THE IMPACT OF AUTHENTIC LEADERSHIP ON WORK ENGAGEMENT IN EGYPTIAN TRAVEL AGENCIES

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ABSTRACT

Researchers in organizational behavior have been long interested in exploring how employees 'perceptions of their leaders influence their thoughts and behaviours related to work. The present study tries to explore the effect of authentic leadership style on work engagement in travel agencies and the relationship between them. The study data is collected using questionnaire forms completed by 436 employees working in Egyptian travel agencies. The questionnaire form has been designed to measure authentic leadership behavior and work engagement. To analyze the study data and test hypothesis, the researcher used statistical programs, namely SPSS V. 24, AMOS V.21 The results of this study indicate that authentic leadership is positively related to work engagement. Finally, this study discusses managerial implications of results, introduces recommendations, and presents suggestions for future research.

KEYWORDS: Authentic Leadership, Authentic, Work Engagement, Travel Agencies, Employees, Managers

1. INTRODUCTION

Today's global business environment witnesses rapid changes, ethical meltdowns, and organizations face various challenging and severe problems, which represent increasingly evident that organizations need a new different kind of business leaders in the 21st century. Specifically, organizations need leaders who lead with purpose, have strong values and integrity, are able to create enduring organizations, and motivate their employees to provide better customer service (Wang & Hsieh, 2013).In addition; the focus on the topic of authentic leadership has gradually

increased in both practical and academic fields. Scholars have identified a form of leadership termed "authentic leadership" where authentic leaders display traits such as honesty, sincerity, high moral standards, ethics, and trustworthiness (Avolio et al., 2004). Additionally, in recent studies, it has been suggested that authentic leadership may positively affect employee attitudes and behaviors, as well as work outcomes such as job satisfaction, job commitment, creativity, engagement, and organizational citizenship behavior (Wang & Hsieh, 2013 ; Rukh et al., 2018) .

Employee engagement is an important aspect that needs to be adopted within organizations due to its benefits for employees and organizations, especially during high economic pressures. It affects positively employees and organizational level outcomes that in turn generate positive implications for organizations (Abidin & Noraida, 2017) .

The consequences of work engagement have been identified with job satisfaction, career satisfaction, wellbeing at work, high organizational commitment, and intention to remain in the organization (Cesário&Chambel, 2017; Oh et al., 2018).   Engaged employees work harder, and are more likely to go above the requirements and expectations of their work (Agyemang & Ofei, 2013).

Given the positive outcomes associated with employee engagement, it is important to have a clear idea of the right factor that is most effective in impacting employees to highly engage with their work roles. In this regard, the leadership factor can have a profound impact in optimizing employee engagement at work (Bakker, 2011). In previous literature, it has been proved that leadership is a key factor to enhance the engagement of employees in performing their work roles (Salanova et al, 2011).

A few studies in tourism industry dealt with the relationship between the two variables. Thus, the aim of this research is to examine the relationship between authentic leadership and work engagement in Egyptian travel agents, explore the direct effects of authentic leadership on work engagement in Egyptian travel agents and measure the direct effects of authentic leadership on work engagement in Egyptian travel agents.

Moreover, the importance of the research lies in the following:-
-The research deals with two significant concepts in the field of organizational behavior and human resource management (authentic leadership, work engagement), especially with the scarcity of Arabic studies that dealt with these concepts in study and analysis. This study is an extension of the attempts to analyze these variables, in addition to applying the study for the first time to Egyptian travel agents.

- This study help the managers of Egyptian travel agents to improve the levels of work engagement of their employees by recognizing the importance of applying the authentic leadership style, which reflects on the performance of these agents, and increase their competitiveness.

-This study is related to the human resources of travel agents, which are vital source of the success of these agents. Without human resources with high levels of work engagement, these agents will not be able to survive long in a highly competitive and rapidly changing work environment.

