The role of Authentic leadership in Scaling Job laziness cases An analytical study of the opinions of a sample of administrative leaderships at the Northern Technical University and its formations in Nineveh Governarate

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Abstract: The research dealt with two variables of great importance for organizations, represented by authentic leadership, expressed in Its dimensions (self-awareness, balanced processing, relational transparency, internalized moral perspective) and Scaling jobs laziness cases represented by (Job Apathy, disavowing responsibility, procrastination, decreased expended effort). Accordingly, the research seeks to determine the role application at the Northern Technical University and its formations in Nineveh Governorate and the questionnaire was adopted as a main tool in collecting data for the two variables from a sample of (95) at the top and middle levels of managerial leaderships in the researched organizations , Several statistical methods were used in the analysis of these data according to the (SPSS) software, and reached several conclusions confirming the existence of correlations and effects relations between the Authentic leadership and the Scaling of job laziness cases, and in a way leads that the cases of job laziness in the researched organizations derives the Constituents of its scaling from the adoption of its leaders of the expressive dimensions of Authentic leadership. The research was concluded by presenting several Proposals necessary for organizations in general and researched in particular with regard to research variables.
Key words: Authentic leadership, self-awareness, balanced processing, relational transparency, Internalized Moral Perspective, Job laziness, Job Apathy, procrastination

1.Introduction

Authentic leadership represents one of the contemporary administrative leadership styles that organizations adopt in facing challenges and changes in their internal and external environment. By possessing characteristics that express authentic moral values, honesty, honesty, integrity and transparency, and perhaps cases of job laziness represent one of the undesirable behaviors that need to be addressed and scaled by adopting the dimensions of authentic leadership represented by (self-awareness, balanced processing, relational transparency, Internalized Moral Perspective)

Accordingly, we found it appropriate to study the role of authentic leadership in scaling cases of job laziness in the environment of Iraqi organizations, represented by some formations of the Northern Technical University in Nineveh Governorate, in order to identify a research problem that "Does authentic leadership contribute to scaling cases of job laziness in the surveyed organizations

In order to achieve this, the study adopted a hypothetical scheme that reflects the nature of the relationship and influence between its variables (authentic leadership and scaling job laziness), which were adopted as the main hypotheses of the study to be verified in the light of the analysis of data collected from a sample of (95) respondents from the administrative leaders in the organizations surveyed through a questionnaire form prepared for this purpose and reached a set of conclusions and suggestions related to the research variables. In order to implement the foregoing, the research included four sections, as follows:

The first topic (methodological framework for research)

First: the research problem
Organizations of all kinds seek to achieve their goals by achieving high levels of performance, and this depends on the effective employment of the material, human, financial and information resources they possess. Its human resources in the

light of its adoption of several behaviors, including positive and negative, the human resource may, during the exercise of his tasks in the organization, show some undesirable behaviors, perhaps among them cases of job laziness such as job apathy and disavowing responsibility as well as resorting to procrastination to work and decreased effort, which requires organizations to exercise their role in scaling these cases by adopting certain techniques, mechanisms and behaviors, perhaps among them the authentic leadership that expresses the characteristics of honesty, , integrity, transparency and authentic values, as its leaders possess the dimensions that express this leadership style represented by (self-awareness, balanced processing, relational transparency, Internalized Moral Perspective) may contribute to scaling cases of job laziness among its workers

In view of the absence of studies dealing with authentic leadership and job laziness, as well as the scarcity and limited studies on job laziness, especially in the environment of our local organizations- according to our modest knowledge -which motivated and encouraged us to study authentic leadership and its role in scaling cases of job laziness in the environment of Iraqi organizations represented by the formations of the Northern Technical University in Nineveh Governorate, in order to identify a research problem that is "Do the dimensions of authentic leadership contribute to scaling cases of job laziness in the researched organizations? In addition, the following two questions can be raised as an expression of the problem

1- What is the nature of the correlation relationship between authentic leadership and the scaling of cases of job laziness in the researched organizations in light of the dimensions expressed for each of them?

2-To what extent the cases of job laziness in the researched organizations affected by the dimensions of authentic leadership?

Second: Importance of Research

1- The importance of the research lies in its handling of a topic of great importance to contemporary organizations. Authentic leadership is one of the methods used in dealing with undesirable negative cases in the organization, including job laziness, which in turn is one of the rare topics addressed by local studies

2-The importance of the research is also evident from the fact that studies and research on its subject came within the framework of scarcity, according to our modest knowledge, which prompted us to study it and with an analytical vision that reveals reality and future trends, which means that this research represents an attempt to

root this topic and what enables departments to adopt the translated dimensions of the authentic leadership, as he discloses the attempts to scale cases of job laziness

3-The need of the organizations in general and those surveyed in particular to adopt modern methods of leadership represented by authentic leadership, which has become necessary as an entrance to bring about important changes in them and in a way that contributes to finding solutions to the problems they face, including scaling cases of job laziness

4-Enhancing the perceptions of the management of the surveyed organizations and increasing their awareness and understanding of the importance of authentic leadership, and motivating them to adopt it by explaining its role and its repercussions on the organizational and behavioral aspects, including scaling cases of job laziness.

