

The Impact of Authentic Leadership on Smart Organization in Jordan Telecom Group (Orange)

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Received: July 3, 2022

Accepted: August 19, 2022

Online Published: August 31, 2022

doi:10.5539/jms.v12n2p36

URL: <https://doi.org/10.5539/jms.v12n2p36>

Abstract

The study aims at identifying the concept of Authentic Leadership “AL” and its impact on the Smart Organization “SO” in Jordan Telecom Group (Orange) “JTG”. The study population comprises all the members of the supervisory and directive management in JTG, which includes (737) members. The sample representing the population of (737) members is (250) members and in order to ensure population representation, (300) questionnaires were distributed by e-mail. Number of (292) questionnaires were retrieved. The Statistical Package of Social Sciences (SPSS) was used. The results of the study showed that there is a significant impact of Authentic Leadership with its dimensions on Smart Organization with its combined dimensions at level ($P \leq 0.05$) at JTG in Jordan; and the results showed also that there is a significant impact of Authentic Leadership with its dimensions on Understanding the Environment at level ($P \leq 0.05$) at JTG in Jordan. Finally, the researcher provides the following recommendations: JTG is recommended to provide professionals and specialists who conduct the needed proper assessment and analysis of the uncertainties’ effects on the company’s business; JTG is advised to review its policies and plans related to the adopted methods of using and reallocating its human resources and their corresponding capabilities.

Keywords: Authentic Leadership, smart organization, Jordan Telecom Group (orange)

1. Introduction

The current era (the era of the third millennium) may be the era that will witness an unprecedented momentum of rapid developments and changes, and there is no doubt that any business organization, irrespective of its field of work, is certainly exposed to these developments and changes. Al-Najjar (2015) states that there are multiple factors that cast a shadow over business organizations and force them to keep pace with the change in everything around them. Technology is accelerating remarkably, the surrounding environment is witnessing fierce competition, and the age in which products were characterized by long life cycles is over. Al-Ukosh (2020) considers that organizations are originally smart entities; because they are run by the minds that operate all the resources of the organization, and therefore the organization that fails to extrapolate its environment and to sense changes in its external environment and that lacks the ability to adapt to these changes are expected to make many serious mistakes thus it is prone to collapse and to backwardness.

There is no doubt that, the existence of a successful leadership at the head of a successful smart organization that moves the organization towards progress and excellence is a plus (Al-Bashqali & Sultan, 2021). Accordingly, this study seeks to consider the impact of the AL on SO in JTG taking into account that JTG is witnessing a frenzied competition in providing the latest products for its customers.

2. Importance and Aim of the Study

This study is considered the first of its kind-at the level of the Jordanian environment- that examined the impact of the AL on SO so the researcher hopes that this study will add value for future studies and will contribute in assisting the researchers with the needed theoretical background. Furthermore, as the population of the study, i.e., all the members of the supervisory and directive management, belongs to JTG in which the impact of AL on SO will be tested and as JTG is dynamic and pioneering in using the state-of-the-art technologies and introducing the latest networks in its infrastructure, the researcher anticipates that the results of this study will contribute to give decision-makers in JTG a scientific evaluation of the level of impact of AL on SO. These results can be used to

provide recommendations that highlight the importance of the studied variables (AL and SO) for positively impacting the performance of JTG.

3. Problem Statement

The modern administrations of business organizations have become interested recently in the SO and its dimensions represented by Understanding the Environment (UE), Continuous Learning (CL), Resources Mobilization (RM), and Finding Strategic Alternatives (FSA) especially in light of the great changes these organizations are undergoing and the intense competition they are exposed to in an environment characterized by strong turbulence and high dynamism. In view of the political and economic conditions experienced by the countries of the world in general and the countries of the Middle East in particular, the challenges that all Telecommunications companies -of course JTG is one of them- are facing have increased due to the strong competition, which increases JTG's possibility to be exposed to threats (related to the decrease in market share due to the fierce competition). In the same context, Khaddam et al. (2020) indicate that the SO has a great ability to understand the surrounding environment with the means it possesses in terms of the use of information technology, knowledge management, the Intelligence of its employees, and the development of its internal knowledge in creating new products, whether goods or services. Furlonger and Uzureau (2019) argue that business leaders bear a great burden in facing the challenges their organizations face from other organizations, and this pressures them to exchange ideas and collect information. Van Droffelaar and Jacobs (2018) explain that it is very essential to tackle the transformation of the leadership style of the organizations to the post traditional styles of charismatic, servant, transformational and AL to face the aforementioned complexity and turbulent environment under the traditional leadership style.