2. LITERATURE REVIEWS

2.1. AUTHENTIC LEADERSHIP

2.1.1 AUTHENTIC LEADERSHIP CONCEPT

Authentic leadership is especially important in today's society due to the decrease in ethical leadership represented in countless high-profile cases involving major corporations (Agistiawati et al., 2020). According to Walumbwa et al.(2010) the more leaders are seen as authentic, the more employees identify with them and feel psychologically empowered, the more engaged in their roles and demonstrate more citizenship-rated behaviors. In addition, Novitasari et al. (2020, p.4) states that authentic leadership is" a combination of transformational leadership and ethic leadership, where an authentic leader behaves according to a particular belief to get credibility and employee's trust, and build a work team".

Authentic leadership has not been considered as a panacea for corruption and greed but rather as a positive leadership model that emphasizes integrity, honesty, ethical and moral behavior (Tourish, 2019).

Consequently, leaders in the early 21st century have the daunting task of making decisions in a business, political, and organizational environment of distrust and scandal, thus they are requested to advocate authentic leadership which helps in creating greater positive long-term outcomes for leaders, their employees, and their organizations. Authentic leadership is not a new phenomenon, but now, leaders must lead with integrity, honesty, ethical and moral behavior. Therefore, leaders who are true to themselves can then, be true to others (Covelli & Mason,2017).

2.1.2 AUTHENTIC LEADERSHIP DIMENSIONS

Authentic leadership style involves four dimensions: self-awareness, relational transparency, balanced processing, and internalized moral perspective (Neider & Schriesheim, 2011). According to Azanza et al. (2015) and Oh (2017) self-awareness reflects leaders' identification of their own strengths and weaknesses in addition to their effect on their

employees' thoughts and behaviors; while relational transparency refers to leaders' expressing and openly sharing thoughts, motives and information with others. Balanced processing reflects leaders' readiness and capabilities to consider all information, alternatives, and scenarios before making decisions; and finally, the internalized moral perspective reflects leaders' orientation to be limited and guided by sound ethical values in face of all expected pressure and/or situations(Alvesson, 2020).

2.1.3. AUTHENTIC LEADERSHIP IN TRAVEL AGENCIES

Authentic leadership has not received much attention in the travel agencies literature. However, honest, trustworthy, and cooperative leaders are extremely important for effective functioning in service organizations such as travel agencies in order to create a unique customer experience.
Employees have to perform tasks that need high levels of interdependence, cooperation, and information sharing to deliver good customer service and improve service recovery efforts (Megeirhi, 2017).
Authentic leadership fosters trusting relationships and employees who can try out innovative and new ways of doing things due to the dynamic nature of the tourism industry as every customer's demand, desires, and satisfaction levels are different (Gatling et al., 2016).

Liu et al. (2014) assert that the concept of authentic leadership plays an important role in motivating employees in terms of going beyond the call of duty to serve customer in the best possible way. The level of emotional intelligence to coup with customer's aggressive and rude behavior is paramount for employees to have, and authentic leadership is found to be most effective way in enhancing emotional stability and intelligence of employees (Wu et al., 2016).

2.2. WORK ENGAGEMENT

2.2.1. WORK ENGAGEMENT DEFINITION

Work commitment is characterized as good conduct and a positive perspective at work that leads to positive business-related results. Employees with high levels of work commitment are vigorous, devoted to their work, and submerged in their work (Bakker, 2014).Thus, work engagement is the harnessing of organizations to their work roles, according to this approach; organizations invest in leadership courses based on the idea that it will help leaders to increase the productivity of their employees (Christian et al.2011).In this regard, work engagement is commonly defined by Green Jr et al,(2017,p.5) as a "positive, fulfilling, work-related state characterized by vigor, dedication, and absorption"

2.2.2. DIMENSIONS OF EMPLOYEE ENGAGEMENT

The dimensions of employee engagement according to Willenbrock et al, (2017) are :

Physical Engagement - this relates to the extent to which employees expend their efforts, both physical and mental, as they go about their jobs .

Cognitive Engagement: to be engaged at this level, employees need to know what their employer's vision and strategies are, and what performance they need to deliver to contribute to them as much as possible .

Emotional Engagement: this is based upon the emotional relationship that employees feel with their employer. A positive relationship will require the organization to learn how to create a sense of belonging at work, encouraging employees to trust and buy in to the values and mission of the company.

