and the correlation coefficient between emotional engagement and job satisfaction is 0.767. These findings indicate that higher levels of emotional engagement among employees are associated with increased job satisfaction. This is in line with the findings of Wong and Laschinger (2012), who found that higher levels of emotional engagement among employees are associated with greater job satisfaction.

H3c: Finally, the analysis confirms that employee cognitive engagement has a positive impact on employee job satisfaction. The t-value of 12.810 is highly significant ($p < 0.001$), and the correlation coefficient between cognitive engagement and job satisfaction is 0.763. This suggests that higher levels of cognitive engagement among employees are associated with

increased job satisfaction. This finding aligns with the research conducted by Leroy et al. (2012), who demonstrated that higher levels of cognitive engagement are associated with increased job satisfaction among employees.

Finally, the analysis confirms that authentic leadership style has a positive impact on employee engagement, job satisfaction, and the relationship between engagement and job satisfaction in the hotel industry. Firstly, the results support H1, indicating that authentic leadership style positively influences employee engagement. This means that organizations that exhibit authentic leadership behaviors, such as being genuine, transparent, and displaying integrity, are more likely to have engaged employees. These employees feel connected to their work, experience a sense of fulfillment, and are motivated to contribute their best efforts.

Secondly, H2 is also confirmed, suggesting that authentic leadership style positively affects employee job satisfaction. Organizations that prioritize and exhibit authentic leadership behaviors create a work environment that promotes trust, openness, and employee well-being. This leads to higher levels of job satisfaction among employees, as they feel valued, supported, and empowered.

Furthermore, H3 highlights the positive impact of employee engagement on job satisfaction. The findings indicate that when employees are more physically, emotionally, and cognitively engaged in their work, they tend to experience higher levels of job satisfaction. For instance, in the hotel industry, employees who are physically engaged may invest their energy and effort into delivering excellent service to guests, leading to a greater sense of job satisfaction.

In summary, the Correlation analysis results provide compelling evidence for the positive effects of authentic leadership on employee engagement, job satisfaction, and the interrelationship between the two. These findings emphasize the importance of authentic leadership behaviors in fostering engagement and satisfaction among employees in the hotel industry and highlight their potential to contribute to organizational success.

CONCLUSION

Based on the conducted research on the hotel sector in Bosnia and Herzegovina, it is possible to draw several conclusions. First, the results confirm that an authentic leadership style has a positive impact on employee engagement in physical, emotional and cognitive terms. When organizations promote authentic leadership patterns, employees are more engaged in their work, emotionally connected to work, and intellectually stimulated. This results in a higher level of employee engagement, which positively affects their job satisfaction. Second, research indicates a strong positive relationship between authentic leadership style and job satisfaction.

Organizations that prioritize and apply authentic leadership practices are more likely to have satisfied employees. This can result in increased employee retention, higher productivity and overall organizational performance. Likewise, the research emphasizes the importance of different dimensions of employee engagement in shaping job satisfaction. Physical engagement, emotional engagement and cognitive engagement play a significant role in shaping overall employee job satisfaction.

Theoretical implications

The study's findings hold significant theoretical implications. It adds to the existing body of knowledge on the influence of authentic leadership on employee engagement and job satisfaction. By confirming a positive correlation between authentic leadership style and various dimensions of engagement, including physical, emotional, and cognitive aspects, the research supports the prevailing literature on authentic leadership while also advancing our understanding in this field. The empirical evidence underscores the vital role of authentic leadership in cultivating employee engagement, underscoring the significance of authentic leadership behaviors within organizations. Additionally, the study contributes to the existing research on the association between authentic leadership and job satisfaction, reinforcing the idea that leadership significantly impacts employee satisfaction levels. The findings emphasize the importance of authentic leadership behaviors, such as transparency, integrity, and genuine communication, in fostering a positive work environment that enhances employee satisfaction.

Practical Implications

For organizations, particularly those in the hotel industry, the practical implications of this study are noteworthy. It highlights the importance of nurturing authentic leadership behaviors among leaders and managers. To achieve this, organizations should focus on leadership development programs that promote authenticity, transparency, and integrity in leaders' interactions with employees. Moreover, the study underscores the role of authentic leadership in fostering employee engagement. Organizations can create a supportive and empowering work environment by encouraging open communication, providing growth opportunities, recognizing and appreciating employee contributions, and fostering a culture of trust and respect. Additionally, the study accentuates the significance of job satisfaction as an outcome of authentic leadership and employee engagement. Organizations should strive to enhance job satisfaction by integrating authentic leadership practices into their management approach. This includes promoting a positive work culture, providing meaningful work assignments, recognizing and rewarding employees' achievements, and ensuring fair and equitable treatment.

Limitations and Future Directions

While this study offers valuable insights, it is essential to acknowledge its limitations. The research was conducted solely within the hotel industry in a specific geographical location, potentially limiting the generalizability of the findings to other industries or regions. Future research could replicate the study in diverse sectors and locations to validate and extend the results. Additionally, the study's reliance on self-reported measures may introduce common method bias and subjectivity. To enhance the validity and reliability of the findings, future research could incorporate objective measures or adopt multi-source data collection methods. Furthermore, the study's cross-sectional design restricts making causal inferences. To achieve a more comprehensive understanding of the causal relationships between authentic leadership, employee engagement, and job satisfaction, future research could employ longitudinal or experimental designs. Lastly, while the study focused on the impact of authentic leadership on employee engagement and job satisfaction, it did not explicitly examine other variables like organizational culture, employee motivation, and performance outcomes. Future research could investigate the mediating or moderating effects of these variables to gain deeper insights into how authentic leadership influences employee outcomes.

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