Thus, the need for AL—which is built on the positive leadership traits with high level of morals—honesty, authenticity and integrity in organizations under the conditions of fierce competition has become one of the attractive topics for study, taking into consideration that the conditions of competition in today's world are different due to the technological progress, the openness of markets and the convergence of tastes and preferences for the so-called “global customer”. Thus, it can be said that studying the need of SOs for AL has also become an urgent study issue. Accordingly, the problem of the study can be formulated by the following main question: “**What is the impact of AL on SO in JTG?**”

4. Hypotheses of the Study

• The First Main Hypothesis:

Ho1: There is no significant impact of Authentic Leadership represented by (Self-Awareness, Balanced Processing, Internalized Moral and Ethical Perspectives, and Relational Transparency) on Smart Organization with its combined dimensions at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan.

The sub-hypotheses of the first main hypothesis are:

- H_{01-1} : There is no significant impact of Authentic Leadership on Understanding the Environment at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan.
- H_{01-2} : There is no significant impact of Authentic Leadership on Continuous Learning at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan.
- H_{01-3} : There is no significant impact of Authentic Leadership on Resources Mobilization at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan.
- H_{01-4} : There is no significant impact of Authentic Leadership on Finding Strategic Alternatives at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan.

5. Model of the Study

Figure 1 indicates the study model, which includes its variables and the dimensions of each variable, in addition to the references that have been relied upon.

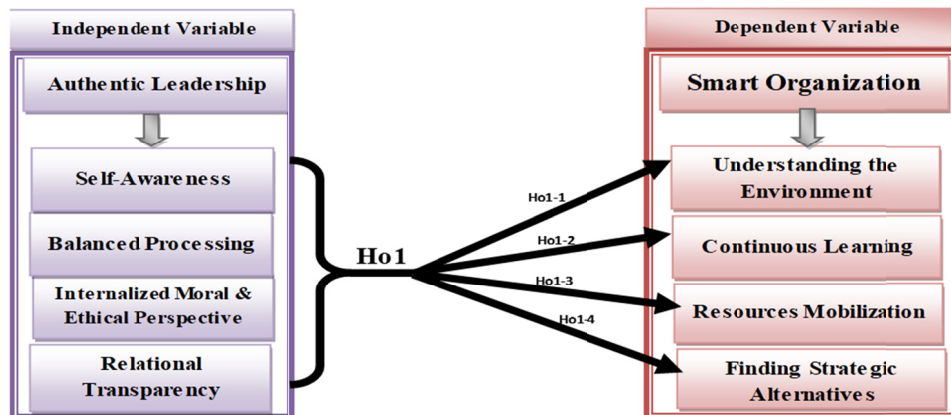


Figure 1. The model of the study

Source: developed by the researcher based on the following sources:

- **The independent variable:** The researcher has relied on the following references: (Mahmoud, 2018; Haque et al., 2020; Mahmoud & Samuel, 2020; Al Mansi, 2020; Ismail, 2015; Al-Hajjar, 2017; Maximo et al., 2019; Scheepers & Storm, 2019; El Sherbiny, 2020).

- **The dependent variable:** The researcher has relied on the following references: (Al Kasasbeh et al., 2016; Al-Qasim, 2010; Khaddam et al., 2020; CĂLIN et al., 2015; Salimi et al., 2019; Abboudi & Al-Maadidi, 2019; Al Akash, 2018; Alshrafi & Al Shobaki, 2020; Al Zoubi & Al Qaid, 2018).

