

EXAMINING THE INFLUENCE OF AUTHENTIC LEADERSHIP ON
EMPLOYEES' INTENTION TO LEAVE: THE MEDIATING ROLE OF EMPLOYEE
WELLBEING & PSYCHOLOGICAL CAPITAL

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I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

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ABSTRACT

Intention to leave is the strongest predictor of employee turnover behavior before it occurs. Consequently, managing this intention effectively can provide organizations with significant control over employees' tendency to leave their jobs, one of the most critical challenges in the modern corporate world. This study investigates the interrelationships between authentic leadership as an independent variable, employee wellbeing and psychological capital as a mediator, and turnover intention as a dependent variable. A sample of 152 employees participated in the research, with data collected through self-reported measures. The study employs reliability analysis, descriptive analysis, correlation, mediation and hierarchical regression analyses to test three hypotheses. The findings indicate that authentic leadership is a significant predictor of turnover intention, and its effect is mediated by employee wellbeing. Even though psychological capital shows significant association with dependent and independent variables separately, it individually is not mediate the relationship between authentic leadership and intention to leave. The results highlight the importance of developing authentic leadership and enhancing employee wellbeing to reduce turnover intentions. Practical recommendations for organizations include developing leadership practices, organizational structures to develop financial, social, and intellectual wellbeing of employees and embedding psychological capital and wellbeing metrics into performance appraisals and development plans. Limitations of the study include the small sample size, potential biases from self-reported data, and the cross-sectional design, which limits the ability to establish causality. Future research should aim to address these limitations by including larger and more diverse samples and employing longitudinal designs.

Keywords: Intention To Leave; Intention To Stay; Psychological Capital; Authentic Leadership; Employee Wellbeing

ÖZ

İşten ayrılma niyeti, çalışanın işten ayrılma davranışını gerçekleştirmeden öngören en güçlü belirleyicisidir. Dolayısıyla, bu niyetin etkili bir şekilde yönetilmesi, kuruluşlara modern kurumsal dünyanın en kritik zorluklarından biri olan çalışanların işten ayrılma eğilimleri üzerinde önemli bir kontrol sağlayabilir. Bu çalışma, bağımsız bir değişken olarak otantik liderlik, mediyasyon olarak çalışan esenliği, psikolojik sermaye ve de bağımlı değişken olarak işten ayrılma niyeti arasındaki ilişkileri araştırmaktadır. Araştırmaya 152 kişiden oluşan bir örneklem katılmış ve veriler öz-rapor ölçeği yoluyla toplanmıştır. Çalışma, üç hipotezi test etmek için güvenilirlik analizi, tanımlayıcı analiz, korelasyon, mediyasyon ve hiyerarşik regresyon analizlerini kullanmaktadır. Bulgular, otantik liderliğin işten ayrılma niyetinin önemli bir belirleyicisi olduğunu ve bu etkinin çalışan esenliği tarafından aracılık edildiğini göstermektedir. Psikolojik sermaye, bağımlı ve bağımsız değişkenlerle ayrı ayrı anlamlı bir ilişki gösterse de, bireysel olarak otantik liderlik ile ayrılma niyeti arasındaki ilişkiye aracılık etmemektedir. Sonuçlar, işten ayrılma niyetlerini azaltmak için otantik liderlik geliştirmenin ve çalışan refahını artırmanın önemini vurgulamaktadır. Organizasyonlar için pratik öneriler arasında; liderlik uygulamaları, çalışanların finansal, sosyal ve entelektüel refahını geliştirmek için organizasyonel yapılar geliştirmek ve psikolojik sermaye ve refah ölçümlerini performans değerlendirmelerine ve gelişim planlarına yerleştirmek yer almaktadır. Çalışmanın sınırlamaları arasında küçük örneklem büyüklüğü, öz-raporlamalı verilerden kaynaklanan potansiyel yanlılıklar ve nedensellik kurma yeteneğini sınırlayan kesitsel araştırma methodu yer almaktadır. Gelecek araştırmalar, daha büyük ve çeşitli örneklemeler dahil ederek ve de zamana yayılan tasarımlar kullanarak bu sınırlamaları ele almayı hedeflemelidir.

Anahtar Kelimeler: İşten Ayrılma Niyeti; İşte Kalma Niyeti; Psikolojik Sermaye; Otantik Liderlik; Çalışan Esenliği

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INTRODUCTION

Turnover is a concept that harms organizations in both financial and moral aspects. High turnover rates can lead to significant costs related to recruitment, training, and lost productivity, as well as negatively impact employee morale and organizational culture. Therefore, it is critical for organizations to proactively control and prevent turnover before it happens.

This research examines the effects of psychological capital on turnover intention, with wellbeing serving as a mediator and authentic leadership as a moderator. Psychological capital, encompassing self-efficacy, optimism, hope, and resilience, is increasingly recognized as a crucial asset for enhancing employee performance and retention. By developing a positive psychological state, organizations can potentially reduce turnover intentions among their employees.

The construct will be tested by surveying 152 participants, who were asked to complete a survey. This survey includes measures of authentic leadership and psychological capital subdimensions, as well as assessments of participants' level of wellbeing and turnover intentions. The aim is to uncover relationships between the concepts and apply the results to organizational and human resources practices.

Ultimately, this study aims to contribute to the literature on employee retention by providing an understanding of the interaction between psychological capital, wellbeing, and authentic leadership. The findings will offer practical implications for organizations who seek to improve their human resources strategies and reduce turnover rates.

1.1. Wellbeing

The importance of wellbeing has significantly increased over the last 20 years, both in academia and in workplaces. This is evidenced by the frequency of the term 'wellbeing,' which appeared 1,361 times in the PubMed database but increased to 22,536 occurrences by 2022. Even this emphasizes the term's importance, and therefore, the necessity of understanding the concept (Bautista et al., 2023).

The term made its entrance into the pages of history after World War I. Gross Domestic Product was used to evaluate individuals' wealth and fluctuations in unemployment, which were considered indicators of total national wellbeing. From that point until today, the concept of wellbeing has undergone significant changes. Initially, it was primarily associated with economic indicators, but it is now understood to encompass much more than just economic factors. In addition to financial wellbeing, there are also different domains of wellbeing such as emotional, physical, social, intellectual, environmental and career wellbeing (Colorado State University, 2024). It goes without saying that, the research will focus on Employee Wellbeing, among various variations of wellbeing.

The concept of wellbeing differs in its identification between laypersons and scholars. In everyday discourse, wellbeing is often described as including individuals' subjective feelings, both on a personal and physical level, along with their overall evaluation of life. By and large, wellbeing is mostly associated with the quality of life, fulfillment, and experiencing positive emotions. In academic models, emphasis is placed on concepts such as relationships and meaning, while highlighting the nuances that distinguish various aspects of wellbeing. Lifespan, culture, and population contribute to these nuances. For instance, while adolescents are seeing wellbeing as happiness, kindness, fun, safety, for older people meaning and purpose are more central for the definition of the term (Jarden & Roache, 2023). Cultural values can also be effective in determining what wellbeing is. For instance, Huang and colleagues (2022) found that while Chinese students prioritize optimism and contentment in their evaluation of wellbeing, European students may not prioritize mental health to the same extent. As mentioned, the term may be used differently within various populations. For instance, referring to the wellbeing of nurses

compared to that of white-collar company workers might highlight distinct stressors and support systems.

Since the pandemic, the term has gradually become more prevalent in our daily lives and we have started hearing the word wellbeing more frequently in our workplaces. At times, it may even occupy a larger space in employees' lives than expected. This has led to the emergence of a term called "wellbeing washing," which refers to a company's insincere attempt to demonstrate how much it cares for its employees.

The pandemic also brought along the concept of remote working, and recent research has found connections between remote work and wellbeing. Recent research underscores the evolving understanding of employee wellbeing, particularly in the context of remote work. Zhang and Smith (2023) found that while remote work can enhance work-life balance by offering flexibility and reducing commute times, it also presents challenges such as increased feelings of isolation and burnout if not properly managed. Their study highlights the necessity for organizations to implement strategies that support remote employees, such as virtual team-building activities, to maintain a high level of employee wellbeing. This dual impact of remote work on wellbeing further emphasizes the complexity of modern workplace dynamics and the need for comprehensive wellbeing programs that address both physical and mental health aspects.

According to The Chartered Institute of Personnel Development, prioritizing and embedding employee wellbeing within the company culture can lead to increased productivity, resilience, engagement, and performance levels, while also reducing sickness absence and intention to leave. Given its significant importance for organizational outcomes, the concept should be underlined in terms of cause-and-effect relationship.

1.2. Psychological Capital

After World War II, significant focus on psychological developments and research aimed at enhancing the discovery of effective treatments for mental illnesses. The traditional

approach to negative organizational psychology focuses on identifying organizational deficiencies, such as counterproductive organizational structures, challenges in stress and conflict management, ineffective leadership, and unethical behaviors (Youssef & Avolio & Luthans, 2007).

