

Mediating Role between Authentic Leadership, Organizational Commitment on Talents Turnover Intention: in Palestine Higher Education

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Abstract

This study seeks to examine the relation between global authentic leadership represented in global organization commitment with three compounds (effective commitment, normative commitment and affective commitment), and talents turnover notion to drop out through job satisfaction as a mediating and in higher education in Palestine. This model is then tested through adopting data from a sample (N=235) of professional workers in fifteen universities and colleges in Palestine. The result indicates that the significant and positive relationship the authentic leadership has is indicated within the direct and indirect effects on talent turnover intention in higher education in Palestine. The result of the mediating test shows that both variables are full mediate. Henceforth, the study may be helpful for the higher education in Palestine, HR, management and policy makers to develop an applicable and suitable understanding about the importance of authentic leadership that would decrease the level of talent turnover notion in the higher education in Palestine. The study attempts to explore the important issue as well as call for more researches in this domain.

The most significant findings can confirm the hypotheses of the study that concern testing; if there are relations between authentic leaderships, organizational commitments through job satisfaction as a mediator. Hence, this paper can add some value to the pool of knowledge about the higher education within Palestine by analyzing the relation between authentic leadership and the organizational commitments on the meditational effect and talent turnover intention.

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I. INTRODUCTION

It can be proposed that the educational organizations are the most essential social institutions in the communities (Jouda, Ahmad, and Dahleez, 2016, Ahmad et al., 2016). More importantly, the educational institutions can involve directive and effective positions in the community's developments and evolutions. Generally, the researches concern on turnover and retention have been popular for decades in management literature, psychology, and sociology. Thus, it attracts a great interest of the world as it continues to move into a knowledge-

based economy (Marinakou, and Giousmpasoglou, 2019; Azanza et al, 2015). It has been observed through meta-analytical reviews examining the employee turnover that there has been a considerable relationship between the poorer organizational performance and turnover, by an evidence explaining that the turnover leads to social capital and human losses which are more important than the potential benefits coming from the replacement of the departed employees with less expensive and/or better individuals (Mangin et al.,

2015; Lee et al., 2017; Campagna et al., 2016; Demirtas, and Akdogan, 2015).

In addition, the decision of employees to leave or to stay within the organization where they work can be considered as a variable key related to all sectors of the professional activities (Lee et al., 2017; Cranley et al., 2017; Haque, Fernando, and Caputi, 2019; Mowday, Porter, and Steers 2013; Tong, et al., 2014). Furthermore, high levels of talented employee turnover may impede the education quality, consistency, and stability of services that organizations provide to students (Ahmad et al., 2016; Thompson, and Nawar, 2018; Sudhashini, 2018; Erasmus, Grobler, and Van Niekerk, 2015) and in turn increased students dissatisfaction with the services provided by the education institute (Salam, 2017; Lee, Y.H., 2019; Tran, H., 2017). The previous researches demonstrate that the intention of turnover exposes significantly real turnover for a great extension (Rodrigues et al., 2017; Harris et al., 2017; Xu, et al., 2019.). Nevertheless, even if turnover intentions cannot lead to a real turnover, they may have a negative influence on organizational performance since employees who are with unrealized turnover intentions may likely engage with other types of withdrawal behaviors (Sun, and Wang, 2017; Cohen, Blake, and Goodman, 2016 ; Jiang, Jiang, and Huang, 2018). Hence, by recognizing antecedently the turnover effects, the organizations can develop convenient measures and prevent whether directly or indirectly their cost. However, employs turnover can be widely considered as one of the most examined phenomena between practitioners and academic researchers. Many firms have attempted to create global delivery models as an attempt to develop service qualities and reduce service cost.

According to (Wetzel, Huxhold, and Tesch-Römer, 2016; Xiong, Li, Westlund, Hand Pu, 2017; Kim, and Bastedo, 2017.) job satisfaction is not commonly distributed among workers and/or

occupations, but it is increased with the social standing and/or prestige occupations.

On the other hand, the enterprise or organization cannot be more prosperous or developed without the employees. Hence, the employees can represent a significant resource and a valuable asset to all aspects of the organization. For example, employees can be considered as a significant element to the organization as they can assure its existence, performance and competence. Further, the employees can achieve a competitive advantage with competitors. (Olson, et al., 2018; Alhawari, et al., 2019.). Employee turnover can be regarded as a challenging restriction for all business leaders which can result substantially in financial losses to retail organisation (Islam, et al., 2019; Bright, 2018; Madden, 2018; Clayton, 2018; Aalto, et al., 2016).

More importantly, Talent turnover is regarded as a significant concern for the higher education institutions (HELs) as they highly lose some qualified staff who are so keen to go along with other HELs and/or private sectors that can offer better options, benefits and rewards (Ainer, Subramaniam, and Arokiasamy, 2018; Lesenyeho, Barkhuizen, and Schutte, 2018; Thompson, and Nawar, 2018; Jouda, Ahmad, and Dahleez, 2016, Takawira, Coetzee, and Schreuder, 2014). The universities academics are regarded as the core of the university educational operation since their performance and competence can significantly affect the student's skills, experience and abilities. They thereby contribute and help for both, better chances and options for the students as well as well qualified and educated society (Verma, et al., 2018; Sánchez-Barrioluengo, and Benneworth, 2019). Therefore, the academic staff committed and well-motivated to work can highly promote their reputations nationally and internationally. More particularly, they can be warmly welcomed by the universities and institutions that attract the highly qualified students, and consultancy contracts (Shrand, and Ronnie,

2019; Barkhuizen, Schutte, and Nagel, 2017; Shrand, B.C., 2018.; Shrand, 2018).