6. Previous Studies

The study of Khaddam et al. (2020) aims to study the direct impact of human resource management strategies in smart organizations in a group of pharmacies in Amman; the study of Alshrafi and Al Shobaki (2020) which was applied on a sample of (45) administrative positions in Paltel has reached the following result: there exists a strong relationship between the leadership of the organization and the realization of the characteristics of smart organization; the study of Mahmoud and Samuel (2020) aims to investigate the relation of authentic leadership practices with psychological capital and effort affective in teaching at Primary school teachers; also the study of Haque et al. (2020) aims to examine the role of an authentic leadership style in managing levels of occupational stress and developing psychological capital in the fast-paced IT sector of Pakistan and the UK; while the study of Iqbal et al. (2020) aims to examine the direct influence of authentic leadership on employees' communal relationships; the study of Abboudi and Al-Maadidi (2019) aims to shed light on the impact of the principles of the smart organization in promoting strategic social responsibility practices in the private colleges in the Kurdistan Region—Iraq; the study of Maximo et al. (2019) aims to investigate the influence of authentic leadership on trust in supervisors, psychological safety and work engagement; the study of Al-Akash (2018), which aims to identify the role of leadership in building the smart organization and its dimensions has concluded that there is a positive relation with statistical significance between leadership and constructing a smart organization at Arab hospitals; the study of Al-Kasasbeh et al. (2016) aims to examine the effect of smart organization characteristics on social and environmental performance.

7. Authentic Leadership

- Introduction to Authentic Leadership Theory:

Mahmoud (2018) highlights that AL emerged at the beginning of the twenty-first century as one of the leadership styles to solve administrative violations and to address the disturbances caused by difficult times as a positive model for organizational behavior. Maximo et al. (2019), however, highlight that the majority of leadership theories focus on the characteristics and traits of leaders while AL concentrates on the relation between the leaders and subordinates. According to Haque et al. (2020), the AL is composed of two terms:

✓ First, “Authentic” which refers to a simple but rich phrase of “to be honest to oneself” and this implies trustworthy, transparency, reliability and truth.

✓ Second, “Leadership” which is the art of managing people.

-What is Authentic Leadership?

Operationally, this study defines Authentic Leadership as the basis of a positive leadership style, which focuses on the relationship between leaders and their subordinates. This relationship is characterized by mutual trust,

transparency, respect and credibility. This supervisory relationship is based on the effective influence on the performance of the subordinates to achieve the desired goals. Mahmoud and Samuel (2020) highlight that the Authentic Leader reflects what he says in terms of words to real actions on the ground in a manner that is characterized by complete consistency between these words and actions relying on the exchange of opinions and ideas based on clear and transparent rules. It means the public sharing of ideas, the frank exchange of opinions and beliefs with workers, and the reduction of the negative possible emotions between the leader and the workers. Khalil and Siddiqui (2019) describe the AL as the win-to-win relation between the leader and his/her employees as the leader reflects his/her own values of trust on his/her employees, supports them, is being concerned in their problems and who is constituting the foundation for them to be enthusiastic to do their best efforts; in turn, employees do perceive such caring behavior and do receive this positive action which entails solving their complex problems and this yields at the end to increasing their work engagement.

- Dimensions of Authentic Leadership:

A. Self-Awareness:

Operationally, this study defines Self-Awareness as the leader being fully cognizant of his/her own strengths and weaknesses based on how he/she interacts with the others, and based on how his/her actions and words affect the subordinates. Ismail (2015) considers SA as the main determinant point for AL and it is considered the starting point for AL. AL means the full understanding of the leader of his/her strengths and weaknesses through his/her dealing with the subordinates and their perception about his/her strengths and weaknesses and the impact of this perception on them.

B. Balanced Processing:

Operationally, this study defines Balanced Processing as the process related to manipulating and conducting an objective analysis of the raw data, characteristics and capabilities of the subordinates before taking a certain decision in light of this data with full awareness of the employees' views on the topics at hand. Ali and Zidan (2019) highlight that BP indicates the objectivity in conducting the assessment and analysis for the strengths and weaknesses of individuals before taking the final decision.

C. Internalized Moral and Ethical Perspectives:

Operationally, this study defines Internalized Moral and Ethical Perspectives as the genuine conduct of the leader that reflects the leader's behavior according to his/her own beliefs and values in addition to his/her adherence to the society's standards and values without paying attention to the external influences. Iqbal et al. (2020) identify that IMEP means no sort of contradiction or conflict is recognized between the leader's practices and acts and his/her own values and beliefs.

D. Relational Transparency:

Operationally, this study defines Relational Transparency as the reliable relations that dominate the relations of the leader with the subordinates. This relationship is built on mutual trust, ability to work together and transparent information and ideas sharing in addition to honestly and objectively expressing feelings, emotions and opinions.

This dimension of AL refers to being transparent and open in information and feelings sharing, as this suits the situation expressing one's authenticity freely (Scheepers & Storm, 2019).