As it turns out, focusing on these negative consequences of organizations hasn't resulted in competitive advantages or the acquisition of sustainable resources. As a result, this has generated a search for a more effective perspective and has led to a redirection in the standpoint of psychology (Youssef et al., 2007). The shift from negative psychology to focusing on healthy individuals' psychology became apparent after a call from Martin Seligman, one of the former presidents of the American Psychological Association, along with a few others.

From that point, the positive psychology movement began to take root and influence the general trend of organizational psychology. One might assume that the existing knowledge of negative psychology could nurture, guide, and provide a foundation for positive psychology, however; the link is not as clear as it sounds. For instance, according to Frederick Herzberg, reducing job dissatisfaction does not necessarily create job satisfaction.

Luthans (2002) describes Positive Organizational Behaviors as the examination and application of human resource strengths and psychological abilities that are positive in nature, measurable, capable of development, and manageable to enhance workplace performance. There is a difference between Positive Organizational Behavior (POB) and Positive Psychology in terms of the malleability of traits. As the definition of Luthans' reflects, POB is measurable, state-like or developmental (unlike trait-like constructs such as Big Five personality dimensions) and can be used for performance improvements. That definition provided a new perspective for human resources and performance management that negative psychology hadn't previously addressed. It introduced the concept of developable states, such as the components of psychological capital. In alignment with the definition's state-like perspective, Bandura (1997) provided strategies to develop self-efficacy, Snyder suggested that hope is developable and introduced a scale to measure it

(Snyder et al., 1996), and Seligman proposed the concept of *Learned Optimism* in his book of the same name (Seligman, 1998). Additionally, Masten and Reed (2002) discussed resilience-based developmental strategies. On the other hand, positive psychology tends to be more dominated by trait-like constructs, although there is some openness to malleability, which is not likely to occur in the short term. According to the concept, over a person's lifespan, extensive psychotherapy and critical experiences can result in changes (Avolio & Luthans, 2006).

Based on the inclusion criteria determined from the definition of POB, intensive efforts have been made to research the concept, develop measures and transfer this information into practice, and the sum of these efforts has brought about *Psychological Capital* (Luthans et al., 2004).

Psychological capital is a developmental state and a structure that can be reviewed with four synergetic components, self-efficacy, optimism, resilience, hope. As their basic meanings, self-efficacy stands for the belief that one possesses all the assets needed to accomplish a task and, when faced with challenges, is able to exert the necessary effort; optimism is the assumption by a person that they will be successful, both now and in the future; resilience is the ability of bouncing back from the faced challenges, even with stronger psychological assets, and finally hope involves consistently directing one's will towards achieving success and, if necessary, finding alternative paths to fulfill the goal (Youssef et al., 2007).

As determined in the definition, there is a synergistic relationship between the components of psychological capital, meaning that the overall performance of psychological capital is greater than the sum of its individual parts. For instance, a self-efficient student who believes in completing their master's thesis by its deadline would demonstrate resilience and work hard even during challenging times. When faced with difficulties, the student focuses on finding alternative pathways, which also emphasizes hope. Other than that, according to Bandura (1997), individuals with high self-efficacy will be more resilient to challenges. For Snyder (2000), individuals with high hope tend

to be more self-confident (self-efficacy) and able to bounce back from difficulties (resilience). Their conceptual meanings will be detailed further in the upcoming section.

1.2.1. Self-efficacy

According to Bandura (1997), our motivation, which serves as the energy source for task completion, is based on an evaluation of the probability of success. This "can-do" capability is specific to certain domains. Even though one can be self-confident in certain areas of life, that might not be the case for other areas. However, there is an increased claim that it can be generalized to other domains, rather than staying limited to its own boundaries (Parker, 1998).

Other than inner perspective, it can be fluctuated by outside variations as well. For instance, you may have a project that you are fully confident will be a success, but upper-level management may be unable to approve it for financial reasons (Youssef et al., 2007).

As a reflection of POB's developmental dynamic, it can grow over time with practice and experience. However, practicing and mastery are not the only ways to gain self-efficacy. Receiving positive feedback from others can influence one's self-evaluation through the *self-fulfilling prophecy*, and observing others' experiences or successes can enhance self-efficacy through *vicarious learning* or *modeling*. The perspective of vicarious learning or modeling can be summarized by the thought, "If he or she can achieve success, then I can do it as well" (Bandura, 1997). Additionally, stepping out of one's comfort zone can also be considered a way to develop self-efficacy.

In addition to understanding how self-efficacy can be improved, it is also important to analyze the inner mechanisms to fully understand self-efficacy. According to Bandura's social cognitive theory (2001), five cognitive processes bring together the concept of self-efficacy: symbolizing, forethought, observation, self-regulation, and self-reflection. Symbolizing involves creating a mental roadmap of potential results by analyzing potential actions. According to this, practices, interactions, and action plans can be developed. Forethought involves determining the level of performance by considering the

expected results. Observational cognitive processes can be explained by learning from others about what tends to work and what does not. Self-regulation involves determining where one stands in relation to set goals. This process can lead to behavioral changes like performance improvement to reach the goal. Finally, self-reflection is one's past learning like success and failures reflects on their current activities. Other than these cognitive processes, strength and magnitude may play an important role to understanding self-efficacy. While strength is about one's level of confidence in accomplishing tasks of varying difficulty levels, magnitude refers to the difficulty level that one expects to achieve (Bandura, 1997). Additionally, emotional states, psychological and physiological well-being can also be important for determination of self-efficacy.

1.2.2. Optimism

Optimism has more structural meaning than its everyday usage, which refers to explanations and attributions a person directs to oneself to make sense of why certain things happen. If a person tends to make negative attributions, even though they give their energy to positive events, then it makes the person pessimistic (Youssef et al., 2007). An optimist person attributes positive events to their own effort, permanent causes (for instance task accomplishment), and for negative events, they attribute them to external, temporary, and situational specific factors (like missing deadline). On the contrary, a pessimistic person doesn't give themselves credit for their success, perceives positive events because of external, temporary, and situational specific factors, while they explain negative events as personal and permanent (Seligman, 1998). Since optimistic people see that positive events occur because of their personal endeavor, they think that desirable outcomes are within their control. Therefore, the possibility of exhibiting the same behavior that brought about success in the past most probably occur in other life domains in the future. On the other hand, a pessimistic person tends to generalize the bad things that happen to them across other life domains. For instance, a person who didn't get the job after a job interview may see their intelligence as responsible and limit themselves accordingly.

From an organizational perspective, an optimistic point of view might lead to negative consequences, as they are less likely to learn from their mistakes because of externalization of negative events. For instance, an unrealistic optimist of a salesman might evaluate their poor sales performance because of customers' insufficient evaluation of market value of the company. However, optimism does not mean closing oneself off to realities. Realistic optimism involves evaluating what can and cannot be accomplished. As Peterson (2000) refers to it, it is dynamic, changeable, and state-like. There is a term called flexible optimism, which also refers to being an optimist in terms of the conditions. It refers to evaluation of the situation, and accordingly decide in terms of being optimistic or pessimistic. According to these definitions, optimism can be understood as the optimal point of optimism, achieved by combining two stabilizers: realism and flexibility. This prevents an optimist from coming to extreme conclusions, such as every success being attributed solely to one's own actions, and every failure being attributed solely to external limitations. Those who have high optimism tend to show appreciation for those who help them achieve success and for situations that contribute to their success. During challenging times, they acknowledge their mistakes and learn from them. They accept what they can't change from the turmoil and move forward (Youssef et al., 2007). This approach may lead to a self-fulfilling prophecy. In the classic example of downsizing, an optimistic person, instead of blaming themselves, tries to control their own destiny. Their positive expectations from life direct them to improve themselves and find a better job in a better economy. Ultimately, their chances of making this happen are much higher than those who think the opposite (Peterson & Chang, 2002). In this regard, it is evident that there is a positive relationship between desired performance outcomes and optimism (Luthans, Avolio & Walumbwa, 2005; Li, 2005; Seligman, 1998).

1.2.3. Resilience

Rebounding or bouncing back from challenges, failures, conflicts or on the opposite, positive events, progress, increased responsibilities (Avolio & Luthans, 2006). This definition does not only encompass adversities; it includes positive occasions as well,

since it could be hard to get back to the equilibrium point after positive events (Avolio & Luthans, 2006; Luthans, 2002). For instance, after high performance period one might get promoted and dealing with high expectations and responsibilities could be hard to deal with. The components of resiliency can be classified as; assets, risk factors (Masten, 2001; Masten & Reed, 2002) and values (Richardson, 2002). According to Masten and Reed (2002), resilience assets are measurable characteristics in individuals that predict positive outcomes in the future. These assets that can contribute to higher resilience can be listed as follows: cognitive abilities, temperament, positive self-perceptions, faith, a positive outlook on life, emotional stability, self-regulation, a sense of humor, and general appeal or attractiveness (Masten, 2001). When it comes to risk factors, it can be determined as eliminated likelihood of undesired outcomes (Masten & Reed, 2002). These risk factors can be evident, such as alcohol and drug abuse or exposure to trauma, and they can also be less obvious, like stress, burnout, and unemployment. Since these risk factors are inevitable to avoid, one can benefit by focusing on these challenges as opportunities for self-actualization and improvement. Resilience might provide direction for people to reach their full potential (Youssef et al., 2007) Finally, values are belief sets of people that help them look for a pleasant future even in turbulent times. They might help people whose is under overwhelming stress to go on. It has been found that some meaning-providing values, such as religion, help people find their way when they are lost in situations like trauma (Baron, Eisman, Scuello, Veyzer, & Lieberman, 1996) and mental health issues (Larson, Pattison, Blazer, Omran, & Kaplan, 1986).