In this sense, every higher institute needs a dedicated and authentic workforce that can achieve the targeted objectives of an institution (Mayfield, Mayfield, and Sharbrough 2015; Chickering, Dalton, and Stamm, 2015; Jiang, and Men, 2017). Thus, if the company cannot meet the targeted objective, then it will create somehow of discouragement of the higher education. More interestingly, the successful higher institutes are so aware to realize and value the employees who develop the organization and constitute the valuable resources. Thus, retention, satisfaction and commitment of employees are considered as essential factors to achieve the growth in the market place with competitive advantage (Aguenza, and Som, 2018; Dixit, and Dean, 2018; Abbas, Riaz, and Javid, 2018; Falola, et al., 2015; Pemberton-Jones, et al., 2015.). Henceforth, employee turnover can be regarded as the main managerial concern in the contemporary work organization (Deitz, et al., 2018; Steers, and Lee, 2017; Deery, and Jago, 2015). Replacing employees is costly in terms of both training and recruiting employees to get satisfactory level of performance over time (Lee, 2018; Aksoy, et al., 2016).

Within the higher education in Palestine, the general business problem can be represented in how the employee turnover can negatively affect the higher education leading to service quality, lower organizational productivity, education quality and profitability (Al Shobaki, et al., 2018; Amuna, et al., 2018; Arqawi, Abu-Naser, and Al Shobaki, 2018; Teir, and Zhang, 2016; Awaja et. Al, 2018, Jouda, Ahmad, and Dahleez, 2016). Since the education sector represents essentially a dynamic role in terms of developing the economics, universities are required to produce well-skilled graduates. Henceforth, universities should retain and attract professional staff and well-educated academics (Jouda, Ahmad, and Dahleez, 2016). The certain

problem of business related to employ turnover becomes a significant challenge for providing professionally higher education quality in Palestine. Thus, it can affect higher quality (Haque, Fernando, and Caputi, 2019; Ngunjiri, and Hernandez, 2017; Harris, and Kirkman, 2014; Yahaya, R. and Ebrahim, 2016; Gatling, Kang, and Kim, 2016). The current study seeks to understand the operational impact and multiple human influence on this phenomenon. The study examines the turnover intention within the higher education in Palestine. Three forms of employees commitment profile; job satisfaction, authentic leadership, and “affective commitment, normative commitment and affective commitment” through using organizational commitment. Hence, the main objective of this study is to investigate the effectiveness of authentic leadership, organizational commitment, and job satisfaction toward talents turnover attention among employees in higher education in Palestine as well as there are hypotheses used as a guideline for the researcher to work on.

II. THEORETICAL CONSIDERATIONS AND HYPOTHESIS DEVELOPMENT

The relation between the talent's turnover intention and employee's organizational commitment

According to (Abdirahman, 2018; Hashish, 2017), the organizational commitment can be described as the strong attitudes and beliefs seeking for achieving the organizational goals and values. In other words, it is the willingness to exert the possible efforts with strong desire to reserve and/or maintain the organization and its membership. The study proposes that the employees' value should be aligned with the objective of the organization. Hence, it can lead to the willingness seeking to reserve and maintain the organization. Ennis, Gong, and Okpozo, (2018) suggest that effective commitment can have a considerable negative effect on the turnover intention. Tarigan, and Ariani, (2015) have similarly pointed out that effective

commitment is highly considered as one of the most prominent components that can predict employees' turnover. The final hypothesis is subsequently used to examine the relationship between organizational commitments and turnover employees' intention. Tarigan and Ariani (2015) examine the relationship between organizational commitment and job satisfaction. The study has been applied on a sample consists of 206 employees from a manufacturing company in Surakarta and Yogyakarta. The research confirms tremendously the study which exposes that there is a significant positive relationship between organizational commitment and job satisfaction. Additionally, job satisfaction and organizational commitment can also show a significant negative relationship with the intention of turnover. Further, the organizational commitment can be regarded as a strong predicting intention to turnover that the job satisfaction as the job satisfaction affects turnover intention showing inconsistent results that are affected with other related variables.

The following hypothesis has been observed based on the mentioned literature reviews;

H1 There is a significant relationship between organizational commitment and employee's job satisfaction.

The relation between talents turnover and intention employee satisfaction

Turnover intention and job satisfaction can be regarded as concerning matters of an organization. Ahmad et al., (2016) indicate that the relationship between turnover intention and job satisfaction of secondary private schools' teachers. Job satisfaction can be considered as another turnover predominant predictor which reflects how involved employees perform their jobs (Hofaidhllaoui, and Chhinzer, 2014). Furthermore, Lee and Chelladurai, (2018) suggest accordingly that it is important to examine the factors and sectors affecting job satisfaction before getting in any step seeking to reduce turnover. In this regard, Hackmand and Oldham

(1980) concern job characteristics description theory which postulate that job satisfaction is mainly influenced by the characteristics if the core job with regard to the other related things which are moderated by unique job holder as well. Thence, the literature concerns the relationship between job satisfaction and work design (Katz, 1978).

Professional satisfaction results currently from the function characteristics particularly performed based on the degrees of individuals that should meet the propitiate identified tasks. Hackman and Oldham, (1980) postulate the identifying and analyzing the task size and requirements plays an important role in employees' satisfaction in the SMEs industry. The previous studies especially that concentrate with health sectors expose that professional identity is significantly and positively associated with job satisfaction explaining intentions to leave the professions (Sabanciogullari and Dogan, 2015).