There are other dimensions that were mentioned by Aboramadan et al, (2020) and Tian et al, (2019) such as:

- Employee commitment degree relies on what individuals get in return for playing out the work, this incorporates essential pay, benefits, hierarchical culture, and workplace .
- Social affiliation is the most essential necessity for anybody. Indeed, even employees might remain with the organization that regards them as their basic part and not simply the way to take care of business. 'Sentiments Count' gives them fulfillment and inspires them to put their best to meet authoritative objectives .
- Continuous development including advancements, compensation climbs, and rewards and acknowledgment are the most basic devices to hold employees in the organization, new difficulties and occasions to learn to keep them persuaded towards their work-life and urge them to give their best in any event, during emergency.

2.2.3. WORK ENGAGEMENT IN TRAVEL AGENCIES

In recent years, research on work engagement in the tourism sector has been increasingly carried out. For example, Guan et al.(2020)found that engaged travel agencies employees contributed to service climate and customer loyalty. On the other hand, Nazir and Islam (2020) reported that trait competitiveness enhanced travel agencies employees' work engagement and improved the relationships among employees in the work environment. Employees working for quick-service travel agencies were

more likely to be engaged in their jobs if they were high in conscientiousness (Ariza-Montes et al, 2021). Moreover, in the tourism industry Rabiul and Yean (2021) suggested that coping strategies which depend on the conscious effort to solve a personal or interpersonal problem will help in overcoming, minimizing, or tolerating stress or conflict in the work environment, thus resulting in work engagement of employees within travel agencies.

2.3. THE RELATIONSHIP BETWEEN AUTHENTIC LEADERSHIP AND WORK ENGAGEMENT.

Authentic leaders not only empower their employees, but also enhance their engagement in their work. Work engagement is a work-related psychological state of mind, positive in nature and an indicator of employee well-being (Oh et al. 2018).   Work engagement dimensions (vigor, dedication and absorption) are affected by the behavior and performance of authentic leaders (Khan et al., 2017; McAuliffe et al., 2019).

According to Roux (2010) ;Alok and Isael (2012), it was expected that owner-managers who possess strong self-awareness behavior would enhance the engagement of employees at workplace. One among the key characteristics of self-awareness has a real, transparent and trusting relationship with others .Leaders with high self-awareness specifically promote this relationship through open and honest work environments, where employees can express their feedback and criticism with none barrier or fear of the results. This in turn would make employees expect that managers as authentic leaders would understand their impact on employees and work therefore; they would encourage appropriate adjustment in their behavior in line with the requirements.

Based on the above mentioned literature, the study tested the hypothesis Authentic leadership affects work engagement in Egyptian travel agencies.

3. METHODOLOGY

3.1. QUESTIONNAIRE DESIGN

Questionnaire form was designed in order to collect some statistical data about the characteristics of the respondents, authentic leadership and work engagement. The questions included in the questionnaire were derived from a comprehensive literature review that previously reported. It was comprised of closed questions that give respondents a fixed set of

alternatives from which to choose their answer (Bryman, 2008). The questionnaire form used in this study consists of three sections:

SECTION A: DEMOGRAPHIC AND FUNCTIONAL INFORMATION

The questions included five attributes: gender, age, education level, job position and experience.

SECTION B: AUTHENTIC LEADERSHIP

This section assesses the level of adopting authentic leadership in Egyptian travel agencies category (A) according to (16) items, which were developed based on Wu and Chen (2019). This part was divided into four dimensions: self – awareness (4 items), balanced processing (3 items), internalized moral perspective (4 items), and relational transparency (5 items).

SECTION C: WORK ENGAGEMENT

This section assesses the level of work engagement in Egyptian travel agencies category (A) according to (17) items, which were developed based on Bakar (2013), Van Heerden (2015) and Maher (2017). This part was divided into three dimensions: vigor (6 items), dedication (5 items), and absorption (6 items). A five-point Likert scale of agreement was used, where 1 means 'Strongly Disagree' , 2 means ' Disagree' , 3 'Neutral', 4 'Agree' and 5 means 'Strongly Agree'.