1.2.4. Hope

Hope can be described using two key concepts: the will and the way. The will refers to the energy, drive, and direction needed by an individual to accomplish a goal. Snyder and colleagues describe the way as willpower or agency, which involves an individual's effort to achieve a realistic and challenging goal through "self-directed determination, energy, and a perception of internalized control" (Snyder et al., 1996). The way refers to backup

plans and alternative pathways when the primary one becomes ineffective in light of recent changes.

According to Snyder (2000, 2002), these two concepts mutually nurture each other. The willpower motivates a person to find new pathways and resources. Being creative, innovative, and resourceful, even in the face of obstacles, builds pathways, ignites motivation, and enhances a person's sense of control. Taken together, these qualities contribute to an individual's willpower.

When it comes to hopeful employees, they tend to be independent, strong need for growth and enriched jobs. Even with the restricted times (like strict deadlines or strict budgets) they can be creative, resourceful. Due to their ability to find their own way or take an out-of-the-box approach, they cannot be limited by traditional organizations. The need for autonomy might create problems for managers who want to make micro-management with them. One can expect the opposite approaches from low hoppers, which means conformity behaviors to traditional organizations or structures, being obedient for rules and managers' directions, and perceived cooperative by co-workers. Solving problems, making decisions, or being unwilling to take on additional responsibilities may create problems for them.

1.3. Authentic Leadership

Authenticity derives its meaning from the Greek word *authentikos*, which means "know oneself" and "be true to oneself." It also stems from the Greek word *authentō*, meaning "to have full power," reflecting the authentic leadership function of mastery in a domain. The term is also coming from positive organizational behavior (Luthans et al., 2007). It can be determined as a process that occurs from positive psychological capacities and a developed organizational context, resulting in greater self-awareness and self-regulative behaviors. This process directs the improvement of both leaders' and followers' personnel (Luthans & Avolio, 2003). Authentic leadership involves being transparent and ethical. Leaders encourage their followers to communicate openly and share necessary information for decision-making processes, while also acknowledging their reactions

(Avolio, Walumbwa, & Weber, 2009). They prioritize followers' needs above their own and work with them for the common good, aligning their interests with the main purpose (Northouse, 2021). The core values of the leadership style can be summarized as transparent, morally grounded, responsive to people's needs, and genuine or real.

Different researchers have claimed various influential mechanisms under authentic leadership. For instance, according to Walumbwa et al. (2008) it includes self-awareness, internalized moral perspective, balanced processing, and relational transparency. Illies et al. (2005) suggest that reciprocal emotional contagion of positive emotions plays an important role. Avolio et al. (2004) emphasize the influence of authentic leadership from the personal and social identification of followers with the honesty, credibility, and morality of their leaders. Gardner et al. (2005) suggest that the influence is based on modeling of positive values, behaviors, psychological states, and self-development.

For the research purposes, authentic leadership will be scaled and evaluated based on the definition provided by Walumbwa et al. (2008), which comprises four functions: self-awareness, internalized moral perspective, balanced processing, and relational transparency. Since this is the case, these components meaning for Authentic Leadership, needs to be discussed and examined.

1.3.1. Self-awareness

Self-awareness means how a person sees and is realistic with oneself in terms of strengths and weaknesses, and how this understanding affects their sense of self. This concept is about understanding and perceiving one's true self, connecting with core values, identity, emotions, and goals. It is a call to reach out to one's real self and understand who you truly are at the deepest level. It is an ongoing process for leaders and is not static (Northouse, 2021). Besides being aware of your own feelings, it also includes trusting oneself and one's feelings, which provides a solid base for leaders when it comes to decision-making (Kernis, 2003). When leaders know their core self, their trust in their actions, decisions, and viewpoints would be increased and strengthened (Gardner et al., 2005). Even though knowing oneself at the deepest roots is an ideal phenomenon, it might

not be realistic since we all have egos that sometimes distort our perception of self. To minimize the gap between understanding our real self and the self we aspire to be, self-regulation might play an important role. Self-regulation is a process of assessing and directing certain meaningful behaviors in terms of bridging the gap between the ideal self and the real ego.

1.3.2. Internalized Moral Perspective

It is another self-regulatory process that determines behaviors using one's own internal moral standards, rather than being under the influence of external pressure from groups or society. This aspect of authentic leadership emphasizes the importance of personal integrity and ethical behavior (Avolio & Gardner, 2005).

1.3.3. Balanced Processing

In decision making process, Balanced Processing refers to being neutral to the opposite viewpoints, to evaluate and see them in their own reality. It doesn't matter whether the information decreases authentic leaders' self-esteem; in either case, the leader takes the situation into account within an objective framework, as long as it improves the organization and its members. Therefore, the situation or the information can be interpreted as criticism or negative feedback about the leader's weaknesses or faults (Moonjoo Kim, 2018). It goes without saying that it also means avoiding favoritism and remaining unbiased. Authentic leaders are both open to discussing their own ideas or perspectives while also being objective in considering others' perspectives.

1.3.4. Relational Transparency

Relational Transparency refers to the transparent declaration of not only the positive aspects of oneself but also being honest in showing the negative side of it. Authentic leaders show their weaknesses without constraint and make efforts to become closer to

team members, which fosters trust in their leadership. According to Kernis (2003), the concept occurs when leaders share their feelings, motives, and inclinations in an appropriate manner. In short, it means communicating openly with others while showing one's true self.

According to Avolio and Gardner (2005), these four dimensions moderates, authentic leadership and performance and contributes to, followers and leaders' self-awareness. Even though leadership is a prominent element for creating an effective work environment for followers, it is not the only variable that contributes to this outcome. From the same research, it is proposed that an environment that is open to communication, provides support, resources, and equal opportunities for everyone's development, essentially a culture that supplements leadership, is necessary.

In terms of relational structure, authentic leadership can be broken down into two categories: intrapersonal and interpersonal. From the interpersonal aspect (Eagly, 2005), relational constructs can be established through a reciprocal process, where leaders affect followers and followers affect leaders. The same process can be integrated into the development aspect as well. Authentic leaders not only focus on their own personal development but also consider broadening followers' strengths and their thinking, which results in a positive and engaged organizational context (Ilies, Morgeson & Nahrgang, 2005). They also heighten their self-awareness and self-regulatory processes, which in turn provide greater clarity about their values, identity, and emotions. As a result, this directs them toward authentic behavior and the components of leadership (internalized regulatory processes, balanced information processing, and transparent relationships with the leader and associates) (Avolio & Gardner, 2005). Followers, by communicating openly and sharing their ideas without hesitation, bring new ideas and information to the table, from which leaders' benefit. Intrapersonal aspect (Shamir & Eilam, 2005) draws only the frame around of leaders themselves. It consider self-regulation, self-knowledge behaviors and self-concept. Avolio and Gardner (2005) suggest the "Life Story Approach," which refers to leaders' inclination to develop self-knowledge, self-concept, and the person-role merger they experience through the meanings they attach to their life experiences. In the end, they reflect all these improvements to guide their followers.

Finally, as with psychological capital, authentic leadership can be seen within the concepts of POB, as it also has a developmental perspective. It can't be viewed as a fixed trait of a leader; it is something that can be constructed over time (Avolio & Gardner, 2005; Gardner et al., 2005; Walumbwa et al., 2008). As mentioned in the Life Story Approach, critical life events may play an important role in the development of leadership (like the death of a loved one, starting a new career, or moving to a new country).

Recent studies have explored the impact of authentic leadership on employee outcomes. Li and Chen (2022) demonstrated that authentic leadership significantly enhances employee creativity through the mediating role of psychological safety. When leaders exhibit authenticity, transparency, and ethical behavior, employees feel safer to express their ideas and take risks, which fosters a more innovative and creative work environment. Additionally, Davis and White (2023) showed that authentic leadership positively affects team performance by promoting a culture of mutual respect and openness. These findings reinforce the notion that authentic leadership not only benefits individual employees but also contributes to the overall effectiveness and success of teams within organizations.

1.4. Intention to Leave

Turnover intention refers to the desire to leave the current organization in hopes of finding better conditions elsewhere. It causes negative behaviors in organizations, such as absenteeism, arriving late, lack of initiative, and low levels of employee motivation (Lestaria & Margaretha, 2021). Turnover intention is the single and the best indicator of actual turnover (Mobley et al., 1978). Therefore, it can be used to predict an organization's future turnover ratio and help them develop their action plan accordingly. It is important for organizations to control turnover of their employees since "it costs an organization ten times more to hiring new employees as compared to retaining the existing ones." (Robbins & Coulter, 2017)

Intention to leave can be sourced from different channels. To begin with the stressful workload, managerial implications, burnout, unfair payment allocation, nepotism, routine tasks, insufficient career opportunities or facilities to improve oneself can be given as a

most remarkable reasons. Job engagement, support from supervisors, coworkers, and leaders, job autonomy, workplace learning opportunities, organizational engagement, job satisfaction, work-life balance, loneliness, and the theory of Stress-as-Offense-to-Self can also be significant factors that influence the intention to leave. These factors will be the focus of the research as well.