8. Smart Organization

- The Concept of Smart Organization

The concept of the SO is considered one of the modern concepts in this century, and it refers to the organization that makes effective qualitative strategic decisions to produce valuable opportunities in order to achieve success for the organization and continue to grow and succeed in a way that contributes to achieving its dominance in the market (Al-Qasim, 2010). Al-Kasasbeh et al. (2016) highlight that SO refers to the ability of the organization to behave in a smart way, i.e., to make smart decisions relying on its smart employees and to adapt effectively to the rapid environmental changes. The concept of SO which emerged for the first time in 1996 constitutes the basis of having a competitive advantage for the organization.

- Definitions of Smart Organizations:

Operationally, this study defines Smart Organization as the organization that deploys intelligence in all its day-to-day activities. In other words, it is the organization's inclusion of learning sharing within its administrative units and its ability to acquire, generate and disseminate knowledge.

The SO is a social unit whose managers and leaders have the knowledge and skills necessary to deal quickly and gracefully with environmental changes and emergency events and their interest in acquiring knowledge and spreading it in all directions and at all levels, which leads to the excellence of this organization, achieving high performance and gaining a competitive advantage (Khalil & Hassan, 2019).

- Dimensions of Smart Organizations:

1) Understanding the Environment

Operationally, this study states that Understanding the Environment refers to the smart organization's ability to analyze the internal and external environment surrounding it, i.e., the whole variables affecting the decision-making process in a way by which this analysis provides the organization with the deep understanding and full awareness of the complexity and dynamism of the uncertainties (environmental variables) and their root-causes in addition to the proper means to deal with them effectively.

Everyone agrees on the importance of UE in achieving success and sustainable survival taking into account that understanding and analyzing the environment enable the organization to formulate its appropriate options and alternatives (Abboudi & Al-Maadidi, 2019).

2) Continuous Learning

Operationally, this study defines Continuous Learning as follows: on the organizational level, Continuous Learning refers to the individuals' accumulative learning acquisition, learning dissemination, continuous training and development to enable the organization to face the ever-changing surrounding environment. This aims at generating higher value for the organization which essentially provides the needed adequate resources and diagnoses improvements on an ongoing basis. Qarmash and Al Najjar (2020) consider the need for CL and self-development of employees is created as a direct result of the changes that business organizations face. CL aims to use new knowledge and new skills to enhance the capabilities of employees and help them keep abreast of all developments throughout their career.

3) Resources Mobilization

Operationally, this study defines Resources Mobilization as the smart organization's actions in empowering, making better use of, maximizing and benefiting from its existing resources in its attempt to face the external troubled environment and to achieve sustainability. This entails exerting all the efforts and deploying different means by the organization to raise and allocate the resources so as to reach the objectives of the organization and face the dynamic complex environment. CÄLIN et al. (2015) emphasize that mobility and optimal use of available resources constitute a challenge for the organizations as they target tangible and intangible resources.

4) Finding Strategic Alternatives

Operationally, this study defines Finding Strategic Alternatives as the possible available options and scenarios that are developed by the organization to establish the basis and direction in which the resources can be optimally applied in a way to attain the organization's goals. Encouraging the innovative novel ideas yields to the provision of several alternatives that support the creation of high-quality decisions.

The concept of strategic alternatives refers to the existence of options and alternative methods that the organization can adopt; this in turn aims to reduce the difference between the current organizational performance and the desired performance. The existence of strategic alternatives is achieved as a result of the analysis adopted by the organization for its external environment whereby it determines the opportunities, ways of exploiting these opportunities, identifying the challenges and the means to avoid these challenges or to reduce their negative effects (Khaddam et al., 2020).

9. The Theoretical Rooting and Relations Between Authentic Leadership and Smart Organization

This current study is consistent with the study of Qarmash and Al Najjar (2020), the study of Alshrafi and Al Shobaki (2020), the study of Al-Akash (2018), and the study of Salimi et al. (2019). Thus, the previous researches that have examined the relationship between Leadership and Smart Organization highlight that whenever the organization is concerned with exploiting the skills and capabilities of managers/leaders who often challenge the employees' ideas and insights, pressure them and push them to seek for solutions and not to intervene others' affairs, this in turn increases the chances of the organization switching to a smart organization. On the other hand, this finding of this current study differs with the study of Al-hawajreh (2017) who has affirmed the presence of moderate-level perceptions of top-level leaders of the Governmental Jordanian Universities of the capabilities of business intelligence. Furthermore, the results of the current study of Kulkarni et al. (2017) have shown that senior-level management championship has an indirect impact on developing the

business intelligence of the organization via various ways.–

10. Methodology of the Study

- Population of the Study

The study population comprises all the members of the supervisory and directive management in JTG which includes (737) members.