3.2. POPULATION AND SAMPLING TECHNIQUE

In this research, the study population includes employees in travel agencies category (A) located only at Great Cairo (Cairo, Giza, and Qalubia) in Egypt. Altinay and Paraskevas (2008) mentioned that, in random sampling technique, all members of the population have the same chance of being selected in the sample. Thus, the chosen technique for sampling in this study was simple random technique. According to the Egyptian Ministry of Tourism and Antiquities (2020), there are(1254) travel agencies – category (A) - in Great Cairo, with approximately(20000) employees . According to Saunders et al. (2009) if the population size is between 10000-100000 with 5% of margin of error, the sample size is between (370-383). Questionnaire forms were distributed electronically and hard copy to employees in (200) travel agencies by the researcher during the period from May 2021 to September 2021. (467) questionnaire forms were collected from (527) questionnaire forms distributed, while (436) were valid, and (31) were incomplete. So, incomplete (31) questionnaire forms

were excluded from analysis. Table (1) depicts the distributed, collected, valid and invalid questionnaire forms.

Table (1) the distributed, collected, valid and invalid questionnaire forms

Distributed	Collected	Valid	Invalid
527	467	436	31
100%	88.6%	93.4%	6.6%

3.3. PILOT STUDY

The initial questionnaire form was firstly assessed by academics from the Faculty of Tourism and Hotels (6 members) and Faculty of Commerce (5members) (Sadat City university). Those academics were chosen because they are familiar with the research topic and have experience in survey design, analysis, and administration. They were asked to participate in, assess the study question type and order, and identify any potential issues with the survey and analysis. Academics were also asked to provide feedback on the sequencing, relevance and readability of the questions in the questionnaire form, this feedback was used to adjust the survey questions before distribution This pilot study was conducted by the researcher using online survey. It indicated that the items were clearly formulated,related to the study variables,and pertinent to the objectives and hypothesis of the study.. The second pilot survey targeted employees in Egyptian travel agencies – category (A) who agreed to participate in this pilot study. (50 questionnaire forms were distributed to employees in order to be assessed, and 45 were retrieved, of which 42 were valid for analysis, and (3) were not valid.

3.4. CONSTRUCTS' RELIABILITY

The (42) completed questionnaires were coded and entered into an (IBM SPSS) Statistics version 25 database package. Table (2) shows the corrected inter-item correlations for the study variables.

Table (2) Cronbach's alpha for the study variables

Items	Cronbach's Alpha
Authentic leadership in travel agencies(16 items)	*0.890*
A- Self-Awareness	0.729
B- Balanced Processing	0.814

C- Internalized Moral Perspective	0.715
D- Relational Transparency	0.803
Work engagement in travel agencies (17 items)	0.912
A- Vigor	0.703
B- Dedication	0.734
C- Absorption	0.938

Table (2) indicates that the Cronbach's alpha for the authentic leadership variable is 0.890. Furthermore, the Cronbach's alpha for the work engagement variable is 0.912. This Cronbach's alpha is very good and above the advocated threshold of 0.7. Thus, it can be concluded that the two variables employed in this study have sufficient reliability.

3.5. DATA ANALYSIS

To analyze the study data and test, hypothesis the researcher used statistical programs, namely SPSS V. 24, AMOS V.21. The following statistical tests were used:
1- Reliability Test: It was used to measure the reliability of the study tool.
2- Frequencies, percentages, means and standard deviation: to describe the characteristics of the sample, and to determine the responses of the sample population towards all the axes of the study tool.
3- Pearson Correlation Coefficient: This is to determine the strength and direction of the relationship between the study variables.
4- Model Fit: assessing the goodness of fit for the model is one of the most important statistical tests that contribute to ensuring the validity of the model's processes and to what extent this model fits the data. In this context, there are many indicators by which it is possible to judge the extent to which the study model fits the sample data as shown in table (3).

Table (3) Model Fit indices ranges

Indicators	Ranges
Chi-square	0- 5
Goodness of Fit Index (GFI)	More than .90
Comparative Fit Index (CFI)	More than .90
Normed Fit Index (NFI)	More than .90
Incremental Fit Index – IFI	More than .90
Tuker – Lewis Index – TLI	More than .90
Root Mean Square Error of Approximation (RMSEA)	Less than .08

Source: Hair Jr et al., 2016.