Third: Research objectives

The main objective of the research is to reveal the role that authentic leadership can reflect in limiting cases of job laziness in the researched organizations, as well as achieving a set of sub-goals represented by the following:

1- Presenting a theoretical presentation that covers the two variables of the research (authentic leadership and scaling job laziness) in a way that provides the appropriate ground for building future studies as well as attempts to add whenever possible.

2-To test the nature of the correlation relationship between authentic leadership and scaling cases of job laziness in the researched organizations in the light of the dimensions expressing each of them.

3-Verify the existence of an effect of the dimensions of authentic leadership in scaling cases of job laziness in the researched organizations

Fourth: research scheme.

In order to scientifically address the research problem and to achieve its objectives, and based on previous studies regarding the two variables (authentic leadership and scaling cases of job laziness), a hypothetical scheme was adopted for the research showing the nature of the correlation and influence relationship between its variables and the dimensions constituting each of them Figure (1) as follows
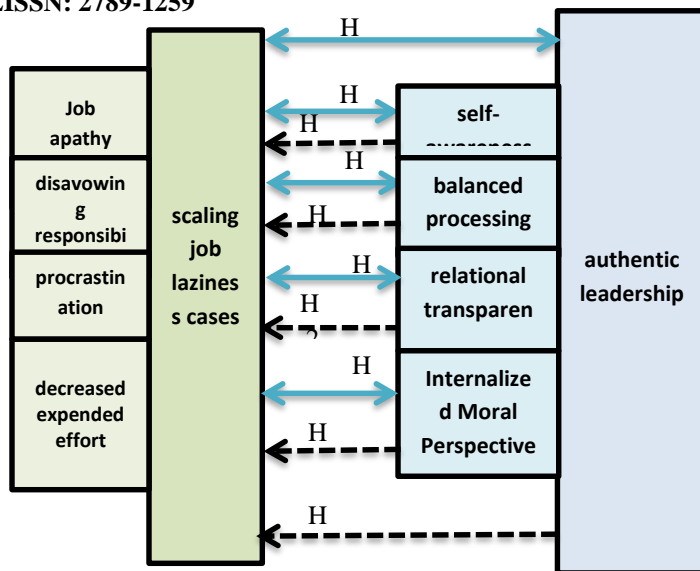
Figure (1) Hypothesis Research Scheme
Refers to the correlation

Refers to the effect relationship
Figure prepared by the researcher

Fifth: Research hypotheses

In order to achieve its objectives and test its plan, the research adopted a set of hypotheses, as follows :

The first hypothesis: There is a significant correlation between the dimensions of authentic leadership (collectively and individually) and the scaling of cases of job laziness in the researched organizations.

The second hypothesis: There is a significant effect of the dimensions of authentic leadership (collectively and individually) in scaling cases of job laziness in the researched organizations.

Sixth: Methods of data collection

In covering the theoretical framework for the variables, the research relied on the available arab and foreign sources and references, as well as making use of the Internet. As for the field side, the questionnaire was relied on as a main tool in collecting data on the research variables and the dimensions expressed for them, in light of the benefit from previous studies in this field. Indicators expressing the authentic leadership variable were formulated by benefiting from studies [1], [2], [3], while the studies were benefited from [4] in formulating variable indicators for scaling cases of job laziness. The five-weights (Likret) scale was adopted (strongly agree, agree, somewhat agree, disagree , Strongly disagree), and for each option the corresponding degrees were assigned (5, 4, 3, 2, 1). It should be noted that the questionnaire was subjected to a set of pre- and post-tests in a manner that confirms its credibility and stability.

Seventh: Methods of data analysis

The research relied on analyzing the collected data by using a set of statistical methods according to (SPSS) programs to test the hypotheses of the

correlation and influence between the two variables and their dimensions, as follows:

1- Pearson correlation coefficient for the purpose of measuring the strength of the correlation between the two variables and their dimensions.

2-Simple and multiple linear regression in measuring the significant effect of the independent variables on the dependent variable.

Eighth: The research community and its sample

The Northern Technical University and its formations in Nineveh Governorate, represented by (the Presidency of the University, the Technical College of management, the Engineering Technical College, the Agricultural Technical College, the Mosul Technical Institute, the Technical Institute / Nineveh) were chosen to be a field for research, and the research community included the administrative leaders (the senior and middle management) in the Presidency of the University and its formations located in Nineveh Governorate, as their number reached (160), and a sample of the research community was selected according to the scientific methods adopted in determining the size of the sample and in a manner that represents the research community the best representation, as the questionnaire was distributed to (110) respondents, retrieved of them (100), and (5) incomplete forms were excluded, bringing the number of forms valid for analysis to (95), so the percentage of forms valid for analysis reached (86.4%) and the percentage of the sample reached (59.4).

(**The second topic (theoretical frame work**

First: authentic leadership

1-Concept

The definition is one of the first cognitive contributions that began in the definition of authentic leadership to the extent to which subordinates see their leader to demonstrate acceptance of organizational and personal responsibility for work, and the results to prevent cases of manipulation of subordinates and to highlight the role of the self [5]. [6] indicates that it is a process derived from both positive psychological capacities and a highly developed organizational context that results in increased self-awareness and positive self-organized behaviors on the part of leaders. and partners, and the promotion of positive self-development [7] sees it as a metaphor for professional effectiveness, ethics and high awareness, and it reflects the basic practices of management as it is based on knowledge, skill and values

[1] considers it a pattern of leader behavior that enhances and depends on both positive psychological capabilities and a positive ethical climate to activate increased self-awareness,

internalized Moral Perspective, balanced processing of information, and relational transparency on the part of leaders who work with followers Promote positive self-development.