On the other hand, such studies concentrate with other activities related to other sectors as well as focus on neglecting the variance components examined based on multilevel analysis to understand the differences between institutions.

Although other studies consider the mediating job within job satisfaction, they don't regard the other mediating variables possibilities such as, job satisfaction which possibly affects the relation between the intention to leave and/or organization identity Huang & Raymond, et al., (2016). The following hypothesis is accordingly developed based on the mentioned literature review

H2 There is a significant a relationship between job satisfaction and employees' turnover intention.

The relationship between organizational commitment and employee's job satisfaction.

Danish et al., (2010) and Lee et al., (2017) examine the effectiveness of the satisfaction of employee associated with job commitment on realized organizational commitments. The study investigates

the extension the employees can commit with their jobs as well as satisfied with the job dimensions. Further, the study indicates that job satisfaction, Payment (i.e. wages, compensation and salary), behavior of satisfaction and style have importantly positive effects on organizational commitments of employee. The study also exposes that the employees who have high levels of job satisfactions and organizational commitments have higher chances and relations with opportunities for advancement and promotion.

Adnan, Nhaily, and Wang, (2018) study the relationship between organizational commitment and job satisfaction of employee. The research indicates that there are nine sectors related to satisfaction with job; style of supervisions, opportunity for promotion, relationships with co-workers, communication between management and communication, contingent rewards and payment (i.e. salary and wage) within the organization. Moreover, there are three effective commitment factors that are continuous and normative. The findings show that the most important relationship between normative and effective commitment variables with job satisfaction of employees. More importantly, the study discloses that there are significant connections between the effective commitment and job satisfaction factors. The study associated with Yusuf (2017) notes that normative commitment is connected positively with job satisfaction as well as related negatively with progressive commitments. Henceforth, I intend to consider and regard such important results. Furthermore, the researcher attempts to add some knowledge to the ocean of knowledge related to such field. Through this study, the researcher is so keen to add beneficially something developing the practices of valuable employees and/or organizational practices in the organization. On the other hand,

Mosadeghrad, and Ferdosi (2013) study the level of job satisfaction of turnover intentions of employees

and organizational commitments in a retail company-Malaysia. The study indicates that the individuals are moderately with components with job satisfaction such as style supervision, promotion and connection with co-workers, yet employees are not good with salaries satisfaction. The study finds that the employees have a high intention to turnover and/or leave the organization, and moderate commitment level. Additionally, the factors of satisfaction (except the connection between co-workers), and organizational commitments are negatively and significantly associated to turnover intentions. In conclusion, the study observes that there is an important relationship between promotion, job or/ and salary with organizational and supervising commitments in terms of the effects of employee's turnover intention among the individuals of the organization. The findings also expose the need for improving and/or developing strategies, practices in the organization in order to minimize the turnover intention of the employee or leaving the company. From the above literature review the following hypothesis was developed:

H3 There is a significant relationship between organizational commitment and employee's job satisfaction.

H4 There are mediator relationship between job satisfaction on the relationship between organizational commitment talents turnover intention.

The relationship between authentic leadership and employee's job satisfaction.

Wong and Laschinger (2013) propose that there is an authentic leadership between the needed effective leadership to reconstruct a healthy environmental work with particular attentions seeking to develop and empower the relationship followers-leaders. In spite of the effect of empowering leadership and style on job satisfaction is documented well, there is a number of studies investigative the effect of authentic leadership on work outcomes and

empowerment of nurses. The study is conducted on 600 nurses working in Ontario Hospital for Cute Care in Canada. The study is applied on a sample consists of 280 (48% rate response) nurse. The variables are measured through using Global Job Satisfaction Survey, Conditions of Work Effectiveness Questionnaire, General Performance Scale and Authentic Leadership Questionnaire. The theoretical models are tested by using modeling-structured equation. The result of the study indicates that the final model acceptably fits the data. The Authentic leadership can positively and significantly affect the staff of nurses and their structural empowerment, which also increases self-rated performance and job satisfaction.

The subordinate job satisfactions have been examined as an outcome of leadership variables. Bass (1990) proposes that leaders' potential leadership should be resulted from the follower's job satisfaction (Einarsen, Aasland, and Skogstad, 2016). McElroy, Morrow, and Rude (2001) observe also that the responsibility of the leaders is crucially important for the job satisfaction of the employees which lead to a substantial effect on different outcomes of the (Hom et al., 2018). In terms of sports managements fields, there is a representative model that can investigate the influential of transactional and transformational leadership on the satisfaction of individuals especially at the authentic institutions (Wallace, and Weese, 1995; Yusof, 1998). The previous studies recommend for further studies that should attempt to investigate if there is a substantial relation between subordinate satisfaction and transformational leadership. Gatling, Kang, and Kim, (2016) observe that authentic leadership plays an effective role in employee organizational commitment for two reasons; first, by managers self-awareness that can expose the weakness and strength that can gain insights into the self y being organized and exposure such impact on the other individuals (Kernis, 2003a). Through understanding the self-declare capabilities as well as willingness to understand others clarity and capabilities, the

manager is more likely to correct personal bias as well as less likely to engage in defensive conduct (Mazutis, andSlawinski, 2008). Additionally, the employee is more likely to rise his self-awareness when he finds such characteristic features of the manager. Hence, self-awareness leader attempts to encourage followers to figure out the core values of the collective organizations that he represents (Howell, and Shamir, 2005). Second, it can be assumed also that the crucial facet of authentic leadership is transparency which can concern the importance of sharing interests of the groups instead of getting in individual self-interest that may create directly or indirectly some conflicts (Avolio et al., 2004; Avolio, Sivasubramanian, Murry, Jung, andGarger, 2003)