1.4.1. Job Engagement

Job engagement is defined as an employee's enthusiasm and motivation that keeps them focused on work. High job engagement results in greater integration, channeled inner motivation, and prolonged focus on organizational tasks (Lestaria & Margaretha, 2021). Job engagement can be influenced by job security, adequate compensation, factors affecting work-life balance (such as work targets, work hours, and work conflicts), opportunities for personal development, and fair treatment. Even an idolized employee can be an effect for the concept (Schiemann, 2011).

1.4.2. Organizational Engagement

The concept refers to being emotionally and/or psychologically committed to organizational goals, values. Recent research highlights the significant relationship between organizational engagement and employee turnover intentions. Studies consistently show that higher levels of organizational engagement are associated with reduced turnover intentions. For instance, a study by Albrecht et al. (2015) found that employees who are engaged with their organization are less likely to leave, primarily due to their emotional and cognitive investment in their work and the organization's goals. This engagement fosters a sense of loyalty and satisfaction, which decreases the likelihood of turnover. Similarly, research by Shuck et al. (2014) demonstrated that organizational engagement is a critical predictor of retention. Their study showed that engaged employees are not only more productive but also more likely to stay with their organization, reducing turnover rates.

1.4.3. Support From Coworkers, Supervisors and Leaders

According to organizational support theory, employees develop a sense that their efforts are valued, appreciated, and rewarded, and that the organization cares for their wellbeing and contributions (Eisenberger et al., 2002). As a result of this concept, employees develop a high level of commitment, exhibit organizational citizenship behaviors and have less intention to leave or engage in any kind of absenteeism. Supervisors and leaders are the most important figures since they are in a position to make direct observations and provide the necessary resources if needed. Numerous works highlight the importance of supervisory support for employees' intention to leave or withdrawal behaviors. They increase employee engagement and reduce the intention to leave (Rhoades et al., 2001). A research conducted by Zhang et al. (2024) suggests that even though supervisory support significantly effects on turnover intention in terms of other workplace sources like coworkers and organizational leader support, the latter provides a more powerful link regarding on employees' turnover intention. While supervisors' support is directly associated with turnover intention, organizational leaders' support is associated with it both directly and through job satisfaction. The same research also shows that coworker support is not an important indicator affecting turnover intention, even indirectly. While other studies create inconsistency by indicating no significant differences can be found between support from supervisors and support from coworkers in their relations to worker outcomes (Velando Soriano et al., 2020).

Other than positive ones, negative approaches from coworkers can also influence the decision to leave. Workplace ostracism can be an eminent factor regarding this. Rather than a hostile approach such as bullying, sexual harassment and abusive supervision that is visible and open to organizational interference, workplace ostracism passively targets individuals by purposefully ignoring or disregarding them (Wesselmann & Dvir, 2021). The concept may be making its way into workplace environments much more than expected, according to a study. In a study by O'Reilly et al. (2015), out of 1,300 working professionals, more than 900 participants reported being exposed to workplace ostracism. Fox and Stallworth's (2005) study also shows that 66% of participants felt ignored by

their colleagues. The concept of and intention to leave are more closely connected than often assumed. This can be explained by the Conservation of Resources theory, which focuses on people's tendency to preserve their resources from depletion. Since this is the case, employees who experience ostracism are likely to detach from their organization either mentally or physically to prevent the depletion of their resources, to manage increased stress, depression, anxiety, emotional exhaustion level resulting from being ignored, and protect their psychological capital (Wang & Lai, 2023; Singh, Subramani, David & Jan, 2024). Moreover, since ostracism damages perceptions of culture, leadership and organizational values as a whole, it can also lead to the decision to quit (Wang & Lai, 2023; Koon & Tee, 2020). According to Singh et al. (2024), the detrimental effects of ostracism can be reduced with a high perception of authentic leadership, highlighting the importance of supervisors and leaders in mitigating turnover intention and withdrawal behaviors.

1.4.4. Job Autonomy

Job autonomy can be defined as the level of freedom, independence, and control an employee has over scheduling their work and making decisions (Clausen et al., 2022). There are mixed research results regarding the effect of job autonomy on the intention to leave. Kim and Stoner (2008) found a negative association between intention to leave and job autonomy, whereas Wang et al. (2020) found that job satisfaction mediates the relationship between the two. Additionally, Galletta et al. (2020) found that affective commitment mediates the relationship between job autonomy and turnover intention in the Italian healthcare sector, while Nie et al. (2023) highlighted that job autonomy promotes job-crafting behaviors, which can indirectly reduce turnover intention by increasing job satisfaction and engagement.

1.4.5. Job Satisfaction

It refers to an employees' positive feelings towards their jobs (Pugh, 2016). Job satisfaction is associated with intention to leave since employees' perceptions and attitudes toward their job can shape their likelihood of quitting the organization. High levels of job satisfaction are consistently associated with lower turnover rates, as satisfied employees are more likely to remain committed to their organizations. For instance, a meta-analysis by Griffeth, Hom, and Gaertner (2000) found that job satisfaction is a strong predictor of turnover intentions, indicating that employees who are satisfied with their jobs are less likely to leave.

1.4.6. Workplace Learning Opportunities

Workplace learning opportunities refer to factors that expand or deepen employees' professional or vocational knowledge. These factors can be environmental, task-related, social, situational and individual (Billett, 2008). According to the results of a study by Lehtonen et al. (2022), workplace learning opportunities and subjective career success, which means an employee's perception of achieving personally meaningful outcomes, are strong predictors of job satisfaction and significant predictors of intention to leave. Similarly, Ryu and Moon (2019) found that participating in workplace learning programs positively affects job satisfaction and organizational commitment, which in turn, influences turnover intentions. This aligns with findings by Egan et al. (2004), who observed that a positive learning culture indirectly reduces turnover intention by enhancing job satisfaction.

1.4.7. Work-life Balance

It is the capability of an employee to fulfill their responsibilities to their family, themselves, or other social obligations within the remaining time outside of work. After the pandemic, finding a balance between work and personal life has become harder than ever. Although working longer hours may seem more beneficial for companies, in the

end, it is not advantageous for them. Employees who succeed in finding this balance are more productive, happy, creative and have better relationships with their colleagues (Oosthuizen, Coetzee & Munro, 2016). Lack of work-life balance increases stress level of employees which in turns increases intention to leave. According to Pradana and Salehudin (2015), the higher the stress levels employees experience, the more likely they are to have thoughts about leaving their organizations. This point of view is also supported by the work of Lazar, Osoian, and Ratiu (2010), who concluded that organizational support related to work-life balance results in reduced stress levels and a decreased desire among employees to leave the organization. Additionally, Diani Lestari and Meily Margaretha (2021) work on the subject support to conclusion that work-life balance has a negative influence toward turnover intention. The Job Demands and Resources Theory (Bakker & Demerouti, 2007; Bakker et al., 2004) also supports to conclusion of these works. Job demands refer to the requirements that are expected from an employee and that consume psychological or physical energy. In contrast, resources such as support from colleagues, job advancement opportunities, and positive recognition provide energy back to the employee and positively affect their wellbeing. Since this is the case, expecting extra work from employees can damage their ability to fulfill social responsibilities, creating stress that may lead them to leave their organizations in search of better balance. Schaufeli and Bakker (2004) demonstrate this relationship in their work, indicating that low job resources combined with high demands from employees create imbalances, which in turn lead to a high level of intention to leave. As a result, it would be more beneficial for organizations to integrate work-life balance into their core culture.

1.4.8. Loneliness

Loneliness can be defined as constructing social barriers between oneself and others, leading to high levels of anxiety and alienation due to the resulting lack of communication (Ertosun & Erdil, 2012). As it mentioned above, support from coworkers, leaders or supervisors is important for come to the decision of quitting, it should be self-evident to declare that loneliness can be strong predictor for the withdrawal behavior. Ertosun and

Erdil's (2012) study is in line with this suggestion, which found that emotional deprivation, a result of loneliness, affects the decision to stay or leave. Another study by Bruce et al. (2019) found that reduced loneliness is associated with better work-life balance and lower turnover intentions. They highlighted that employees who are less lonely are better able to balance their work and personal lives, which reduces their desire to leave their organization.