[8] indicates that it represents the process through which the focus is on positive behaviors in the organization such as honesty, integrity and ethical standards, which help to improve the relationship between the leader and subordinates

[9] believes that the practical definition of authentic leadership refers to honesty with oneself, high moral values, and acting in a manner consistent with the values they expressed.

Authentic leadership is represented by [10] as a set of related behaviors that characterize the way leaders behave with followers, make ethical decisions, and use information.

[11] indicates that it represents the authentic, self-aware leaders, as it represents the individual's application of his values and beliefs in the organization. It was emphasized in most studies on the positive impact of authentic leaders on followers.

It is clear from the previous definitions that there is no agreement between the writers and researchers about one acceptable concept of authentic leadership, as they used the concept in somewhat different ways, which led us to define authentic leadership as representing a leadership style that expresses some of the positive behaviors adopted by the leader represented by (self-awareness, balanced processing, relational transparency, internalized moral perspective) in order to encourage and motivate followers to avoid some undesirable behaviors during the performance of their assigned tasks, including what may appear from them from cases of job laziness

2-The dimensions of authentic leadership

The current research adopted the dimensions that won the most agreements within the classifications of writers and researchers in this field, which were (self-awareness, balanced processing, relational transparency, Internalized Moral Perspective) and based on the following justifications:

* The classification that included these dimensions is one of the most famous and best classifications in the field of authentic leadership, as it was focused on by most researchers who dealt with the topic of authentic leadership [1], [3], [13].

* These dimensions express the authentic leadership in a more comprehensive way.

*Apply it in more than one environment and test its effects in several organizational and behavioral aspects in organizations.

*The compatibility of those dimensions and their proportionality with the variable adopted for the current research, which is the scaling of cases of job laziness.

We present, through the following, an explanation of each of these dimensions

A self-awareness

Self-awareness refers to demonstrating an understanding of a leader's strengths and weaknesses and the multifaceted nature of the self, which includes having insight into oneself through exposure to others, and being aware of their impact on others. and self-respect [14].

Self-awareness [15] considers the leader's awareness of the effects of his internal views on situations and on others, as leaders who enjoy more self-awareness constantly seek to learn and develop themselves because they know their weaknesses through meditation. self and introspection.

In a context related to the above mentioned that self-awareness refers to the understanding of how you derive and make the meaning of the world, and how it affects the way an individual perceives himself over time, and it also shows an understanding of strength, weakness, and the multifaceted nature of the self, which It includes gaining insight into oneself through exposure to others, and realizing one's impact on others.

In continuation with the foregoing, it can be said that self-awareness refers to the personal perceptions of the leader about the self-awareness of individuals and the identification of the main values and beliefs in the organization, that is, it involves the leader's awareness of himself and his values, beliefs, motives and emotions, and awareness of his strengths and weaknesses, and recognition of others. His employees and their reactions in a way that enhances confidence in himself and his understanding of the surrounding variables, and in a way that is reflected on his actions and behaviors in dealing with individuals working in the organization.

B- Balanced processing

[13] emphasizes that it expresses the situation in which the authentic leaders practice the processing process in a balanced way, which means that the leader analyzes the data or information objectively before deciding and asking others to enter, and solicits his followers to obtain Diverse ideas and reactions as needed, so that authentic leaders openly receive the opinions of others by listening to them, and an authentic leader attracts more followers, thereby limiting damage from bias or exaggeration.

Thus, according to [9], it represents the analysis, review, and processing of data and

information relevant to objectively in terms of the leader's decision-making, in other words, it refers to the leader's ability to accept objections to his ideas and accept criticism of mistakes, and in general leaders face difficulty in objective analysis or acceptance of criticism and negative feedback about their weaknesses and mistakes, yet they make efforts to accept such information regardless of whether it decreases or increases self-esteem as long as it is for the development of the organization and its members.

Accordingly, it can be said that employing a balanced treatment by the authentic leader may increase his ability to develop the organization's culture that makes employees feel safe to share their opinions and ideas, and leaders who show unbiased treatment may be more inclined towards achieving justice and realize the positive and negative features and attitudes in the context of their work in the organization, and that leaders accept all positions objectively and avoid choosing positions that prove their validity only, makes them more inclined towards supporting their followers, who in turn are motivated and motivated to achieve positive organizational results.

C- Relational Transparency

It refers to presenting one's true self to others instead of a distorted self. Because it encourages leaders and followers to have a willingness and openness to examination and feedback, as essential components of the learning process.