Gatling, Kang, and Kim, (2016) investigate the effects of authentic leadership on organizational commitments of employees. More particularly, the effect of employee organizational commitment on the turnover intention, and indirect impact of authentic leadership on employees' turnover intention via organizational commitment. The study is applied on a sample consists of 236 students who work in a company in the USA. The study significantly notices that authentic leadership rises organizational commitment which in turn decrease the turnover intention. Each participant is asked to rate the frequent behavior of leaders and their style. The study finds that equation modeling plays a fundamental role in terms of supporting for positive effects of authentic leadership on organizational commitment in the hospitality industry. The following hypothesis is consequently proposed:

H5 There is a significant relationship between authentic leadership and employee's job satisfaction.

H6 There is a significant relationship between authentic leadership and employee's turnover intention.

H7 There is a significant relationship between authentic leadership and organizational commitment.

H8 There are mediator relationship between employee's job satisfaction on the relationship between authentic leadership and employee's turnover intention.

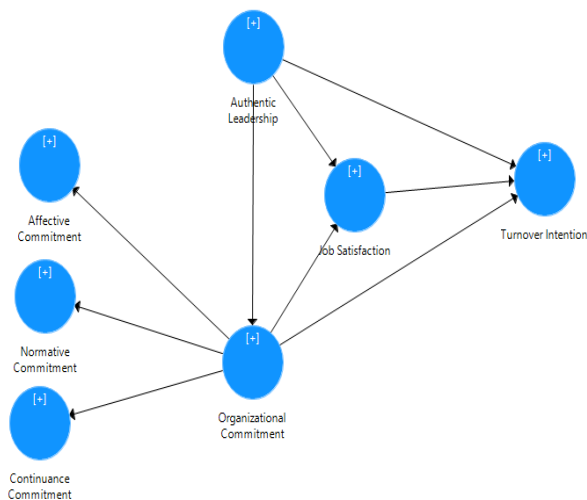


Figure (I) designed model shows the mediating effect of job satisfaction on the organizational commitment three components (affective commitment, normative commitment and affective commitment) as a second order, authentic leadership and turnover intention.

III. METHODOLOGY

Research Design, Sample and procedures.

Participants were recruited at higher education in Palestine. As part of this process, all employees ($n \pm 7,000$) from 15 private and public universities and colleges sectors were invited to answer a survey (employees received a questionnaire via internet

when possible and paper-pencil otherwise), In order to test the hypotheses, the study uses questionnaire-based survey as instrument for primary data collection. The participant could answer online, yet they could not progress to the next questionnaire page until they had completed the preceding one. Their answers were automatically saved, and during the allocated completion period, it was attempted to access the platform redirected respondents to the last item they had answered, or the “thank you” page if they had already completed the survey. An interesting characteristic of this survey is that the perceived value congruence questionnaire follows questionnaires regarding employees intention. Among 310 questionnaires sent and distributed, 296 employees participated in the study completed all questionnaires, 235 questionnaires are used after data cleaned by using two method manual and statistic method. This sample size provided sufficient statistical power for the analyses to be performed on the data. The participants in this study had likely a very clear idea of research variables when evaluating congruence. The alpha coefficients for all the variables were above the accepted 0.70 threshold. Survey questionnaire was designed and modified according to the objective of the study. In designing the question items, the researchers adapted and modified the questions from previous researchers to suit the current research. Table 1 shows the complete sources used to create a complete questionnaire for this study, and the reliability for each of the variables used. The reliability of the research instruments used had Alpha Coefficient values of more than 0.70. This means that each of the variables exceeded the minimum standard of reliability and hence, can be relied on.

Table I
Reliability and Sources used for Questionnaire

Section	Cronbach's α	No of Items	Sources	Scales
A. Demographic Characteristics (Gender, Age, Marital Status, Year of Experience, Monthly income)	--	5	--	

B. Organizational Commitment (Affective Commitment, Continuance Commitment, Normative Commitment)	0.933	20	Allen and Meyer, (1990)
C. Job Satisfaction	0.899	7	Taylor and Bowers, (1972)
D. Employee's Turnover intention	0.921	7	Michigan Organizational Assessment Questionnaire (Cammann, et. al., 1979)
E. Authentic leadership	0.819	8	Walumbwa et al. (2008)

Five Point Likert Scale (1-5) used for section B,C and D

IV. DATA ANALYSES AND RESULT

In the current study, the SEM analysis manner is conducted with adopting Partial Least Squares (PLS) manner (Wold, 1975). Further, PLS is essentially considered as a strong technique that is widely used especially in management fields. The study also adopts software package (Smart PLS, version 3.2.9) to perform the analysis (Ringle et al. 2005). Such component-based manner or variant-based method is selected instead of based-convenient method such as Amos and LISERL as the later method unlikely supports only reflective construct, yet PLS can support both reflective and formative variables (Chin 1998b; Thompson et al. 1995) as well as it supports both confirmatory and exploratory research and can support both exploratory and confirmatory research (Gefen et al. 2000). In addition, PLS can deal with first and second order as this study used second order. See Table III. Additionally, an exploratory factor analysis followed by PLS analysis, using PLS-Graph, to analyze the validity of the model's constructs and the relationships between the constructs. PLS is well suited for analyzing highly complex predictive models with, multiple-item constructs and both direct and indirect paths. PLS performs a measurement (outer) model analysis to ascertain the overall psychometric properties of the scales used to measure the model's variables and a structural (inner) model analysis to ascertain the important relationships among the variables. The