1.4.9. Theory of Stress-as-Offense-to-Self

Stress-as-Offense-to-Self (SOS Theory) refers to the reaction to particular situations that increase employees' stress levels, thereby jeopardizing their self-esteem (Semmer et al., 2007). As in the Job Demands and Resources Theory, the more an employee struggles with the loss of resources such as self-esteem and self respect, the more they will alienate themselves with their organizations to maintain a positive self-perception and reduce the stress resulting from a self-esteem-threatening job demand. Disturbance of self-esteem can result from tasks that ignore employees' respect and are not outlined in their job description. These unreasonable, inappropriate and tasks that go against the nature of the regular job definition can include cross-sectional work that is unrelated to the department the employee is in or personal tasks that are expected to be performed by the employee's supervisor or manager. According to a study by Ilyas et al. (2020), employees who are exposed to 'illegitimate tasks' are more likely to quit their organization.

METHODS

2.1. Participants

In this study, data was collected from 152 full-time white-collar employees in Türkiye, representing various sectors, age groups, and genders, with differing years of work experience. All participants were over 20 years old. There were no restrictions regarding specific institutions, organizations, sectors, or positions; the only requirement was that participants had to be full-time white-collar employees. A non-random, convenience sampling method was employed, along with a correlational design.

2.2. Instruments

In this study, a total of five instruments were used; an Informed Consent Form, (Appendix B), a Demographic Variables Form (Appendix C), a Survey of Psychological Capital (Appendix D), Survey of Well-Being (Appendix E), Survey of Authentic Leadership (Appendix F) and lastly Survey of Intention to Leave (Appendix G) were used to collect participant's data via Google Forms.

2.2.1. Informed Consent Form

Participants were informed about the aim of the research, and it was declared that the data they chose to share would be handled anonymously. They were also informed that participation was voluntary and that they could withdraw at any time or ask questions directly to clarify any uncertainties.

2.2.2. Demographic Form

A demographic form was used to provide data to analyze the intention to leave at a deeper level. In this context, participants were asked about their gender, age, total working experience, and experience within their current company.

2.2.3. Psychological Capital Scale

To assess participants' four dimensions of psychological capital (optimism, resilience, self-efficacy, and hope), the Luthans et al. (2007) scale was used, and Akçay's (2014) Turkish translation of the scale was utilized. The scale was consisting of 24 questions, and ranging from 1 (strongly disagree) to 6 (strongly agree) with a overall cronbach's alpha score of .87.

2.2.4. Wellbeing Scale

To assess participants' wellbeing, the Diener et al. (2009) scale was used, and Telef's (2013) Turkish translation of the scale was utilized. The scale consisted of 8 questions, with responses ranging from 1 (strongly disagree) to 6 (strongly agree) and a cronbach's alpha score of .87.

2.2.5. Authentic Leadership Scale

To assess participants' perceptions of their leaders' authenticity, the Walumbwa et al. (2008) scale was used, and Tabak et al. (2010) Turkish translation of the scale was utilized. The scale consisted of 16 questions, with responses ranging from 1 (strongly disagree) to 6 (strongly agree). According to the study of Tabak et al., overall Cronbach's alpha score is 0.93.

2.2.6. Intention to Leave Scale

To assess participant's intention to leave, Camman et al. (1979) scale was used Turkish translation of the scale was utilized. The scale consisted of 24 questions, with responses ranging from 1 (strongly disagree) to 6 (strongly agree).

2.3. Procedure

This study was conducted in compliance with the ethical principles for research involving human subjects as specified by the Istanbul Bilgi University Ethical Committee, which provided approval before the data collection process began. After receiving committee approval, I began collecting data through Google Forms, an online survey tool that facilitates easy completion for participants and allows the researcher to reach a larger number of participants. A total of 152 white-collar employees participated voluntarily, and no incentives or compensation were provided. I used social and professional platforms (such as LinkedIn and Instagram) to reach participants. Additionally, to increase the number of participants, I used my social and professional network, asking colleagues to fill out the form via Teams and requesting friends to complete and share it with employees they know. At the very beginning of the form, the aim of the research and the concepts they would encounter were explained. The researcher's contact information was provided so participants could ask any questions that might create uncertainty regarding the research. Participants were informed of their right to not participate without providing any excuse, and consent was obtained for their participation. If they agreed to participate, they needed to select the 'I accept' button. After this, the questions followed. If they decided not to participate, they could select the 'I don't accept' button, which directed them to the end of the survey.

After completing the demographic questions, participants were asked to respond to the Luthans et al. (2007) Psychological Capital Scale, the Diener et al. (2009) Well-Being Scale, the Walumbwa et al. (2008) Authentic Leadership Scale, and the Camman et al.

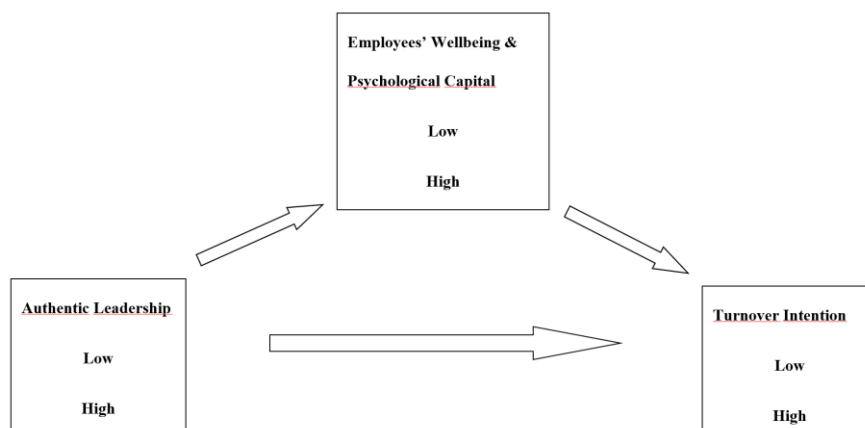
(1979) Intention to Leave Scale. Every question was mandatory for the completion of the survey, ensuring that there were no unanswered questions.

Finally, no ethical violations occurred during the conduct of the study, and the well-being of the participants was considered from the beginning to the end. All participants were informed and assured that the survey was conducted anonymously and within the framework of confidentiality. The collected data was secured on the researcher's computer in a password-protected file.

2.4. Research Model

Previous research indicates that employees' intention to leave can be influenced by various factors arising from workplace dynamics. This research aims to contribute to the literature by examining the effect of authentic leadership on their intention to leave, and by analyzing the roles of psychological capital and employee well-being.

Figure 2.1. Research Model



2.4.1. Research Questions

According to this model (Figure 1.1), the following research questions can be hypothesized:

Hypothesis 1: The level of Authentic Leadership affects the level of Turnover Intention.

Hypothesis 2: The level of Employees' Wellbeing mediates the relationship between Authentic Leadership and Turnover Intention.

Hypothesis 3: The level of Psychological Capital mediates the relationship between Authentic Leadership and Turnover Intention.

2.5. Data Analysis

As a quantitative research method, collected data were analyzed by SPSS software. To begin with, reliability analysis was conducted to validate the measurement models. Descriptive statistics were calculated for all variables. Additionally, correlation, mediation, hierarchical regression analyses were performed to examine the relationships between authentic leadership and turnover intention, considering the mediating role of employee well-being and psychological capital.

RESULTS

3.1. Variables

To begin with, a frequency analysis was conducted, and according to the results, 90 participants (59.2%) were female, and 62 participants (40.8%) were male. The age range of the participants was 21-60, with an average age of 31.13 years. The minimum working experience was 0.08 years, and the maximum was 33 years. Similarly, the total working experience ranged from 0.08 years to 33 years. The average working experience was 7.83 years, and the average tenure with their current companies was 3.95 years.

3.2. Reliability Analysis

A reliability analysis was conducted on the Psychological Capital scale comprising 24 items to assess the internal consistency of the instrument. The results are presented in the table below:

Table 3.1. Psychological Capital Reliability Statistics

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
Value	.89	.91	24

As it can be seen, the Cronbach's Alpha for the Psychological Capital scale was found to be 0.89, indicating excellent internal consistency and suggests that scale is highly reliable and measure the same underlying construct consistently. The Cronbach's Alpha based on standardized items was at 0.91, further confirming the high reliability of the scale. With 24 items included, the scale provides a solid measure of the construct of interest. These

findings support the use of Psychological Capital scale in further analyses, ensuring that the instrument is reliable for assessing the intended construct.

Table 3.2. Wellbeing Reliability Statistics

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
Value	.88	.89	8

A reliability analysis was conducted on the Wellbeing scale comprising 8 items to assess the internal consistency of the instruments. The Cronbach's Alpha for the Wellbeing scale was found to be 0.88, indicating excellent internal consistency. This suggests that the items on the scale are highly reliable and measure the same underlying construct consistently. The Cronbach's Alpha based on standardized items was identical at 0.89, further confirming the high reliability of the scale. With 8 items included, the scale provides a solid measure of the construct of interest. These findings support the use of Wellbeing scale in further analyses, ensuring that the instrument is reliable for assessing the intended construct.

A reliability analysis was conducted on the Authentic Leadership scale comprising 16 items to assess the internal consistency of the instrument. The Cronbach's Alpha for the Authentic Leadership scale was found to be 0.95, indicating excellent internal consistency. This suggests that the items on the scale are highly reliable and measure the same underlying construct consistently. The Cronbach's Alpha based on standardized items was identical at 0.95, further confirming the high reliability of the scale. With 16 items included, the scale provides a solid measure of the authentic leadership construct.