[11] describes it as building trust through real sharing of ideas and information and honest expression of feelings and emotions, and this transparency creates a work environment that makes workers feel valued by leadership and their role. the authentic leader seeks to build transparent relationships and try to balance diverse and contradictory information. [12] believes that authentic leaders practice transparency by revealing their values and beliefs to their followers, as followers care about what they see and hear. thus, transparency enhances emotional and psychological stability among followers, which enhances the feeling of trust with others. In addition, a leader who practices transparency encourages his employees with trust, benevolence, toughness, and consistent decisions. Based on the foregoing, it can be said that the transparency of authentic relations represents a tendency towards honesty, frankness, reliability and credibility in the relations that arise between leaders and their followers, as well as between subordinates among themselves within the organization, as well as the transparency of the organization's relations with its external environment, and according to this transparency leaders reveal their basic motives and feelings which reflects the expressions, whether positive or negative, that he presents to others, which includes the disclosure of information and its exchange with subordinates and reducing negative emotions, and that transparency increases levels of trust in the organization, which requires leaders to work on improving mutual trust with their followers and colleagues as it represents an entry point for achieving cooperation and forming positive relationships with other members of the organization, which in turn is reflected in the achievement of positive results in the organization

D- Internalized Moral Perspective

The internalized moral perspective refers to establishing behavioral integrity and consistency between values and actions based on internal ethical standards and values [1].

Tapara defines it as the manner in which individuals or leaders use their values, morals, and beliefs to guide their behavior even when situations seem difficult or when the internal or external environment places certain pressures on them [16].

In the same context, [17] asserts that the ethical perspective expresses the situation in which the authentic leadership practices self-regulation guided by the principles of ethics, values, standards and beliefs, that is, the authentic leaders make decisions based on principles and private viewpoints and appropriately manage organizational pressures, as well as moreover, this perspective helps the emergence of strong leaders when dealing with external attempts at persuasion and when facing difficult decisions because of their established values and standards.

[18] describes it as the internal moral compass that relates to doing the right thing, even when it is difficult to put the organization and its employees at the forefront of the leader's priorities. This means that the leader knows his own values and practices them maintaining his moral integrity. avoiding shortcuts, not acknowledging the good work others have done and acknowledging bad results. Based on the foregoing, it can be said that the moral perspective refers to an internal and integrated form of self-organization, and that this organization is guided by internal moral standards and values in exchange for organizational and social pressures, that is, the actions of authentic leaders are in line with their beliefs and morals, leading to results that express decision-making and behavior consistent with these internal values and standards.

Second: Scaling job laziness
 1- **The concept of job laziness**

[19] indicates that the concept refers to the situation in which workers tend not to complete the work to the appropriate extent, despite their ability to perform it, and they are usually only motivated to work by material incentive, personal interest or fear, and therefore they understand in their work, they aim to exert the least effort in return for the largest wage, or at least implement the minimum requirements of the job that distances them from the danger level, which is dismissal

Be ghetto defines laziness from the point of view of psychology as a behavior that describes the negative attitude of the individual, who tends to avoid work despite his ability, weak desire to make efforts, not to choose hard work and lack of willpower [20] .

[21] believes that it represents a state of inertia of the individual in carrying out the task assigned to him according to what he is supposed to do, that is, it is related to the individual's unwillingness to do something or slowness in doing and procrastinating until not doing it at all, and not necessarily laziness related to a lack of movement as much as it is a lack of motivation

And [16] stresses that it is a kind of apathy and heaviness that affects the individual, which prevents him from doing what he should do, or makes him do the work slowly, accompanied by annoyance, and a subsidence of enthusiasm. and dwell on negativity.

[32] defines job laziness as the underperformance at work by the employee or the slowness and dependency in his work without paying attention to the responsibility or completing the tasks entrusted to him, and this results in negative actions that affect the functioning of the productive process of the organization, and this process will negatively effect on the productivity of the overall organization, and laziness is one of the nutrients of administrative corruption and one of its most important arteries, which diverts the job from its work or its main objective

[20] indicates that job laziness expresses the failure to do what the individual is supposed to do, despite having the ability to do so, that is, it prevents the individual from reaching where he is supposed to be. Laziness slowly creeps into the individual, as he initially feels as if he is getting a well-deserved rest, then gradually begins to tolerate laziness and entertainment, and in the end it begins completely and becomes part of his personality.

Depending on the foregoing and for the purposes of the current research, it can be said that job laziness is a social behavioral phenomenon that often refers to individual effort and is present in different workplaces, where the individual practices his daily work, and expresses the behavior of the working individual in performing a specific task or work, and goes to the situation that expresses The existence of a shortcoming of the working individual, regardless of his job position, in performing his work according to what must be done and accomplished in the required manner and in the specified time. What he shows towards work or his procrastination and postponement of work, as well as his disavowal of the responsibility entrusted to him and his dependence on other individuals in a way that leads to a decrease in his exerted effort compared to other individuals.

2-Scaling job laziness

Laziness is not a natural habit for everyone, some may have a strong enthusiasm for work ethics, and others may always feel lazy and find it difficult to overcome it, and whatever its causes, it costs the individual and the organization a lot, which requires treatment and scaling by adopting several methods and methods suggested by researchers and writers in this field, where Stanley sees that dealing with job laziness is through (the individual's realization that the position he is in is wrong, identifying the causes of laziness, working on respect and self-esteem, that the individual works diligently and presents his best whatever it is Command.