5- Path Analysis: the path analysis aims to provide estimates of the importance of casual links between study variables through path diagrams. Path diagrams are illustrations that are drawn with arrows from the variables towards other variables to indicate the casual relationship between these variables (Stage et al., 2004). Path analysis consists of simple or multiple regression models. Therefore, it is possible to determine the casual pathway of the variables through it and also determining the mediation type for one of the variables in the model. Path analysis differs from conventional regression. Path analysis is more effective, more flexible, and can be modified according to the researcher's desire (Aimran et al., 2016).

4. Results and Discussion

4.1. Validity and reliablity of the study instrument

The questionnaire form was initially pre-tested for its validity with some employees in Egyptian travel agencies, in addition to, professors at tourism studies department at the Faculty of Tourism and Hotels at Sadat City University to get feedback regarding the clarity of the instructions and accuracy of the questions in the instrument. Comments and suggestions obtained from the pre-test were used for rewording the instructions and layouts of the questionnaire form.

Although Cronbach's alpha was calculated for each variable and its dimensions separately, and that their values were within the permissible limits, but Cronbach alpha correlation coefficient was calculated for all scale to determine the internal consistency of the scale. The computation of Cronbach alpha is based on the number of items on the survey and the ratio of the average inter-item covariance to the average item variance. Reliability coefficient of(0.70)or higher is considered "acceptable" in most social science research situations (MacKenzie et al., 2011). The Cronbach alpha reliability was computed and the tests indicated that the reliability coefficient for all the instrument were above (0.70). As the value of Cronbach alpha for authentic leadership and work engagement are (0.917), and (0.814) respectively. Thus, it can be stated that all variables employed in this study have sufficient reliability. For this study, Cronbach alpha for two variables presents in table (4).

Table (4) Cronbach Alpha for Study Instruments

Item	Cronbach alpha	Item	Cronbach alpha	Item	Cronbach alpha	Item	Cronbach alpha
SFS1	.815	IMP2	.71	VGR1	.782	DDC4	.763
SFS2	.724	IMP3	.813	VGR2	.790	DDC5	.782
SFS3	.795	IMP4	.809	VGR3	.752	DDC	.769

SFS4	.716	IMP	.839	VGR4	.839	ABS1	.761
SFS	.741	RTR1	.866	VGR5	.751	ABS2	.772
BLP1	.810	RTR2	.798	VGR6	.758	ABS3	.837
BLP2	.807	RTR3	.724	VGR	.808	ABS4	.808
BLP3	.764	RTR4	.817	DDC1	.755	ABS5	.765
BLP	.850	RTR5	.826	DDC2	.810	ABS6	.746
IMP1	.756	RTR	.892	DDC3	.716	ABS	.745
AUT	.917			WEN	.814		

4.2. DESCRIPTIVE ANALYSIS
5.2.1. DEMOGRAPHIC PROFILE OF SURVEY RESPONDENTS

Table (5) Demographic Data of the Respondents

Variables		Frequencies	Percentage
A- Gender	Male	261	59.9
	Female	175	40.1
	Total	436	100%
B- Age	Less than 25 years	60	13.8
	From 25 to 34 years	135	31
	From 35 to 44 years	128	29.4
	From 45 to 54 years	85	19.5
	55 years and more	28	6.4
	Total	436	100%
C- Education level	Medium educational level	37	8.5
	Bachelor	357	81.9
	Diploma	21	4.8
	Master	21	4.8
	PhD	-	-
	Other	-	-
	Total	436	100%
D- Job Position	Manager	10	2.3
	Supervisor	6	1.4
	Aviation Employee	79	18.1
	Tourism Employee	72	16.5
	Religious Tourism Employee	86	19.7
	Marketing Employee	68	15.6

	Transfer Man	47	10.8
	Tour Leader	34	7.8
	Tour Operator	34	7.8
	Total	436	100%
D- Job experience	Less than 3 years	84	19.3
	From 3 to 6 years	103	23.6
	From 7 to 10 years	123	28.2
	From 11 to 14 years	110	25.2
	15 years and more	16	3.7
	Total	436	100%

Table (5) indicates that out of 436 respondents, 261 (59.9%) were male and 175 (40.1%) were female. Regarding the age of respondents, the age range from 25to 34 years had the greatest number of respondents by 135 respondents (31%), followed by the age range from 35 to 44 years by 128 respondents (29.4%), followed by the age bracket of (from 45 to 54 years) by 85 respondents (19.5%), then employees with age of less than 25 years by 60 respondents (13.8%), and finally employees with age of 55 years and more by 28 respondents (6.4%).