- Study Sample

The sample representing the population of (737) members is (250) members according to the sample table based on the permissible margin of error of (5%) (Sekaran & Bougie, 2016). The researcher has used the proportional purposeful stratified sample. To ensure population representation, (300) questionnaires were distributed. A number of (292) questionnaires were retrieved accounting for (97.33%) of the total distributed questionnaires, which is a statistically acceptable percentage.

- Unit of Sampling and Analysis

The sampling and analysis unit for this study consisted of the supervisory and directive management represented by (chief officers, directors, managers, team leaders and experts) whose number is (737) members in JTG.

11. Statistical Analysis

- **Descriptive Statistics of the Model Variables:** this part presents the descriptive measure of the sample's individuals towards the AL and SO. Table 1 shows the Means, Relative Importance and Ranks for AL's and SO's dimensions in addition to their sub-dimensions.

Table 1. Means, Relative Importance and Ranks for the variables of the study

#	Dimensions	Means	Relative Importance	Rank
1	Self-Awareness (SA)	5.970	High	2
2	Balanced Processing (BP)	6.010	High	1
3	Internalized Moral and Ethical Perspectives (IMEP)	5.949	High	3
4	Relational Transparency (RT)	5.868	High	4
General average for Authentic Leadership		5.949	High	
1	Understanding the Environment	5.179	High	4
2	Continuous Learning	5.747	High	1
3	Resources Mobilization	5.443	High	3
4	Finding Strategic Alternatives	5.466	High	2
General average for Smart Organization		5.459	High	

Table 1 indicates that the respondents' attitudes occupied a high level of importance for all variables. Table 1 shows that the independent variable, i.e., the Authentic Leadership came in the first place with a mean of (5.949), and this affirms that the independent variable has the greatest impact on the dependent variable; all subdimensions of Authentic Leadership were highly important: Balanced Processing (BP) has the first rank among the four dimensions of Authentic Leadership, and represents the highest rank with a mean of (6.010), and with a high relative importance, while Relational Transparency (RT) lies in the last rank among the four dimensions of Authentic Leadership with a mean of (5.868), and with high relative importance. The Dependent Variable, i.e., the Smart Organization lies in the second rank preceded by Authentic Leadership with a mean of (5.459) and this is in line with the logical statistical literature which points out that the Dependent variable comes in the second rank. The Dependent Variable is the problem of the study so being in the lowest rank is in line with the normal statistical literature as it constitutes the phenomenon under study which entails a problem that needs investigation and solution; all subdimensions of Smart Organization were highly important: Continuous Learning (CL) has the first rank among the four dimensions of Smart Organization, and represents the highest rank with a mean of (5.747), and with a high relative importance, while Understanding the Environment (UE) lies in the last rank among the four dimensions of Smart Organization with a mean of (5.179), and with high relative importance.

- Reliability of the Tool of the Study

The researcher measured the internal consistency between the paragraphs of each of the study variables depending on the Cronbach's alpha coefficient (α) where the result of the scale is statistically acceptable if the value of Cronbach's alpha is greater than (0.60) (Sekaran, 2006, p. 311). Table 2 shows that the results of

Cronbach's alpha were higher than (90%) for all study variables.

Table 2. Values of the internal consistency "Cronbach's Alpha Coefficient" for the study tool paragraphs

Variable	Paragraphs' Numbers	No. of Paragraphs	Reliability Coefficient (α)
Self-Awareness (SA)	1–5	5	0.942
Balanced Processing (BP)	6–10	5	0.948
Internalized Moral and Ethical Perspectives (IMEP)	11–15	5	0.931
Relational Transparency (RT)	16–20	5	0.932
Authentic Leadership (AL)	1–20	20	0.972
Understanding the Environment (UE)	21–24	4	0.925
Continuous Learning (CL)	25–28	4	0.943
Resources Mobilization (RM)	29–32	4	0.948
Finding Strategic Alternatives (FSA)	33–36	4	0.962
Smart Organization (SO)	21–36	16	0.969