[24] indicates that dealing with laziness is by acknowledging the truth, and remorse. [26] identifies methods to reduce laziness, including (discovering the real problem, good organization, self-evaluation, preparing a schedule)

[27] suggests some tips to overcome laziness, such as (breaking the task into smaller tasks, resting, sleeping and exercising, motivating, thinking about the benefits, thinking about the consequences, focusing on doing one thing at a time, visualizing, repeating affirmations, takes task as exercise, procrastinate, learn from successful people).

[28] presents several strategies to reduce job laziness, including (meeting with lazy individuals at work and talking with them in particular, setting clear goals, providing more training, reminding the consequences of laziness, resorting to incentives, assigning additional responsibilities, generating advancement opportunities, identifying the interests of lazy individuals, documenting bad behavior

3- Dimensions of job laziness

[29] dealt with job laziness within the variables of organizational obesity and defined the dimensions of job laziness by (dependence of workers on each other in performing tasks, apathy, shirking responsibility, blaming others), and [23] adopting Dimensions represented by (apathy, interruption, disruptive behavior, low effort, indolence, negativity).

Relying on the foregoing and in view of the scarcity of studies that dealt with the subject of job laziness, especially the applied ones - according to the modest knowledge of researchers - in a way that was reflected on the dimensions expressed, and because there is a kind of overlap, integration and interdependence between the dimensions mentioned above, and after consulting the opinions of a number of professors with competence in the field of organization and management science, and by benefiting from the theoretical presentation of the topic, the research adopted several dimensions expressing job laziness represented by (job apathy, disavowing responsibility, procrastination, decreased expended effort) and the following is a presentation of each of them:

A- Job apathy

[30] defined job apathy as a state of diminished motivation and influence towards one's career, and that the individual who suffers from job apathy has a low emotional attachment to his job and organization, along with a low level of motivation related to thinking and performing his job and related organizational functions.

[31] considers the apathy as the individual who tends to postpone his daily duties because of a weak motive or incentive to do and accomplish the work, and is usually satisfied with himself and convinced of what he is, and is not concerned with his future.

Hamadat expresses apathy as the situation in which the individual claims that things are out of his control, which makes him make the least effort to keep his work and does not bother to make any effort to correct the situation

[33] believes that apathy is one of the behavioral phenomena that express the lack of respect for working hours and the limited commitment to the deadlines for submitting reports and research, as well as the weakness of maintaining the work environment, delaying the dates for implementing plans and various scientific activities, and wasting time and money.

Apathy means the employee's refraining from expressing an opinion and resisting everything that is new, as there are some employees who do not like development, creativity and innovation, and refrain from participating in decision-making, and prefer isolation and avoid contact with individuals and do not desire cooperation and do not encourage teamwork, which turns the employee into a mere recipient of orders without discussion and kills the spirit of change and renewal, due to the low morale of the employee and his lack of connection with work and management, and the loss of affiliation and loyalty to his management [34].

B-disavowing responsibility

Responsibility is one of the components of the individual's behavior in performing his tasks and duties within most areas of his life, during which he exercises several roles, and the feeling of being assigned to those roles and carrying out their duties expresses responsibility. The obligation resulting from allocating this work, and that limiting the meaning of responsibility to duties or work to be accomplished is due to it being one of the common terms that we use in our daily lives, and that many organizations when describing the various administrative centers specify the responsibility and duties associated with each of them with the resulting issues for not complying with it

[34] indicate that responsibility is the subordinate's pledge or obligation to carry out certain works or activities entrusted to him to the maximum of his abilities, and commitment is the basis of responsibility and arises from the nature of the relationship between the superior and the subordinate. He is responsible to his superior for the performance of these duties

[35] defines responsibility as appointing people to different jobs and assigning them to perform specific tasks that they accomplish in a way that achieves the goals of their work on the one hand, and harmony with other work related to their work on the other hand

From our point of view, responsibility is one of the things that are indispensable for positive self-esteem and self-reliance, and it goes to the individual's awareness and sense of the duties required of him and his pledge to accomplish them, and self- and voluntary commitment to complete the work assigned to him and nothing else and the work that comes from him

Regarding the manifestations of lack of responsibility, [37] indicates that the individual may not evade responsibility explicitly and clearly, but there are indicators that reflect the manifestations of lack of responsibility and the weakness of the skill of responsibility, including (imbalance of deadlines, lack of interest in work tasks, many making false excuses, blaming others for personal mistakes and failures, regularly

complaining about unfair treatment by others, avoiding initiative and dependence on others for work, rejecting difficult tasks and projects. Disavowing responsibility is a common case among individuals, that is, it is not a rare case, which requires looking at the various reasons that motivate individuals to evade responsibility. In this regard, [37] refers to several reasons, including (cunning and selfishness, being considered a stable progeny, weak self-confidence, weak loyalty and belonging to the organization, the manager's self-centered approach and immersed in details, and he attributes all the achievements to himself and does not mention his work team.