Table (5) also reveals that the majority of respondents (357 respondents) have a bachelor degree by 81.9%, followed by who have medium educational level by 37 respondents (9.5%), then who have a diploma degree by 21 respondents (4.8%), and finally who have a master degree by 21 respondents (4.8%).

Table (5) also shows that the majority of respondents works as (religious tourism employee) (86 respondents) by 19.7%, followed by who work as (aviation employee) by 18.1% (79 respondents), then who work as (tourism employee) achieving the percent of 16.5% (72 respondents), then who work as (marketing employee) achieving the percent of 15.6% (68 respondents), followed by who work as (transfer man) by 10.8% (47 respondents), then who work as (tour leader) achieving the percent of 7.8% (34 respondents), then who work as (tour operator) by 7.8% (34 respondents), followed by who work as (manager) by 2.3% (10 respondents), and finally who work as (supervisor) achieving the percent of 1.4% (6 respondents).

Finally, regarding the job experience, there are 123 respondents who have (from 7 to 10 years) job experience by 28.2%, followed by employees with experience from 11 to 14 years job experience by 110 respondents (25.2%), then employees with experience from 3 to 6 years job experience by 103 respondents (23.6%), then who have (less than 3 years) by 84

respondents (19.3%), and finally employees with experience of 15 years and more by 16 respondents (3.7%).

4.2.2. DESCRIPTIVE STATISTICS

Table (6) Descriptive Analysis Of Authentic Leadership and Work Engagement In Travel Agencies

Variables	Mean	SD
A- Self-Awareness	4.06	0.62
B- Balanced Processing	4.15	0.95
C- Internalized Moral Perspective	4.19	0.96
D- Relational Transparency	4.02	0.95
Authentic Leadership in Travel Agencies	**4.11**	**0.76**
A- Vigor	4.10	0.79
B- Dedication	3.90	0.85
C- Absorption	4.16	0.81
Work Engagement in Travel Agencies	**4.05**	**0.65**

Table (6) processes results of descriptive analysis for the authentic leadership in travel.agencies The results depict that there is a high level of adopting authentic leadership within travel agencies, as mean is (4.11) and standard deviation is (0.74). Regarding the four dimensions of authentic leadership, results also reveal that, there is a high level of self-awareness, balanced processing, internalized moral perspective and relational transparency for managers and supervisors in travel agencies, as these dimensions achieved means of (4.06), (4.15), (4.19) and (4.02) respectively. The highest dimension of authentic leadership is internalized moral perspective as mean value is (4.19), while the lowest dimension is relational transparency as mean value is (4.02). This result is in line with Wu and Chen (2019).

Table (6) also highlights results of descriptive analysis for the work engagement in travel agencies. The results show that there is a high level of work engagement among employees within travel agencies, as mean is 4.05 and standard deviation is (0.65). Regarding the three dimensions of work engagement, results also indicate that, there is a high level of vigor, dedication, and absorption, as means are (4.10), (3.90), and (4.16) respectively. The highest dimension of work engagement is absorption as mean value is (4.16). This result is in line with Maher (2017) who depicted that absorption is the highest dimension of engagement. But this result is not in line withVan Heerden (2015) who indicated that dedication is the highest dimension of engagement. While the lowest dimension is dedication as mean value is (3.90). This result is not in line with Maher

(2017) and Heerden (2015) who clarified that vigor is the lowest dimension of engagement, and Bakar (2013) who stated that absorption is the lowest dimension of engagement.