analysis of exploratory technique followed with PLS-Graphs and analysis are used to examine the relationship between models constructs. More importantly, PLS can be well propiate for examining complex predictive models and that are highly influenced with direct/indirect paths, and multiple-item constructs. Additionally, PLS can perform outer model analysis to ascertain the overall psychometric properties of measurements adopted to measure inner(structural) model analysis and model variable to ascertain the important relation among the variable. PLS does not impose normal requirements and multivariate homogeneity, but can handle small size on the data (Gefen and Straub, 2005). Such PLS aspects are necessary since our measurements depend on ordinal data that meets the normality and homogeneity requirements.

The results given in Table II based on IBM SPSS V24. show the sample characteristics for all respondents selected random for this study.

Table II
Summary of demographic profile of respondents

<i>Sample characteristics</i>	<i>Frequency %</i>
Gender	
Male	% 80
Female	% 20
Age	
Less than 30 yrs	%4
31 - 40 yrs	%37
41 - 50 yrs	%40

More than 50 yrs %19

Marital Status

Single %1.7

Married %96

Divorced %0.5

Widowed %1.3

Year of

Experience

Less than 5 yrs %2

5 - 15 yrs %50

16 - 25 yrs %37

More than 25 yrs %12

Employee Status

Part time %4

Full time %96

Note N = 235

Out of 235 participate in this research, the majority of the respondents were from respondents are male %80 and %20 are females. Most employees aged 41 to 50-year-old (50 percent) and 37 percent of employees aged 31 -40-year-old, followed by 19 percent of the employees are aged more than 50-year-old, and only 4 percent of the employees having less than 30-year-old. The majority of the respondents are 1.7 percent are married, 1.7 percent are single, 1.3 percent are widowed and 0.5 percent are divorced. Most employees are having 5 to 15 year of relationship with their mentor (50 percent) and 37 percent of employees are having 16 - 25 years of relationship with their mentor followed by 12 percent of the employees are having more than 25 years of relationship with their mentor, and only 2 percent of the employees having less than 5 years of relationship with their mentor. Most of the employees considered their full time (96 percent), and only 4 percent of the employees considered a part time.

Table III

Structural model specification for all constructs

Construct	Specification
	Dimensionality (1st or 2nd indicator relationship)
	Construct indicator relationship
	Construct dimension relationship
	Dimension indicator relationship

	order)	p	p	p
OC	Second-order	n/a	Formative	
AC	First-order	Reflective	Formative	Reflective
CC	First-order	Reflective	Formative	Reflective
NC	First-order	Reflective	Formative	Reflective
JS	First-order	Reflective	Formative	Reflective
AL	First-order	Reflective	Formative	Formative
TI	First-order	Reflective	n/a	Reflective

Note: n/a = not applicable

4.1. PLS measurement model results

Measurements aspects can be regarded as assessed models that are against the following sectors; convergent validity, indicator reliability, discriminant validity and internal consistency reliability. Table (V) shows various assessment sectors for the models of reflective measurements. Further, it can be assumed that convergent validity can be assessed by the extracted variance average which was exceedingly presented by (Lacjer and Fornell 1981). Extracted variance average values should be above 0.5 in order to figure out accepted-valid convergent degree. Additionally, convergent validity can be adequate when the construct has a value of 0.50 or more of extracted variance average value.

All loading items above 0.50 indicate convergent validity within the indicating levels. The values of extracted variance average are greater than 0.05 suggest convergent validity at the levels constructed. Henceforth, the previous literature proposes significantly that the function of "Composite Reliability" works as a Cronbach replacement. (Yi and Bagozzi, 1988; Hair et al, 2017)

The models of measurements can accept the reliability of internal consistency especially when the Composite Reliability (CR) of all constructs exceed the threshold values by 0.7. Then, table (V) exposes that the Composite Reliability of every construct for this research was arranged from .081 to

almost 0.93. This can confirm the 0.7 threshold value. The Composite Reliability value that is greater than 0.70 indicates an acceptable reliability. Hence, the result indicates that such items are functioned to represent the reliability constructs of satisfactory internal consistency.

The convergent validity of model's measurements is assessed by investigating its average variance extracted values. Thus, convergent validity is attributed to the indicator degree that reflects a construct average with a comparison of measuring items with other constructs (Ahlemann and Urbach, 2010). Additionally, table (V) exposes that each construct has range variance extracted that ranges from 0.572 to 0.646, which exceed the recommended value, 0.5.

The finding reveals that the measurement model of the study includes an adequate validity of convergence. **AC** = 0.606, **CC** = 0.609, **NC** = 0.572, **JS** = 0.646, **TI** = 0.606, **AL** = 0.674. The result of reliability is shown in table (V). The data exposes that the measurements are robust related to internal reliability of consistency indexed by the Composite Reliability (CR). The CR of the various measures are ranged from 0.801 to 0.939, which confirms the recommended value, 0.70 (Nunnally, 1987). **AC** = 0.901, **CC** = 0.921, **NC** = 0.842, **JS** = 0.902, **TI** = 0.939, and **AL** = 0.801.