- Multicollinearity Test

Pearson correlation coefficients were calculated between independent (predictor) variables according to the study model, taking into account that the value of the correlation coefficient exceeding (0.80) is an indication of the existence of the multiple high linear correlation problem (Gujarati, 2004, p. 359). The results of testing multicollinearity between independent variables are explained by correlation matrix and Variance Inflation Factor (VIF) test as following:

Table 3. Correlation Matrix for Predictors Variables

Variables	SA	BP	IMEP	RT
SA	1.000			
BP	0.789**	1.000		
IMEP	0.727**	0.767**	1.000	
RT	0.679**	0.742**	0.770**	1.000

Note. SA: Self-Awareness. BP: Balanced Processing. IMEP: Internalized Moral and Ethical Perspectives. RT: Relational Transparency. (**) Significant at 0.01.

Table 3 shows that the maximum value of correlation coefficient is between (Balanced Processing) and (Self-Awareness) which is (0.789). The rest of the values were less than (0.789), which means that there were no perfect relationships between the variables. As explained in the statistical literature, the value of (0.80) and more is considered as an indicator of multicollinearity existence.

- Variance Inflation Factor (VIF) and Tolerance

To confirm the previous result, the (VIF) for the absence of a multiple linear correlation in addition to Tolerance were calculated, and the results are as follows:

Table 4. Results of the multiple correlation test between independent variables

Variable	VIF	Tolerance
Self-Awareness (SA)	3.482	0.287
Balanced Processing (BP)	4.187	0.239
Internalized Moral and Ethical Perspectives (IMEP)	3.282	0.305
Relational Transparency (RT)	2.909	0.344

Table 4 shows that all VIF values were greater than (1) and less than (5). Also, the Tolerance value was confined between (0.1 and 1), which indicates that there is no problem of multiple linear correlation between the study variables; this gives evidence that there is no multicollinearity between independent variables (Gujarati, 2004).

- **Hypotheses Testing:** this part of study explains hypotheses testing where standardized Multiple Regression was used for testing the First Main Hypothesis. Simple Linear Regression was used to test the sub-hypotheses of

the First Main Hypothesis.

• **First Main Hypothesis H01:**

There is no significant impact of Authentic Leadership with its dimensions (Self-Awareness, Balanced Processing, Internalized Moral and Ethical Perspectives, and Relational Transparency) on Smart Organization with its combined dimensions at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan.

In order to test the First Main Hypothesis H01, standardized Multiple Regression was used; the results are as follows:

Table 5*. Results of testing the impact of Authentic Leadership with its dimensions on Smart Organization: the summary of the model, ANOVA and Regression Coefficients results of the First Main Hypothesis H01

Dependent variable	Model Summary		ANOVA			Regression Coefficients						
	R	R ²	Durbin-Watson	F	df	Sig F	Independent variable	B	Std. error	β	t	Sig. t
Smart Organization (SO)	0.799	0.638	2.081	126.6	4	0.000	SA	0.188	0.071	0.171	2.641	0.009
							BP	0.159	0.074	0.154	2.151	0.032
							IMEP	0.178	0.062	0.184	2.879	0.004
							RT	0.369	0.059	0.375	6.247	0.000

SA: Self-Awareness. BP: Balanced Processing. IMEP: Internalized Moral and Ethical Perspectives. RT: Relational Transparency. SO: Smart Organization.

Note. *Significant at 0.05 level.

The results of the Model Summary of Table 5 show that there is a strong positive correlation with the value of ($R = 0.799$) between the independent variable (Authentic Leadership) with its dimensions and the dependent variable (Smart Organization) according to Zikmund (2000, p. 513). The model summary also reports that the value of R Square, the coefficient of determination is ($R^2 = 0.638$) which means that the Authentic Leadership has explained (63.8%) of the variation in the dependent variable “Smart Organization (SO)”. The results of ANOVA in Table 5 show that the value of the F statistic ($F = 126.560$) at four degrees of freedom ($df = 4$) with a significance value of the F statistic is ($Sig. F = 0.000$), which is less than (0.05) that ensures the significance of regression.