4.2.3. CORRELATION ANALYSIS

Table (7) values of correlation between authentic leadership and work engagement

	SFS	BLP	IMP	RTR	AUT	VGR	DDC	ABS	WEN
SFS	1								
BLP	.474*	1							
IMP	.457*	.917*	1						
RTR	.398*	.830*	.812*	1					
AUT	.618*	.953*	.945*	.905*	1				
VGR	.596*	.578	.569*	.698*	.656*	1			
DDC	.628*	.574*	.644*	.584*	.510*	.670*	1		
ABS	.602*	.691*	.824*	.661*	.713*	.699*	.592*	1	
WEN	.702*	.554*	.741*	.686*	.617*	.861*	.828*	.702*	1

AUT: Authentic Leadership, SFS: Self-Awareness, BLP: Balanced Processing, IMP: Internalized Moral Perspective, RTR: Relational Transparency, VGR: Vigor, DDC: Dedication, ABS: Absorption, WEN: Work Engagement

* The correlation is significant at the (0.05) level

The results in table (7) show that the sig. value is less than .05 which means there is a statistical significant correlation between authentic leadership and work engagement. Table(7) also indicates that correlation coefficient value is .617, which means that the correlation between authentic leadership and work engagement is positive. Moreover, the strongest relationship is between authentic leadership and absorption, while the weakest relationship is between authentic leadership and dedication. This result is in line with Hassan and Ahmed (2011), Hsieh and Wang (2015) and Oh et al. (2018) who stated that there is a significant and positive link between authentic leadership and work engagement.

PATH ANALYSIS

Table (8) shows the values of model fit indicators of the path analysis model for the impact of authentic leadership on work engagement. As for the standard chi-square (χ^2/df), its value must be less than 5 and then accept the model, but if the value is less than 2, then the model is

completely fitted. According to the table (8), it is clear that the value of chi-square is less than 5, reaching 2.970, as a result the model is accepted (Gefen et al., 2000).

Table (8) Model Fit for the Effect of Authentic Leadership On Work Engagement

Indicators	Value
χ^2/df	2.970
Comparative Fit Index – CFI	0.945
The Goodness of Fit Index – GFI	0.927
Normative Fit Index – NFI	0.939
Incremental Fit Index – IFI	0.945
Tuker – Lewis Index – TLI	0.910
Root Mean Square Error of Approximation – RMSEA	.044

Also, the value of the CFI must range between 0.900 - 1.00 to accept the model, and be better when its value approaches the whole one, but if it is less than 0.900, the model must be modified. The results show that the value of the (CFI) was 0.945, and this indicates the conformity of the model.

With regard to the value of the (GFI); its optimum value ranges between 0.90 - 1.00, and the higher the value, the better model fit, and if the value reaches a whole one, this indicates a perfect fit. The results in the same table (8) indicate that the value of the (GFI) was 0.927, which indicates the conformity of the model.

Also, the (NFI) value ranges between 0.900 - 1.000, and the value must be greater than 0.90 for the model fit. Table(8) also indicates that the value of the (NFI) is 0.939, based on the result, so the conformity of the model can be concluded.

The same is true for the (IFI), which has a value ranging from 0.900 – 1.000, and must be more than 0.90 for the model fit. According to the results, it is clear that the value of the (IFI) is 0.945, which indicates the conformity of the model.

With regard to the (TLI); It is subject to the same conditions as the CFI index, and its value ranges between 0.90 - 1.00, and the higher its value, the better model fit. The (TLI) value is 0.910, which indicates the conformity of the model.

Finally, (RMSEA), whose value is preferred to be less than 0.08, and the closer its value to zero, the higher the conformity ratio, and if it ranges between 0.08 - 0.10, the model is considered unacceptable and must be rejected (Hair Jr et al., 2010). The results in the table show that the (RMSEA) value is 0.044, which indicates the conformity of the model.

Through all the above mentioned indicators, it becomes clear that the proposed model fitted the sample data.

Table (9) and figure (1) also revealed the path analysis from authentic leadership to work engagement.