Table IV
Final scale items and measurement properties

Latent Variable	Indicator	Loading	AVE (> 0.5)	CR (> 0.7)
AC	AC1	0.739	0.606	0.901
	AC2	0.788		
	AC3	0.852		
	AC4	0.800		
	AC5	0.751		
	AC6	0.731		
	AC7	-		
CC	CC1	0.773	0.609	0.921
	CC2	0.806		
	CC3	0.769		
	CC4	0.772		
	CC5	-		
	CC6	-		
	CC7	-		
NC	NC1	0.775	0.572	0.842
	NC2	0.793		
	NC3	0.803		
	NC4	-		
	NC5	0.785		
	NC6	0.730		
JS	JS1	0.822	0.646	0.902
	JS2	0.797		
	JS3	0.723		
	JS4	0.784		
	JS5	0.809		
	JS6	-		

	JS7	-		
TI	TI1	0.774		
	TI2	-		
	TI3	0.792	0.605	0.939
	TI4	0.758		
	TI5	-		
	TI6	0.704		
	TI7	0.711		
AL	L1	0.745		
	L2	0.888		
	L3	0.775		
	L4	0.847	0.674	0.801
	L5	0.756		
	L6	0.689		
	L7	0.766		
	L8	0.405		

CR = Composite Reliability, **AVE** = Average Variance Extracted, **AC** = Affective Commitment, **CC** = Continuance Commitment, **NC** = Normative Commitment, **JS** = Job Satisfaction, **TI** = Employee's Turnover Intention, **AL** = Authentic Leadership

Furthermore, for determining the discriminate validity assessment of measurement models, within each construct the AVE value is generated through the smart PLS3 algorithm use. The result shows that all square root of AVE exceed that off-diagonal elements in the column and corresponding row. Table (V) exposes that the bolded element represents the AVE square roots, and the non-bolded value represents the intercorrelating value between the constructs. Additionally, it is observed that all elements of diagonal are lower than AVE square roots (Italic on the Diagonal). Thus, the finding confirms that the Laker and Fornell's criteria meet. It indicates that the validity of an adequate discriminant meets the reflective construct. Based on Larcker and Fornel's (1981) guidelines, the (AVE) for every measurement exceeds 0.50. Then, table VI represents the finding of testing the measure scales of discriminant validity. Further, table IV shows that the discriminant validity of each construct exceeds the highest in raw and culm-JS (0.803), AL (0. 820), OC (0.756), and last constructs TI (0. 777).

Table V
Discriminant validity (intercorrelations) of variable constructs

	JS	AL	OC	TI
JS	0.803			
AL	0.520	0.820		
OC	0.584	0.582	0.756	
TI	0.550	0.405	0.523	0.777

Note/ **OC**= Organization Commitment, **JS** = Job Satisfaction, **AL**= Authentic Leadership, **TI** = Turnover Intention

After validating the models of measurement, the next step is to test the structural models. There have been two aspects within assessing the models of structural SEM; productive and explanatory powers. Predictive powers are assessed against three criteria; relative impact (q2), predictive relevance (Q2) and path coefficient (β). On the other side, explanatory powers are assessed against two criteria effect size (f2) and coefficient determination (R2). In addition, Hair et al (2017) propose that describing such essential relationship can also increase the chance for researchers to investigate the predictive relevance (Q2), effect size (f2) and coefficient determination (R2). The values Q2, f2 and R2 are

tested as the table VII and VIII show. R2 is attributed to the explanatory powers of independent

variables as well as their correspondent dependent variable(s).

Table VI
Hypotheses confirmation results (Direct relationship)

Relationship	Path coefficient	SD	T-Statistics	P-Values	Hypothesis	Decision	F ²
AL -> TI	0.372	0.071	4.591	0.000	H1	S	0.194
AL -> JS	0.446	0.080	5.544	0.000	H2	S	0.226
AL -> OC	0.010	0.010	0.940	0.348	H3	NS	0.009
OC -> JS	0.231	0.104	1.995	0.047	H4	S	
OC -> TI	0.043	0.064	0.675	0.500	H5	NS	0.004
JS -> TI	0.533	0.064	8.344	0.000	H6	S	0.487

Note/ OC= Organization Commitment, JS = Job Satisfaction, AL= Authentic Leadership, TI = Turnover Intention NS= Not Support, S = Support

The structural model assessment as shown in Table VIII provides the indication of the hypothesis tests. Refer Table VIII shows the assessment of the path coefficient AL significantly predict TI. Hence, H1 is accepted with ($\beta = 0.372$, $t = 4.591$, $p = 0.000$). Likewise, AL significantly predicts JS. Hence, H2 is supported ($\beta = 0.446$, $t = 5.544$, $p = 0.000$). However, H3 is not supported. OC significantly predict TI. Hence, H4 is accepted with ($\beta = 0.231$, $t = 1.995$, $p = 0.047$). However, H3 is not supported. JS significantly predict TI. Hence, H6 is accepted with ($\beta = 0.533$, $t = 8.344$, $p = 0.000$).

Table VII
R-square, Q-square, and VIF of the endogenous latent variables

Construct	R ²	Q ²
TI	0.571	0.300
JS	0.263	0.109

OC 0.990 0.321

*Note/*OC= Organization Commitment, JS = Job Satisfaction, TI = Turnover Intention

Table VII exposes that predictive powers are assessed against three aspects; relative impact (q^2), coefficient path (β) and predictive relevance (Q^2). However, explanatory powers are assessed against two criteria; effect size (f^2) and coefficient determination (R^2). Based on Cohen (1988), values, R^2 with 0.260 can be regarded as substantial model, yet approximate value, 0.130 which is deemed average while the values that are 0.02 or lower can be considered as weak. Generally, R^2 value has to be highly sufficient to include a minimum level of explanatory powers (Henseler 1998; Chin et al, 2009). On the other hand, Henseler et al (2009) purpose that average or moderate R^2 value is acceptable when few exogenous LVs can explain the endogenous latent variables (LVs).