[39] stresses that the individual prefers pleasure and well-being at work over bearing any responsibility, so he tries to evade responsibility wherever possible for reasons represented by (escape from punishment, low self-esteem, apathy and neglect, selfishness and narcissism, problems mental disorders, bitter responsibility

C:Procrastination

[19] indicates that it is the deliberate postponement of the individual's achievement of the tasks and activities assigned to him, the lack of commitment to complete them, the neglect of time and the claim that the tasks are difficult, or the claim of ignorance, poor psychological adjustment, delaying work schedules, low motivation and claiming that he needs time to complete his tasks and accomplish them at the end. The period specified for it, or laziness in its performance. [20] went in the same direction in his definition of procrastination as avoiding the individual to do a task that must be completed, as it is the practice of replacing more urgent tasks with less urgent tasks, thus postponing the tasks at hand to a later time, in some cases procrastination continues until" last minute" before the deadline

[21] considers procrastination that usually arises from postponing the work to be accomplished, when lazy individuals face a simple task, they postpone it for a later time, and in a way that leads to the accumulation of those tasks, which reduces the possibility of starting them and the task becomes much larger, That is, it refers to the situation in which the individual postpones the important tasks that must be done immediately, and the individual who delays or postpones the important tasks is called the procrastinator

[22] believes that procrastination is the individual's postponement of the completion of a work or task required of him, and instead implements activities that give him pleasure and comfort, and procrastination occurs when there is a gap between the behavior that the person

intends to issue and the behavior that enters into force, i. the gap between intent and execution

D: decreased expended effort

The effort expended reflects the degree of enthusiasm of the individual worker towards his work, and it represents the degree of his motivation to perform, as the high degree of this degree indicates his effectiveness to perform the work. He should exercise his role in the organization[39].

The effort expended refers to the physical and mental energy that the individual exerts to perform his task, and this effort results from the individual obtaining incentives to do so [40].

The effort expended represents one of the dimensions of performance, where the amount of effort expended expresses the amount of physical or mental energy that an individual exerts during a period of time. The measures that measure the speed or quantity of performance during a certain period are considered to be expressive of the quantitative dimension of the energy expended, and they mean the level of some types of work, The attention may not be given much to the speed of performance or its quantity as much as attention to the quality of the expended effort, and falls under the qualitative criterion of effort a lot of measures that measure the degree of conformity of production to specifications depending on the degree of performance free of errors, which measures the degree of creativity and innovation in performance [41]

With the same previous trends, it is see that the expended effort represents the motivation that interacts with the capabilities of the individual to affect the behavior of his performance at work. The intensity of the expended effort by the individual and that the strength of motivation determines the extent to which the worker uses his abilities in performance, so the more motivation increases the worker increases those abilities

Accordingly, and in light of the foregoing, and with regard to the decreased expended effort and one of the dimensions of job laziness, it can be said that it reflects the state of low contribution of the individual in accomplishing the tasks assigned to him, depending on the internal dynamic forces represented in the capabilities and abilities that he possesses and his desire to work, and in a manner that indicates a state of job laziness

The third topic (the field aspect) (testing the research hypotheses)

This topic aims to verify the validity of the first and second hypotheses and the sub-hypotheses emanating from them, in the light of testing the correlation and influence relationships between

the research variables (authentic leadership and scaling cases of laziness) at the macro and micro levels.

First: Analyzing the correlation between authentic leadership and scaling cases of job laziness.

The content of this analysis reflects the validation of the first hypothesis, which states that there is a significant correlation between the dimensions of authentic leadership (collectively and individually) and the scaling of cases of job laziness in the researched organizations. By following up on the results of the analysis shown in Table (1), it becomes clear that there is a significant correlation between authentic leadership as an independent variable and the scaling of cases of job laziness as a dependent variable and at the level of their overall dimensions, as the value of the correlation coefficient was (0.855) at the level of significance (0.01),(knowing that the hypothetical level of significant adopted for the purposes of this study is 0.05), and this is an indication of the existence of a coupling and proportionality between the two variables in a way that the authentic leadership in terms of its dimensions possessed explanatory and predictive power in scaling the cases of job laziness, as the interest of the leaders of the researched organizations in the dimensions of authentic leadership and their adoption will achieve for them the scaling of cases of job laziness, and thus it can be inferred that the scaling of job laziness in all its cases through the adoption of the dimensions of authentic leadership by the leaders of the researched organizations

To test the hypothesis at the level of sub-dimensions, which states that there is a significant correlation between each of the dimensions of authentic leadership (individually) and the scaling of cases of job laziness in the researched organizations, the data of Table (1) reveal the existence of a significant correlation between the dimensions of authentic leadership represented by (self-awareness, balanced processing, relational transparency, internalized moral perspective) and scaling cases of job laziness with correlation coefficients that amounted to (0.766, 0.687, 0.803, (0.850) for each, respectively at a level of significance (0.01), and it is inferred from this that the leaders of the researched organizations adopted the dimensions the expression of authentic leadership will enable it to scale every case of job laziness, and the internalized moral perspective has the highest correlation with scaling cases of job laziness, to indicate a state of harmony and compatibility between this dimension as behaviors pursued by the leaders of

the researched organizations and the mechanisms and methods they adopt in scaling cases of job laziness, and in the second place the relationship between the dimension of relational transparency and the scaling of cases of job laziness, and in the third and fourth ranks (self-awareness and balanced processing) respectively in its relationship with the scaling of cases of job laziness, i.e. the possession of these dimensions and the significance of their indicators is an explanatory power in scaling cases of job laziness in the researched organizations. Based on the foregoing results of the analysis of the correlation relationships at the macro and micro levels for the dimensions of authentic leadership, it can be said that the first hypothesis is verified, which states that there is a significant correlation between the dimensions of authentic leadership (collectively and individually) and the scaling of cases of job laziness in the researched organizations