Moreover, the coefficients of the regression line as shown in Table 5 are as follows: Relational Transparency (RT): the value of the coefficient (B) equals (0.369) with ($t = 6.247$) and ($Sig. t = 0.000$) which is less than 0.05 which proves the significance of this coefficient so it is significant; then regarding the Internalized Moral and Ethical Perspectives (IMEP): the value of the coefficient (B) equals (0.178) with ($t = 2.879$) and ($Sig. t = 0.004$) which is less than (0.05) which proves the significance of this coefficient so it is significant; then for the Self-Awareness (SA): the value of the coefficient (B) equals (0.188) with ($t = 2.641$) and ($Sig. t = 0.009$) which is less than 0.05 which proves the significance of this coefficient so it is significant; then the Balanced Processing (BP): the value of the coefficient (B) equals (0.159) with ($t = 2.151$) and ($Sig. t = 0.032$) which is less than 0.05 which proves the significance of this coefficient so it is significant.

Based on the above, we reject the first main null hypothesis and accept the alternative hypothesis that states: “**There is a significant impact of Authentic Leadership with its dimensions (Self-Awareness, Balanced Processing, Internalized Moral and Ethical Perspectives and Relational Transparency) on Smart Organization with its combined dimensions at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan**”.

From this First Main Hypothesis, four sub-hypotheses emerge that will be analyzed individually using simple linear regression:

In order to test the sub-hypotheses, Simple Linear Regression was used; the results are as follows:

Table 6*. Results of testing the impact of Authentic Leadership on Understanding the Environment: the summary of the model, ANOVA and Regression Coefficient result of sub-hypothesis H01-1, H01-2, H01-3, and H01-4

Dependent variable	Model Summary			ANOVA			Regression Coefficients					
	R	R ²	Durbin-Watson	F	df	Sig F	Independent variable	B	Std. error	β	t	Sig. t
Understanding the Environment (UE)	0.711	0.506	1.818	296.763	1	0.000	Authentic Leadership (AL)	0.857	0.050	0.711	17.2	0.000
Continuous Learning (CL)	0.754	0.569	2.238	382.679	1	0.000	Authentic Leadership (AL)	0.929	0.047	0.754	19.56	0.000
Resources Mobilization (RM)	0.695	0.483	2.17	270.475	1	0.000	Authentic Leadership (AL)	0.918	0.056	0.695	16.446	0.000
Finding Strategic Alternatives (FSA)	0.678	0.460	2.141	247.38	1	0.000	Authentic Leadership (AL)	0.885	0.056	0.678	15.728	0.000

Note. *Significant at 0.05 level.

- **First sub-hypothesis H01-1:** There is no significant impact of Authentic Leadership on Understanding the Environment at level ($P \leq 0.05$) at Jordan Telecom Group in Jordan.

The results of the Model Summary of Table 6 show that there is a strong positive correlation with the value of ($R = 0.711$) between the independent variable (Authentic Leadership) and the dependent variable (Understanding the Environment) according to Zikmund (2000, p. 513). The model summary also reports that the value of R Square, the coefficient of determination is ($R^2 = 0.506$) which means that the Authentic Leadership has explained (50.6%) of the variation in the dependent variable (Understanding the Environment). The results of ANOVA in Table 6 show that the value of the F statistic ($F = 296.763$) at one degree of freedom ($df = 1$) with a significance value of the F statistic is (Sig. $F = 0.000$), which is less than (0.05) that ensures the significance of regression. This means that the effect of the independent variable (Authentic Leadership) is significant.

Moreover, the coefficient of the regression line as shown in Table 6 is as follows: the Authentic Leadership: the value of the coefficient (B) equals (0.857) with ($t = 17.227$) and (Sig. $t = 0.000$) which is less than (0.05), which proves the significance of this coefficient so it is significant.

Based on the above, we reject the first null sub-hypothesis H01-1 and accept the alternative hypothesis that states: **“There is a significant impact of Authentic Leadership on Understanding the Environment at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan”**.

- **Second sub-hypothesis H01-2:** There is no significant impact of Authentic Leadership on Continuous Learning at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan.