Finally, a reliability analysis was conducted on the Intention to Leave scale comprising 24 items to assess the internal consistency of the instrument. The Cronbach's Alpha for the Intention to Leave scale was found to be 0.89, indicating excellent internal consistency. This suggests that the items on the scale are highly reliable and measure the

same underlying construct consistently. The Cronbach's Alpha based on standardized items was identical at 0.89, further confirming the high reliability of the scale. With 24 items included, the scale provides a solid measure of the Intention to Leave construct.

3.3. Descriptive Analysis

Table 3.3 presents the descriptive statistics for the variables in the study, including age, gender, tenure at the current company, total experience, psychological capital and its subdimensions (self-efficacy, resilience, optimism, hope), well-being, authentic leadership, and turnover intention. The results provide insights into the distribution, central tendency, and dispersion of the data.

Table 3.3. Descriptive Analysis - Normal Distribution Table

Variables	Min.	Max.	Mean	Std. Devi- ation	Skewnes Statistic	Kurtosis Statistic
Age	21	60	31.14	7.87	1.48	2.45
Tenure	.08	33.00	3.95	5.09	2.68	8.99
Total Experience	.08	33.00	7.83	7.18	1.36	1.35
Psychological Capital	3.08	5.83	4.82	.56	-.59	-.03
Psychological Capital-Self- efficacy	3.17	6.00	5.16	.63	-.82	.55
Psychological Capital- Resilience	2.17	6.00	4.76	.75	-.72	.44
Psychological Capital- Optimism	1.83	6.00	4.39	.75	-.96	1.50
Psychological Capital- Hope	2.83	6.00	4.96	.64	-.60	.43
Wellbeing	2.00	6.00	4.83	.77	-1.00	1.25
Authentic Leadership	1.19	6.00	4.29	1.09	-.73	.08
Intention To Leave	1.50	5.79	3.24	.88	.67	.07
Valid N (listwise)	152					

According to Table 3.3 the age distribution is positively skewed indicating that a larger number of participants are younger. The kurtosis value suggests a peaked distribution, implying that most ages are close to the mean with fewer extreme values. The tenure at the current company is significantly and positively skewed, indicating that most respondents have shorter tenures, with a few individuals having much longer tenures pulling the distribution to the right. The high kurtosis value suggests a distribution with a sharp peak, meaning that most participants' tenures are clustered around the lower values with few extreme values. Total experience is positively skewed, with many participants

having less total experience, with a few having much more, pulling the distribution to the right. The kurtosis value suggests a distribution slightly more peaked than a normal distribution, indicating that many respondents' total experiences are clustered around the mean. Psychological capital scores are slightly negatively skewed, indicating that higher psychological capital scores are more common. The zero kurtosis value suggests a distribution close to normal. Subdimensions of psychological capital, other than optimism show similar trends of slight negative skewness and kurtosis values near zero, indicating distributions that are relatively normal. Psychological capital optimism's kurtosis and skewness values, are slightly differs from others; negatively skewed value means that more respondents have higher scores for optimism, with fewer scoring lower, which suggests that optimism is relatively strong in this group. Kurtosis value indicates that distribution is slightly more peaked than a normal distribution, which suggests that most respondents' scores are clustered around the mean with fewer extreme values. The well-being scores are negatively skewed, indicating that higher well-being scores are more frequent. The kurtosis value is close to the normal distribution, meaning that the majority of respondents' scores are concentrated around the mean with fewer extreme values. Authentic leadership scores show a slight negative skewness, suggesting a tendency towards higher scores. The near-zero kurtosis value indicates a distribution close to normal. Finally, intention to leave scores are positively skewed, which means that most respondents report lower intentions to leave. Kurtosis value is close to zero, suggesting a normal distribution for intention to leave scores. The descriptive statistics presented indicate that most variables show distributions that are approximately normal, with some exceptions.

3.4. Correlation Analysis

A correlation analysis was conducted to examine the degree of relationships between the variables. The initial analysis focused on authentic leadership, wellbeing, psychological capital, intention to leave, and their relationships with age, tenure, and total experience.

As it can be seen from correlation Table 3.4, there is a moderate and negative significance correlation between intention to leave and age [$r(152) = -.25, p=.002$], tenure [$r(152) = -.25, p=.001$], total experience [$r(152) = -.24, p=.002$]. This suggests that as age, tenure, or total experience increases, employees are less likely to express an intention to leave.

Table 3.4. Correlation Values for Authentic Leadership, Wellbeing, Psychological Capital, Intention to Leave, Age, Tenure, Total Experience

Variables		Age	Tenure	TE
AL	r	0.00	0.00	-0.01
	p	0.952	0.934	0.837
	N	152	152	152
WLB	r	0.06	0.10	0.06
	p	0.458	0.213	0.461
	N	152	152	152
PsyCap	r	0.15	0.068	0.13
	p	0.056	0.407	0.100
	N	152	152	152
ITL	r	-0.25**	-0.25**	-0.24**
	p	0.002	0.001	0.002
	N	152	152	152

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

AL: Authentic Leadership, WLB: Wellbeing, PsyCap: Psychological Capital, ITL: Intention to Leave, TE: Total Experience

r= Pearson Correlation coefficient, p=2-tails

The second analysis focused on the relationship between authentic leadership and intention to leave, wellbeing, psychological capital, and its dimensions. The correlation analysis revealed significant associations between authentic leadership and intention to leave, wellbeing, psychological capital, and all its dimensions (except resilience) at the $p < .01$ level (2-tailed) (Table 3.5). The highest correlation was observed between the authentic leadership and intention to leave [$r(152) = -.51, p=.000$], suggesting a moderate

negative relationship. On the other hand, the lowest correlation was found between the authentic leadership and wellbeing [$r(152) = .24, p = .002$], indicating a relatively weaker but still significant association.

Table 3.5. Correlation Values for Authentic Leadership, Intention to Leave, Wellbeing, Psychological Capital and its Dimensions

Variables		ITL	WLB	PsyCap	
AL	r	-0.51**	0.24**	0.31**	
	p	0.000	0.002	0.000	
	N	152	152	152	
Variables		PSE	PHO	PRE	POP
AL	r	0.27**	0.31**	0.13	0.28**
	p	0.000	0.000	0.089	0.000
	N	152	152	152	152

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

AL: Authentic Leadership, ITL: Intention to Leave, WLB: Wellbeing, PsyCap: Psychological Capital, PSE: Psychological Capital Self-Efficacy, PHO: Psychological Capital Hope, PRE: Psychological Capital Resilience, POP: Psychological capital Optimism

r= Pearson Correlation coefficient, p=2-tails

The third analysis focused on the relationship between intention to leave, wellbeing, psychological capital and its dimensions (Table 3.6.). According to the results, intention to leave was negatively correlated with wellbeing and psychological capital [$r(152) = -.29, p = .000$]. Additionally, within the dimensions of psychological capital, intention to leave demonstrated significant negative correlations with self-efficacy [$r(152) = -.29, p = .000$], hope [$r(152) = -.23, p = .003$], and optimism [$r(152) = -.23, p = .003$]. However, the correlation between intention to leave and resilience was weaker but still statistically significant [$r(152) = -.17, p = .027$]. These results suggest that higher levels of wellbeing and psychological capital, particularly its dimensions of self-efficacy, hope, and optimism, are associated with lower levels of intention to leave. Resilience, while also negatively correlated, shows a relatively weaker relationship.

Table 3.6. Correlation Values for Intention to Leave, Wellbeing, Psychological Capital and its Dimensions

Variables		WLB	PsyCap		
ITL	r	-0.29**	-0.29**		
	p	0.000	0.000		
	N	152	152		
Variables		PSE	PHO	PRE	POP
ITL	r	-0.29**	-0.23**	-0.17*	-0.23**
	p	0.000	0.003	0.027	0.003
	N	152	152	152	152

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

* . Correlation is significant at the 0.05 level (2-tailed).

ITL: Intention to Leave, WLB: Wellbeing, PsyCap: Psychological Capital, PSE: Psychological Capital Self-Efficacy, PHO: Psychological Capital Hope, PRE: Psychological Capital Resilience, POP: Psychological capital Optimism
r= Pearson Correlation coefficient, p=2-tails

The last analysis focused on the relationship between wellbeing, psychological capital and its dimensions (Table 3.7.). The correlation analysis demonstrated strong significant positive relationships between wellbeing and psychological capital [$r(152) = .72, p = .000$].

Furthermore, when examining the dimensions of psychological capital, wellbeing showed significant positive correlations with self-efficacy [$r(152) = .58, p = .000$], hope [$r(152) = .69, p = .000$], resilience [$r(152) = .53, p = .000$], and optimism [$r(152) = .54, p = .000$].

These results suggest that higher levels of psychological capital, including its specific dimensions, are strongly and positively associated with higher levels of wellbeing.