Table (1)
The results of the correlation between the dimensions of authentic leadership and the scaling of cases of job laziness

Authentic leadership dimensions					independent variable
Over all indicator	Internalized moral perspective	Relational transparency	Balanced processing	Self-awareness	dependent variable
0.885**	0.850**	0.803**	0.687**	0.766**	scaling job laziness cases

** P ≤ 0.01   n=95

Second: Analyzing the impact of the dimensions of authentic leadership (together) in scaling cases of job laziness

The content of this analysis is a test of the second research hypothesis, which indicates the existence of a significant effect of the dimensions of authentic leadership (collectively and individually) in scaling cases of job laziness in the researched organizations. It is clear from the results of the multiple regression analysis in Table (2) that there is an effect of the dimensions of authentic leadership (together) in scaling cases of job laziness,, as these dimensions were explained in terms of the value of the coefficient of determination (R^2) of the general model, which accounted for (82%) of the variance in the scaling of cases of job laziness, and its significance is supported by the calculated value (F) (106.888),

which is greater than its tabulated value (3.564). at a significant level (0.01) and two degrees of freedom (4,91), and the remaining (18%) is due to other variables that were not included in the research scheme or that may be out of control. The table data also disclose that the dimensions of authentic leadership (together) affect the scaling of cases of job laziness in the researched organizations in terms of the value of the regression coefficient (Beta), which indicates that a change of one unit in the dimensions of authentic leadership leads to a change of (0.909) in scaling cases of job laziness. Its significance is supported by the calculated (T) values (13.39) which is greater than its tabulated value (2.37) at the level of significance (0.01).. It is inferred from these results that the cases of job laziness in the researched organizations derive the elements of their scaling from their leaders' adoption of the dimensions expressing authentic leadership, that is, the more the leaders of the researched organizations adopt indicators expressing each of (self-awareness, balanced processing, relational transparency, internalized moral perspective), the more Increased their potential to scale cases of job laziness

In order to determine the contribution of each dimension of authentic leadership within the general model in scaling cases of job laziness, the table data show that the contributions of influence came from the dimensions (the internalized moral perspective, relational transparency, self-awareness) in terms of the values of its regression coefficients (Beta) which amounted to (0.495, 0.276) , 0.266) for each of them, respectively, and their significance is supported by the calculated T values(7.40, 3.65, 3.59) for each of them, respectively, which is greater than its tabulated value (2.37) at the level of significance (0.01), and the internalized moral perspective had the highest impact contributions in scaling cases of job laziness, followed by the relational transparency , and then after self-awareness, and the results of the analysis did not show any significant effect of the balanced processing dimension. The foregoing is an indication that scaling cases of job laziness in the researched organizations is due to their leaders' possession of the dimensions of authentic leadership represented by (the internalized moral perspective, relational transparency, self-awareness). That is, the availability of indicators expressing these three dimensions among the leaders of the researched organizations will contribute to scale cases of job laziness

Based on the foregoing data for the results of the significant analysis, it is clear that the second research hypothesis has been achieved, which states that there is a significant effect of the dimensions of authentic leadership (collectively and individually) in scaling cases of job laziness in the surveyed organizations.

Table (2)
The effect of authentic leadership dimensions (together) in scaling cases of job laziness

F calculated		Authentic leadership dimensions						independent variable
	R2	Internalized moral perspective	Relational transparency	Balanced processing	Self-awareness	Over all indicator		
		B4	B3	B2	B1	B	B0	Indicators
106.888**	0.82	0.495 (7.40)**	0.276 (3.65)**	-0.29 (-0.39)N.S	0.266 (3.59)**	0.909 (13.39)**	-0.91 (-0.40)	scaling job laziness cases / dependent variable

**P ≤ 0.01   n = 95   ( ) cal. value of (t)   d.f =4,91
N.S: Not Significant $F_{tab} = 3.564$ $T_{tab} = 2.374$

Conclusions

Depending on what was presented in the theoretical side and the results of the field analysis, the research reached a set of conclusions, including:

1- Authentic leadership represents a modern and more comprehensive approach to leadership and the basis on which positive leadership models are built, as it stems from the concept of positive leadership, and its focus on the values and beliefs inherent in the leader such as honesty, integrity, trust, optimism and ethical standards, which in turn are reflected on the level of relationships inside and outside the organization

2- There is almost general agreement on the classification of the dimensions expressing authentic leadership represented by (self-awareness, balanced processing, relational transparency, internalized moral perspective), which was considered the best and most popular classification in light of the focus on it by most researchers who dealt with the issue of authentic leadership

3- Job laziness represents a social behavioral phenomenon that reflects the state of inaction of the individual worker and the failure to perform his assigned duties in the best possible way, whether through his apathy towards work or his procrastination and postponement of work, as well as his disavowal of the responsibility entrusted to him and his dependence on other individuals in a way that leads to decrease his expended effort compared to other individuals