The results of the Model Summary of Table 6 above show that there is a strong positive correlation with the value of ($R=0.754$) between the independent variable (Authentic Leadership) and the dependent variable (Continuous Learning) according to Zikmund (2000, p. 513). The model summary also reports that the value of R Square, the coefficient of determination is ($R^2 = 0.569$) which means that the Authentic Leadership has explained (56.9%) of the variation in the dependent variable (Continuous Learning). The results of ANOVA in Table 6 above show that the value of the F statistic ($F = 382.679$) at one degree of freedom ($df = 1$) with a significance value of the F statistic is (Sig. $F = 0.000$), which is less than (0.05) that ensures the significance of regression. This means that the effect of the independent variable (Authentic Leadership) is significant. Moreover, the coefficient of the regression line as shown in Table 6 is as follows: the Authentic Leadership: the value of the coefficient (B) equals (0.929) with ($t = 19.562$) and (Sig. $t = 0.000$) which is less than 0.05 which proves the significance of this coefficient so it is significant.

Based on the above, we reject the second null sub-hypothesis H01-2 and accept the alternative hypothesis that states: **“There is a significant impact of Authentic Leadership on Continuous Learning at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan”**.

- **Third sub-hypothesis H01-3:** There is no significant impact of Authentic Leadership on Resources Mobilization at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan.

The results of the Model Summary of Table 6 show that there is a strong positive correlation with the value of ($R = 0.695$) between the independent variable (Authentic Leadership) and the dependent variable (Resources Mobilization) according to Zikmund (2000, p. 513). The model summary also reports that R Square, the coefficient of determination is ($R^2 = 0.483$) which means that the Authentic Leadership has explained (48.3%) of the variation in the dependent variable (Resources Mobilization). The results of ANOVA in Table 6 above show

that the value of the F statistic ($F = 270.475$) at one degree of freedom ($df = 1$) with a significance value of the F statistic is ($\text{Sig. } F = 0.000$), which is less than (0.05) that ensures the significance of regression. This means that the effect of the independent variable (Authentic Leadership) is significant. Moreover, the coefficient of the regression line as shown in Table 6 is as follows: The Authentic Leadership: the value of the coefficient (B) equals (0.918) with ($t = 16.446$) and ($\text{Sig. } t = 0.000$) which is less than (0.05), which proves the significance of this coefficient so it is significant.

Based on the above, we reject the third null sub-hypothesis H01-3 and accept the alternative hypothesis that states: “**There is a significant impact of Authentic Leadership on Resources Mobilization at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan**”.

- **Fourth sub-hypothesis H01-4:** There is no significant impact of Authentic Leadership on Finding Strategic Alternatives at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan.

The results of the Model Summary of Table 6 show that there is a strong positive correlation with the value of ($R = 0.678$) between the independent variable (Authentic Leadership) and the dependent variable (Finding Strategic Alternatives) according to Zikmund (2000, p. 513). The model summary also reports that the value of R Square, the coefficient of determination is ($R^2 = 0.460$) which means that the Authentic Leadership has explained (46.0%) of the variation in the dependent variable (Finding Strategic Alternatives). The results of ANOVA in Table 6 above show that the value of the F statistic ($F = 247.379$) at one degree of freedom ($df = 1$) with a significance value of the F statistic is ($\text{Sig. } F = 0.000$), which is less than 0.05 that ensures the significance of regression. This means that the effect of the independent variable (Authentic Leadership) is significant. Moreover, the coefficient of the regression line as shown in Table 6 is as follows: The Authentic Leadership: the value of the coefficient (B) equals (0.885) with ($t = 15.728$) and ($\text{Sig. } t = 0.000$) which is less than 0.05 , which proves the significance of this coefficient so it is significant.

Based on the above, we reject the fourth null sub-hypothesis H01-4 and accept the alternative hypothesis that states: “**There is a significant impact of Authentic Leadership on Finding Strategic Alternatives at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan**”.

12. Findings and Discussion

- 1) There is a significant impact of Authentic Leadership with its dimensions on Smart Organization with its combined dimensions at level ($P \leq 0.05$) at JTG in Jordan.
- 2) There is a significant impact of Authentic Leadership on Understanding the Environment at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan.
- 3) There is a significant impact of Authentic Leadership on Continuous Learning at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan.
- 4) There is a significant impact of Authentic Leadership on Resources Mobilization at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan.
- 5) There is a significant impact of Authentic Leadership on Finding Strategic Alternatives at level ($P \leq 0.05$) at Jordan Telecom Group (Orange) in Jordan.

13. Recommendations

JTG is recommended to provide professionals and specialists who conduct the needed proper assessment and analysis of the uncertainties' effects on the company's business; JTG is advised to review its policies and plans related to the adopted methods of using and reallocating its human resources and their corresponding capabilities.

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