Table 3.7. Correlation Values for Wellbeing, Psychological Capital and its Dimensions

Variables		PsyCap			
WLB	r	0.72**			
	p	0.000			
	N	152			
Variables		PSE	PHO	PRE	POP
WLB	r	0.58**	0.69**	0.53**	0.54**
	p	0.000	0.000	0.000	0.000
	N	152	152	152	152

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

WLB: Wellbeing, PsyCap: Psychological Capital, PSE: Psychological Capital Self-Efficacy, PHO: Psychological Capital Hope, PRE: Psychological Capital Resilience, POP: Psychological capital Optimism

r= Pearson Correlation coefficient, p=2-tails

It can be summarized that wellbeing is positively correlated with authentic leadership and various aspects of psychological capital (self-efficacy, hope, resilience, and optimism), while it is negatively correlated with intention to leave. Authentic leadership's positive correlations with psychological capital components except resilience, might indicate that perceived authentic leadership is associated with stronger psychological resources among employees. It has a strong negative relationship with intention to leave, which can be seen as the effect of leadership style on employees' decisions to stay. The negative correlation of intention to leave with well-being and psychological capital may mean that those with better general well-being and stronger perceptions of hope, optimism, resilience and self-efficacy are less likely to want to leave. There is a strong relationship between psychological capital and wellbeing, suggesting that the more psychological capital employees have, the better their overall wellbeing.

3.5. Mediation Analysis

Mediation analysis (performed by the PROCESS SPSS macro, Hayes, 2022) was conducted to gain a deeper understanding of the predictors of Turnover Intention and to investigate the role of psychological capital, well-being, and authentic leadership.

Table 3.8. Results of Mediation Analysis

		M (Wellbeing)				M (Psychological Capital)				
		<i>B</i>	<i>SE</i>	<i>p</i>	β	<i>B</i>	<i>SE</i>	<i>p</i>	β	
X (Authentic Leadership)	<i>a</i> ₁	.17	.06	.00	.25	<i>a</i> ₁ <i>d</i> ₂₁	.07	.03	.02	.14
M1 (Wellbeing)		-	-	-	-		.50	.04	.00	.69
		$R^2 = .06$ $F(1,150) = 9.74$ $p < .001$					$R^2 = .54$ $F(2,149) = 88.35$ $p < .001$			
		Y (Intention to Leave)				Y (Intention to Leave)				
		<i>B</i>	<i>SE</i>	<i>p</i>	β	<i>B</i>	<i>SE</i>	<i>p</i>	β	
X (Authentic Leadership)	<i>a</i> ₁ <i>d</i> ₂₁ <i>b</i> ₂	-.37	.06	.00	-.46	<i>c'</i>	-.41	.06	.00	-.51
M1 (Wellbeing)		-.17	.11	.14	-.15		-	-	-	-
M2 (Psychological Capital)		-.06	.16	0.70	-.04		-	-	-	-
		$R^2 = .29$, $F(3,148) = 20.37$, $p < .001$					$R^2 = .26$, $F(1,150) = 53.35$, $p < .001$			

The mediation analysis revealed that authentic leadership significantly predicts wellbeing ($R^2 = .06$, $F(1,150) = 9.74$ $p < .001$), indicating that 6% of the variance in wellbeing is explained by authentic leadership. In the combined regression model predicting psychological capital, both authentic leadership and wellbeing were included as predictors, resulting in a model that explains 54% of the variance in psychological capital,

($R^2 = .54$, $F(2,149) = 88.35$, $p < .001$). The coefficient table indicate that while authentic leadership had a positive and significant effect on psychological capital ($B = .07$, $SE = .03$, $\beta = .14$, $t = 2.44$, $p < .001$) wellbeing plays more significant and positive effect on psychological capital ($B = .50$, $SE = .04$, $\beta = .69$, $t = 12.06$, $p < .001$). The combined effect of both authentic leadership, wellbeing and psychological capital, explains intention to leave 29% in total ($R^2 = .29$, $F(3,148) = 20.37$, $p < .001$). The coefficient table indicates that authentic leadership had significant and negative effect ($B = -.37$, $SE = .06$, $\beta = -.46$, $t = -6.37$, $p < .001$), that wellbeing had almost significant and negative effect ($B = -.17$, $SE = .11$, $\beta = -.15$, $t = -1.49$, $p = .14$), that psychological capital had negative and not significant effect ($B = -.06$, $SE = .16$, $\beta = -.04$, $t = -.38$, $p = .70$) on the variance. Finally the analysis indicates that authentic leadership, by only itself significantly predicts intention to leave by 26% of the variance ($R^2 = .26$, $F(1,150) = 53.35$, $p < .001$), and it had negative and significant relationship on intention to leave ($B = -.41$, $SE = .06$, $\beta = -.51$, $t = -7.30$, $p < .001$).

To gain a deeper understanding of the analysis, the moderation level of psychological capital and well-being was adjusted, and the mediation analysis was conducted again.

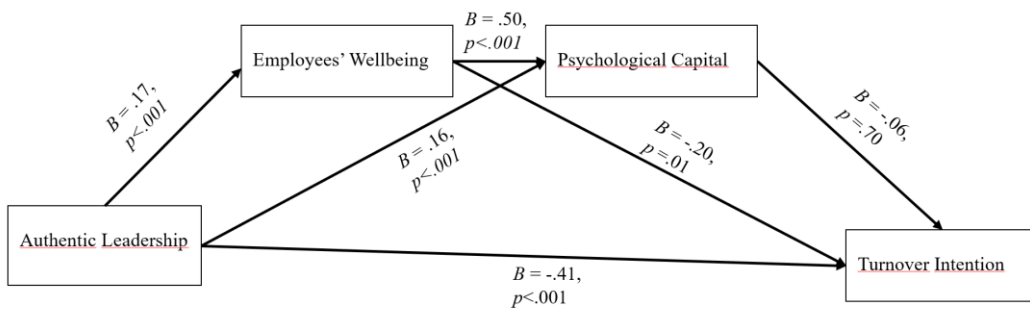
Table 3.9. Results of Mediation Analysis

	M (Psychological Capital)				M (Wellbeing)					
		<i>B</i>	<i>SE</i>	<i>p</i>	β		<i>B</i>	<i>SE</i>	<i>p</i>	β
X (Authentic Leadership)	<i>a</i> ₁	.16	.04	.00	.31	<i>a</i> ₁ <i>d</i> ₂ ₁	.02	.04	.67	.03
M1 (Psychological Capital)		-	-	-	-		.99	.08	.00	.72
		<i>R</i> ² = .10, <i>F</i> (1,150) = 15.92, <i>p</i> < .001					<i>R</i> ² = .52, <i>F</i> (2,149) = 82.28, <i>p</i> < .001			

The second mediation analysis revealed that authentic leadership is a positive and significant predictor of psychological capital ($B = .16, SE = .04, \beta = .31, t = 3.99, p < .001$), explaining 10% of the variance in psychological capital ($R^2 = .10, F(1,150) = 15.92, p < .001$). When authentic leadership and psychological capital combined together, they explain 52% of the variance in wellbeing ($R^2 = .52, F(2,149) = 82.28, p < .001$). The coefficient table indicated that while psychological capital is significant and positive predictor of wellbeing ($B = .99, SE = .08, \beta = .72, t = 12.06, p < .001$), authentic leadership had positive but insignificant effect on wellbeing ($B = .02, SE = .04, \beta = .03, t = .42, p = .67$).

The diagram below can be considered a summary of the results.

Figure 3.1. Mediation Analysis Diagram



3.6. Hierarchical Regression Analysis

To gain deeper understanding of independent variables effect on dependent variable, hierarchical regression analysis conducted.

Table 3.10. Hierarchical Regression Model Summary

Model	<i>R</i>	<i>R</i> ²	<i>Adjusted</i> <i>R</i> ²	<i>R</i> ² <i>Change</i>	<i>F</i> <i>Change</i>	<i>Sig. F</i> <i>Chance</i>
1	.51	.26	.25	.26	53.34	<.00
2	.54	.29	.28	.03	6.13	.01
3	.54	.29	.27	.00	.14	.70

Model 1: authentic leadership, model 2: authentic leadership and wellbeing, model 3: authentic leadership, wellbeing and psychological capital

According to model 1, there is moderate positive relationship between authentic leadership and intention to leave ($R = .51$) and 26% of the variance in the dependent variable is explained by predictor ($R^2 = .26$). The F-test result with a P value less than .001 strongly supports the conclusion that Model 1 is statistically significant (F change = 53.34, $p < .001$). This means that the independent variable authentic leadership significantly predicts the dependent variable and explaining a meaningful portion of its variance. In other words, the variation explained by the model is not due to chance, and there is evidence that authentic leadership has a real effect on the dependent variable. According to model 2, the correlation improves slightly compared to Model 1, indicating a stronger relationship between the predictors and the dependent variable ($R = .54$) and the model now explains 29% of the variance in the dependent variable ($R^2 = .29$). With wellbeing, additional 3% of the variance is explained on the dependent variable (R^2

change = .03). The F-test results are statistically significant (F change = 6.13, $p = .01$), which means that adding wellbeing in Model 2, significantly contribute to explaining more variance than Model 1. Finally, with the addition of psychological capital, the correlation stays about the same as Model 2 ($R = .54$), which indicates that adding psychological capital to the model doesn't improve the relationship between the predictors and the dependent variable. The same ineffectiveness can be seen from the value of R^2 change (R^2 change = .00), which means psychological capital is not explain any additional variance. The model now explains %29 of the variance in the dependent variable ($R^2 = .29$), but adding the last variable result in slightly decrease in the value of adjusted R square (Adjusted $R^2 = .27$). The F-test is not statistically significant ($p > .05$). These results are suggesting that, while adding wellbeing in to the model contributes to explaining more variance, it is not the case for psychological capital, which did not significantly improve the model.