4- Behind the cases of job laziness are several reasons that may be internal stemming from the individual or external within the internal work environment in which he works and the circumstances and situations that surround him, and whatever those reasons are, it costs the individual and the organization a lot, which requires treatment and scaling by adopting several methods Perhaps including the adoption of authentic leadership represented by its dimensions

5- The results of the analysis of the significant correlations revealed the existence of a correlation between the dimensions of authentic leadership and the scaling of cases of job laziness at the total level in the researched organizations, which indicates the important role of authentic leadership represented by its dimensions in scaling cases of job laziness in the researched organizations

6- The results of the analysis of the significant correlation relationships showed that there is a correlation and a positive proportionality between each dimension of authentic leadership and the scaling of cases of job laziness in the researched organizations. The dimension of the internalized moral perspective had the highest correlation value to indicate its role in scaling cases of job laziness, followed by the relational transparency in its peers with the scaling of cases of job laziness and to reflect its important role in the scaling process. The dimensions of self-awareness and balanced processing achieved the third and fourth order in their proportionality and association with this process of scaling

7-The results of the significant regression analysis explained that the scaling of cases of job laziness in the researched organizations was affected by the dimensions of authentic leadership adopted by their leaders, which confirms the importance of these dimensions in the process of scaling and in a way that indicates that cases of job laziness derive the elements of its scaling from the possession of the leaders of the researched organizations of the dimensions that express Authentic leadership, the highest contributions of influence came with the presence of the dimensions of authentic leadership together within the regression model from the dimension of the internalized moral perspective, followed by the dimensions of relational transparency and self-awareness, and there was no significant effect of the dimension of balanced processing in the scaling process.

Suggestions

In light of the foregoing conclusions, the research presents a set of suggestions for the organizations in general and the researched organizations in particular, as follows: 1- The need to pay attention to authentic leadership and work

to possess the dimensions expressed, activate and apply them in a manner that secures the process of limiting cases of job laziness

2- Due to the importance of the role of the internalized moral perspective dimension and its having the highest contributions in scaling cases of job laziness, so we recommend the need to work on strengthening this dimension and employing it by the leaders of the researched organizations by being guided by internal ethical values and standards, which leads to achieving positive results and taking decisions within the framework of Ethics, and acting according to beliefs, provided that the apparent behavior is an actual translation of the latent ones, activating the core values of work, and making actions embody words in the field of work

3- Increasing attention to the relational transparency, as it is one of the important and necessary dimensions of authentic leadership in the process of scaling cases of job laziness, by adopting clarity, objectivity and frankness in the leader's relations with subordinates and in a manner that reflects cases of disclosing any information or facts related to work, and having the courage in disclosure of work-related errors, the leaders pledged their obligations in front of the workers to the extent of securing their confidence in them, making decisions openly, and motivating the workers to express their opinions and express their ideas in an open manner

4- Working on owning indicators that embody the dimension of self-awareness and employing it to achieve the process of scaling cases of job laziness by revealing and recognizing values, beliefs, emotions, strengths and weaknesses, and in a way that contributes to enhancing the leader's confidence in himself and his understanding of the variables surrounding him, and indicating his weaknesses in the field of work, and interaction in a positive spirit with negative reactions from the workers and encouraging them to point out any failures that appear to him

5- Giving more attention to the balanced processing of information by leaders by analyzing, reviewing and processing any data and information related to their decisions, allowing them to accept objections and criticism about mistakes, accept the opinions of others and interact with them even if they are in opposition to their point of view, and face challenging cases that do not agree with their personal positions

6- The need to pay attention to cases of job laziness and work to scale it in light of possessing the dimensions that express the authentic leadership, which has proven its role in the process of scaling.

7- Strengthening work to scale cases of job apathy among workers by providing material and moral support to workers to ensure their interest in completing tasks, and involving them in solving work problems, and giving advice and guidance so that they can perform work properly, as well as the effective application of work procedures effectively in support of the organization working time and focusing on the positives, counting them as a starting point to avoid the negatives at work, coupled with devoting forms of cooperation between workers through their integration into various work teams

8- The necessity for leaders to work on confronting cases of disavowing responsibility on the part of employees by employing some behavioral techniques such as (job rotation, job enlargement, job enrichment), and gradually assigning workers to perform the tasks entrusted to them and dividing those tasks, as well as arousing their enthusiasm and pulling them into responsibility. in order to ensure that they reduce their dependency on completing tasks

9- Leaders employ the dimensions they possess that express the authentic leadership in containing cases of procrastination that may appear from workers, through continuous follow-up of workers in the field of work and absolute rejection of any case of complacency or justifications provided by workers regarding their shortcomings, and focus on work time and investing it effectively, as well as adopting flexibility in the field of work when dealing with workers, provided that it does not conflict with their performance, and reminding them of the negative effects and consequences of cases of procrastination at work

10- Strengthening the endeavor in dealing with cases of decreased expended effort exerted by workers through the use of modern techniques at work, continuous training of workers in the framework of actual participation, and the initiative to perform work by leaders before others, and making continuous visits to the work site to identify and address weaknesses, as well as meeting the desires and needs of workers on a continuous basis and holding them accountable for decreased effort cases.

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