The current research concerns with smart PLS algorithm functions V3 to be used for obtaining R^2 values, yet the SamrtPLS bootstrapping use is functioned to generate the t-statistic values. 235 cases are taken from a sample consists of generated 5000 bootstrapping. The value, R^2 represents that

the authentic leadership and organizational commitment of job satisfaction explain 26.3 percent variance of turnover intention ($R^2=0.263$), and OC is highly regarded. Based on Henseler et al (2009), R^2 moderate values are acceptable when the LV endogenous is disclosed by few latent exogenous variables. Further, ($R^2=0.990$) shows that 99.0 percent of their AL associated with R^2 value are acceptable

Hair et al. (2014) proposes that “Predictive power Q^2 values larger than zero for a certain reflective endogenous latent variable indicate the path model’s predictive relevance for the particular construct”. However, Henseler et al. (2009) propose values of 0.35, 0.15, and 0.02 indicate large, medium, and small relative impact (q^2). The predictive relevance Q^2 is an indicator of the model’s out-of-sample predictive power or predictive relevance for the particular construct (Hair et al., 2014). The construct’s cross-validated redundancy values, which were obtained through a blindfolding procedure, were used as a measure of Q^2 . The results of the assessment of TI ($Q^2 = 0.300$) and JS ($Q^2 = 0.109$) and ($Q^2 = 0.321$) as shown in Table VIII. The 0.300 result indicates that TI has a large effect on producing the Q^2 (predictive relevance) The 0.300 indicates that AL, OC and JS have a large

effect in producing the Q^2 for TI. For JS 0.109 the q^2 effect size for the predictive relevance of OC and AL on JS. The 0.263 indicates that OC and JS have a medium effect in producing the Q^2 for JS. And for OC 0.321 the q^2 effect size for the predictive relevance of AL on OC. The 0.321 indicates that AL have a large effect in producing the Q^2 for OC. Effect size refers to the impact of an independent latent variables on dependent latent variables (Chin, 1998; Henseler et al., 2009). Effect size can be evaluated by using Cohen’s (1988) (f^2). A guideline measure the magnitude of the f^2 which is 0.35 (large effects), 0.15 (medium effects), and 0.02 (small effects). The result of f^2 as that one relationship with large effect sizes, two relationship with medium effect size and two with almost nil effect(refer Table VII).

4.2 Mediating Effects

The proposed and validated model in this study hypothesizes a multi-mediator, that mediates the relationship between OC and TI, JS, and AL and TI, and JS as well as the relationship between AL and TI. Here, further test for mediation following the approach outlined by Preacher and Hayes (2008) using statistic excel tool Bootstrapped confidence interval Lower and Upper level.

Table VIII
Bootstrapped Result of Mediation

Construct	Path A	Path B	Indirect Effect	SE	t-value	Boot 95% LL	Boot 95% UL	Results
OC-> JS-> TI	0.23	0.55	0.128	0.06	1.996	0.002	0.253	M
AL-> JS-> TI	0.45	0.55	0.247	0.07	3.474	0.107	0.386	M

SE= Standard deviation M = Mediating, OC= Organization Commitment, JS = Job Satisfaction, AL= Authentic Leadership, TI = Employee's Turnover Intention

According to Hair et al (2014), mediation occurs in a situation in which a mediator variable absorbs to some extent the effect of an exogenous construct on an endogenous construct in the PLS path model. Table VIII lists the bootstrapped result of mediation, observed t-statistics, and confidence interval Lower

and Upper level for all mediator hypothesized paths. Using the results from the path assessment, the acceptance or rejection of the proposed mediator hypotheses was determined and are presented in Table VIII show JS has mediator effects between OC and TI. (path A = 0.23, path B = 0.55, indirect

effect = 0.128, SE = 0.06, t-value = 7.996, bootstrapped confidence interval UL = 0.002, and LL = 0.253). Similarly, JS entered the effects between AL and TI. (path A = 0.45, path B = 0.55, indirect effect = 0.247. SE = 0.07, t-value = 3.474, Bootstrapped Confidence Interval UL = 0.107, and LL = 0.386)

V. DISCUSSION AND IMPLICATIONS

Investing in employee skills sends them a positive signal, showing that they are among the organization's most important assets (Delery, and Roumpi, 2017). This study contributes to human resource, organizational behavior and leadership literature. It examines the relationship between antecedents OC(AC, CC and NC), AL, JS and outcome (TI) so as to observe the cumulative effect of antecedents on outcome through an integrated model. The paper considers the findings of Iden (2014) by examining the relationship between OC and TI, AL and JS and supports their findings that higher JS leads to better TI. The research investigates also if the relationship between AL and TI is very limited (Gatling, Kang, and Kim, 2016, Malhotra et al., 2013), and studies this relationship based on the context of higher education in Palestine. The present study fills this gap by choosing a sample from the west-bank and Gaza-strip, Palestine, and examining the OC-JS, AL-JS, and JS-TI relationship in this area. There is also a lack of literature revealing the influence of various factors on TI of academic employees in Palestine (Awaja et al., 2018), and almost absence of such studies in Palestine context. This study addresses this issue by considering factors affecting the turnover intention of academic employees in the higher education in Palestine. this study contributes also to the mediating literature of JS as it plays an important role by being the mediator between AL to TI and OC to TI.