Table (9) Path Analysis for the Effect of Authentic Leadership on Work Engagement

	Estimate	S.E	C.R	Sig
Authentic leadership --->work engagement	.683	.120	5.692	.000
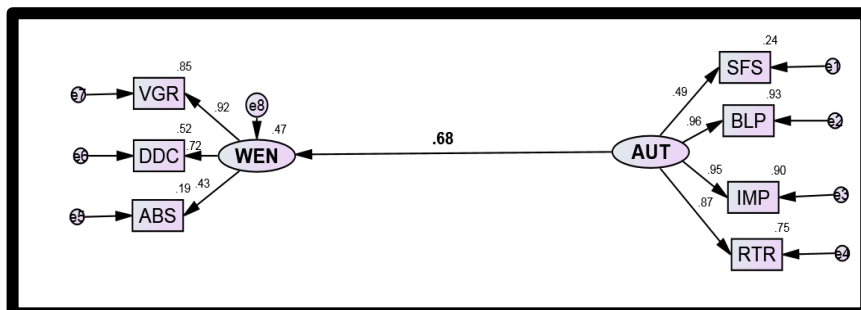
Figure (1) Path Analysis For The Effect Of Authentic Leadership On Work Engagement

According to table (9), the results of the structural model show that the value of CR is (5.692), and p value is less than 0.05. Based on this result it can be revealed that authentic leadership significantly, positively and directly affects the work engagement variable. The estimate value is (.683), This result explains that any increase in the independent variable (authentic leadership) by (1) is matched by an increase in the dependent variable (work engagement) with a value of (.683). The results also reveal that the authentic leadership variable explains 47% of the variances in work engagement, while the remaining 53% is due to other variables.

This result is consistent with many previous studies such as George et al. (2007); Penger and Cerne (2014) who concluded that authentic leadership affect significantly and positively work engagement. As well as, Khan et al. (2017) ; Alok and Isael (2012) highlighted that the level of employees' work engagement is affected by adopting authentic leadership. Additionally, Roux (2010); Abidin and Noraida (2017) and Sarfraz et al. (2019) demonstrated that work engagement is predicted by authentic leadership.

5. CONCLUSION AND RECOMMENDATIONS

The study aimed at evaluating the impact of adopting authentic leadership in Egyptian travel agencies on work engagement among employees in these companies.

After analyzing the data and discussing its results, it was found that there is a high level of adopting authentic leadership within travel agencies, and there is a high level of self-awareness, balanced processing, internalized moral perspective and relational transparency. The highest dimension is internalized moral perspective, then balanced processing, then self-awareness, and finally relational transparency.

Moreover, the results illustrated that there is a high level of work engagement among employees in travel agencies, and there is a high level of vigor, dedication, and absorption. The highest dimension is absorption, then vigor, and finally dedication.

Further, there is a significant and positive relationship between adopting authentic leadership in travel agencies and the level of work engagement among employees in these agencies. As well as, the relationship between authentic leadership and absorption is the strongest, then the relationship between authentic leadership and vigor, and finally the relationship between authentic leadership and dedication.

The results of path analysis indicate that adopting authentic leadership in travel agencies– category (A) – has a direct and positive impact on the level of work engagement among employees in these agencies. Besides, the high level of work engagement in travel agencies – category (A) – has a direct and positive impact on the level of employees' organizational commitment in these agencies.

In order to enhance the level of work engagement of travel agencies employees; these agencies should take the following recommendations into consideration:

- Managers should pay attention to adopting modern leadership styles such as sustainable leadership, distributed leadership, network leadership, toxic leadership, transformational leadership ... etc., which positively affect many organizational outcomes such as strategic performance, productivity, organizational effectiveness, and competitiveness.
- Managers and supervisors should pay attention to listening to employees' evaluation of work in order to know the level of work progress, and the problems they face and work to solve them quickly.
- Managers should pay attention to building and strengthening human relations between management and employees, and between

employees each other, and participating in solving the personal problems of the employees.

- Managers should involve employees in decision making process concerning diversifying services and facilities offered, offering innovative programs, improving service quality……..
- Managers should improve employees' skills through organizing training courses to them…………
- Managers should apply transparent and unbiased policy in offering bonus or incentive and promotion……….

6. FUTURE RESEARCH

This study dealt with the impact of authentic leadership on work engagement within Egyptian travel agencies from the employees' point of view. Future research can address the evaluation of these variables, but from the point of view of managers and supervisors in these agencies. Future research can also discuss the impact of adopting authentic leadership on some other organizational outcomes within travel agencies such as organizational reputation, strategic flexibility, organizational effectiveness, talent management, and organizational sustainability.

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