The research aims to understand talents turnover intentions and to investigate mediating role of job satisfaction in higher education in Palestine.

The result of SEM-PLS shows significant relationship between authentic leadership and employee job satisfaction. . ($\beta = 0.446$, $t = 5.544$, $p = 0.000$).. The result could be match with (Sarwar et al., 2017; Read, and Laschinger, 2015). The result of SEM-PLS shows a significant relationship between authentic leadership and employee turnover intention ($\beta = 0.372$, $t = 4.591$, $p = 0.000$). The result matched with (Gatling, Kang, and Kim, 2016)

The result of SEM-PLS shows a significant relationship between authentic leadership and organizational commitment. The result matched with (Rego, Lopes, and Nascimento, 2016). The findings of this study by SEM-PLS could show a significant relationship between organizational commitment and employee job satisfaction. The result matches what (Atmojo, M., 2015; Fu, and Deshpande, 2014) propose. The result of SEM-PLS shows a significant relationship between organizational commitment and employee turnover intention ($\beta = 0.231$, $t = 1.995$, $p = 0.047$). The result matches what also (Kang, Gatling, and Kim, 2015; Zopiatis, Constanti, and Theocharous, 2014) propose. Furthermore, further test for mediation follows the approach outlined by Preacher and Hayes (2008) using statistic excel tool Bootstrapped condidence interval Lower and Upper level. The result of Bootstrapped condidence interval Lower and Upper level shows a mediator effects of job satisfaction between authentic leadership and employee turnover intention. The result matches (Çelik, Dedeoğlu, and Inanir, 2015). The second result of Bootstrapped condidence interval Lower and Upper level showed a mediator effects of job satisfaction between organizational commitment and employee turnover intention. The result matched with (Huang, and Su, 2016). However, the paper reveals new practical implications related to the factors that influence talented turnover intention in higher education in Palestine. The results of this study could contribute the improvement of education quality in higher education in Palestine.

This study holds great significance for academics and practitioners alike. In the higher education, many leaders believe that delivering the best education quality is the only means to achieve a sustainable competitive advantage. Leaders and employers should regularly encourage employees to deliver a high level of JS to ensure Less TI. Likewise, universities should strive to attract talent, well trained and enthusiastic employees and improve their loyalty and performance through functioning successful and good effective implementation of job satisfaction empowers university employees and reduces talented turnover intention. Employees have an important and strategic role in enhancing university positioning in significant fields such as quality of research, academic reputation, and improving the quality of the academic programs. In addition to that, higher education in Palestine should take steps to ensure that they have HR policies and practices that appeal employee needs and wants. They may develop different supportive policies for employees depending on their needs. Moreover, higher education in Palestine could provide employees with a set amount of total compensation and allow employees to decide a choice of rewards to meet their needs. By ensuring job satisfaction, authentic leaders can to a great extent, guarantee delivery of OC lead high-quality services. This study helps practitioners understand the significance of the antecedents considered, and their significance to the outcome, paying attention to which, they can incorporate practices that lead to greater job satisfaction, thus resulting in greater education quality through reducing talented turnover intention in Palestine.

Academics, on the other hand, will get a deeper theoretical understanding of the antecedents considered in the paper, and their influence on employee behavior, trust, loyalty, commitment as well as the outcome. This study has implications for the ministry of higher education, stakeholders, managers, and policymakers in the higher education

who tend to give less importance to employee-oriented issues, especially the relevance of the JS of employees and its impact on TI, thereby increasing education quality to students. Higher education universities, and university colleagues can ensure the delivery of better education quality, service quality by understanding the needs and psyche of their talented employees and making conscious efforts to lead them, make them feel empowered and cared for, thereby increasing their satisfaction levels toward the organization in particular, a low rate of talented turnover.

VI. LIMITATIONS AND FUTURE RESEARCH

The study has likely some limitations. For example, Harman single factor test is used, and the result is in favor in spite of testing the biasness common method of the data. However, there are some methods to report the Harman results that can be applied. Further, the sample size of the current study can be limited which may limit the capability, competence and performance to generalize the study to represent the publication sectors. The study also faces some restrictions or/and inherent limitations. For example, most of the questionnaire items are self-rated by employees that can increase commonly the methods of variance possibility. Future studies should report this case by validating the model of proposed moderation by using various researching settings, different samples and industries of various nature although our preliminary examinations do not expose any serious problem of common variant method.

The sources included in literature review is more reliable for the western contents. Hence, it can help examining the various results of the findings if such findings are compared with other studies. Furthermore, most items used in the study, the research instruments are modified and adopted based on the western journals. Additionally, the western researchers attempt to develop the aspects and items based on their contextual culture.

Such items and aspects can consequently lead to a number of contradictions in measuring the community in the contextual eastern community. Thus, restricting the findings can present perfect-reliable results to report and represent the Palestinian contacted populations. Further studies can implement this model in various industries such as health care especially in Palestine. Additionally, it can give more variables to the research such as individual employee behavior and cultural values and morals. Multi-method probes are also needed especially that involved experiments, direct-observation, personal interviews and surveys to provide more validating links and relationships between employee intention and organization commitment to provide various gender. The next researches should investigate also the attitudes of employee's job. Thus, the nest studies should report and address this case by investigating comparatively this model with different dimensions.

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