Table 3.11. Hierarchical Regression Coefficients

Predictor	<i>B</i>	<i>Coefficients</i> <i>Std. E.</i>	β	<i>t</i>	<i>P</i>	<i>LLCI</i>	<i>ULCI</i>
(Constant)	5.01	.25	–	20.00	<.001	4.52	5.51
Authentic Leadership	-.41	.05	-.51	-7.30	<.001	-.52	-.30
(Constant)	5.83	.41	–	14.12	<.001	5.02	6.65
Authentic Leadership	-.37	.05	-.46	-6.58	<.001	-.49	-.26
Wellbeing	-.20	.08	-.17	-2.47	.01	-.36	-.04
(Constant)	5.96	.53	–	11.17	<.001	4.91	7.02
Authentic Leadership	-.37	.05	-.46	-6.36	<.001	-.49	-.25
Wellbeing	-.17	.11	-.14	-1.48	.13	-.39	.05
Psychological Capital	-.06	.16	-.03	-.38	.70	-.37	.25

According to the first model, constant value is significant ($B = 5.01, p < .001$). Authentic leadership's had negative and significant effect on intention to leave ($B = -.41, \beta = -.51, p < .001$). According to the t-value, it can be said that authentic leadership is a significant predictor of intention to leave ($t = -7.30$). According to the second model of where authentic leadership and wellbeing are predictors, even though authentic leadership effect decreased slightly after adding wellbeing in to the model, authentic leadership still remains as a negative and significant predictor of intention to leave ($B = -.37, \beta = -.46, p$

< .001). In the model 2, wellbeing is also a significant and negative predictor of dependent variable ($B = -.20$, $\beta = -.17$, $p = .01$). The final model was explained in the mediation analysis.

3.7. Summary of the Results

Even though the Cronbach's Alpha values were provided from initial studies, a reliability analysis was conducted to determine whether these values fit the population contributing to this research. Cronbach's Alpha for the Authentic Leadership scale was 0.95, indicating excellent reliability. Similarly, the Psychological Capital scale showed Cronbach's Alpha of 0.89, the Intention to Leave scale showed a Cronbach's Alpha of 0.89, and finally the Wellbeing scale showed Cronbach's Alpha of 0.88 suggesting high reliability. These results confirm that the scales are consistent and reliable.

The correlation matrix indicates several significant relationships between the variables in the study. Intention to leave is negatively correlated with authentic leadership, wellbeing, and various components of psychological capital, suggesting that higher levels of these variables are associated with lower levels of intention to leave. There is also a positive relationship between various dimensions of psychological capital and wellbeing, further supporting the notion that psychological resources and well-being are interconnected.

Mediation analysis indicates that the direct effect of authentic leadership on intention to leave is significant. This suggests that authentic leadership directly reduces employees' intention to leave. The second set of results shows that authentic leadership significantly increases wellbeing and has a marginally significant effect on psychological capital. This suggests that authentic leadership positively impacts both potential mediators. Wellbeing has a marginal negative effect on intention to leave which means that higher well-being might reduce the intention to leave, but the effect is not strongly conclusive in the model. The mediation analysis show the opposite of the correlation analysis in terms of the effect of psychological capital. Psychological capital doesn't have a significant effect on intention to leave indicating that psychological capital does not mediate the relationship between authentic leadership and intention to leave in this context. In a conclusion,

Wellbeing may be a partial mediator in the relationship between authentic leadership and intention to leave, but since its effect on intention to leave is only marginally significant, it is difficult to strongly conclude that it fully mediates the relationship. Psychological capital does not appear to mediate the relationship between authentic leadership and intention to leave, since it does not significantly affect intention to leave. The findings suggests that authentic leadership directly impacts intention to leave while potentially influencing it indirectly through wellbeing.

The results of hierarchical regression is also reveals that higher levels of authentic leadership are associated with lower intention to leave. However, the contribution of wellbeing was less certain, particularly due to the influence of psychological capital in the mediation analysis. From the hierarchical regression results, it is evident that both higher levels of authentic leadership and wellbeing contribute to reducing intention to leave, with authentic leadership having a stronger effect.

DISCUSSION

Authentic leadership, employee wellbeing, turnover, and psychological capital are terminologies that have been extensively researched and can be considered hot topics for organizations. However, there is still much to discover about their practical implications. This study aimed to explore these concepts by integrating them into a research model to examine their interrelationships. In line with this aim, three research questions were determined, which guided the analyses conducted. The first hypothesis examined whether the level of authentic leadership affects the level of turnover intention. According to the results from mediation hierarchical regression analysis and correlation analysis by holding the other constant stable, authentic leadership is a significant predictor for employees intention. Therefore, it can be concluded that the first hypothesis was confirmed, which was the expectation according to the literature. The second hypothesis examined whether the level of employees' wellbeing mediates the relationship between authentic leadership and intention to leave. According to the hierarchical regression and mediation analysis' results, wellbeing also has an important contribution in this relationship. Therefore, the second hypothesis is confirmed by the results of the research, as authentic leadership significantly increases wellbeing, which in turn significantly increases intention to leave, this result was also expected and aligns with the overall perspective of the literature. The third hypothesis examined whether the level of psychological capital mediates the relationship between authentic leadership and intention to leave. According to the results of the mediation analysis, the significant relationship between psychological capital and authentic leadership and intention to leave shown by the correlation analysis did not show a significant mediation effect on the relationship between the dependent and independent variables. Hierarchical analysis also supports the results of mediation analysis. Therefore, the third and the last hypothesis wasn't confirmed. This result was unexpected, as the general consensus in the literature suggests the opposite. Leadership style, particularly authentic leadership, plays a significant role in developing employees' psychological capital by improving feelings of

empowerment, value, and motivation to realize their potential. That as a result, creates positive perception of the work environment, stronger organizational commitment, and lower intentions to leave. Therefore, results of the research challenges the literature's overview regarding on the interaction of these concepts.

4.1. Implication for Theory and Practice

The study offers significant implications for organizations. First of all, due to the importance of authentic leadership effect on turnover intention, organizations should consider developing leadership practices. As indicated in the literature, authentic leadership is not a fixed trait but something that can be developed over time (Avolio & Gardner, 2005; Gardner et al., 2005; Walumbwa et al., 2008). Therefore, HR practices can focus on transforming leaders and supervisors into authentic leaders. These action plans can be integrated into the organization's succession plans as well. Fostering an environment that enables open communication, encourages consideration of opposing viewpoints, provides experiences that promote a realistic self-assessment, and integrates ethical values into the corporate culture are actions that organizations can take. One of the most important variables of authentic leadership is open communication, so talking to the leader even in difficult times can be supported culturally.

Wellbeing significantly mediates the relationship between psychological capital and Turnover Intention, indicating its critical role. By avoiding wellbeing-washing, organizations can integrate sincere programs that aims to increase employees' level of wellbeing. From the types of wellbeing that organizations can make positive changes, can't be limited to financial and career wellbeing. There are other kinds of wellbeing that is open for organizational improvements, like emotional, physical, social, intellectual. Creating social clubs, designing a fluid organizational chart that enables alternative communication paths for employees beyond their own departments, and developing an environment that encourages employees to improve and share their intellectual interests might be effective solutions for organizations in this regard. Organizational policy and benefits also can be aligned for employees financial, social, and intellectual wellbeing.

Last but not least, even though the research hasn't supported the effect of psychological capital, combined effect of psychological capital and wellbeing can be an important output for organizations in their efforts to reduce turnover. Embedding psychological capital and wellbeing metrics into performance appraisals and development plans can create a supportive environment where employees feel valued and motivated to grow.

4.2. Limitations and Recommendations For Future Research

Even though minimizing the limitations of the research is one of the most significant considerations for a researcher, every research study has its limits. Addressing these limitations can help refine the research model and improve the generalizability of the results.

To begin with, 152 people participated to the research. Since the sample size was relatively small, the findings can't be generalized. Additionally, some of the participants were included from the researcher's company, where the researcher works in the Human Resources department. Even though the research was conducted anonymously, the participants might have perceived it as a performance evaluation process and therefore may not have shared their true responses with the HR responsible. The participants that reached out the form through online channels like LinkedIn or Instagram, might not take the questions into account seriously and not reflected their real opinions. Additionally, being limited to a specific population might affect the research outcomes and distort the data with the company's realities. Moreover, using self-reported data could result in bias, as participants may respond in a socially desirable manner.

Furthermore, a temporal limitation can be identified, as the data captured at a single point in time, which can create a problem for the causality in the research. Additionally, the outcomes of the research may result from unknown factors that were not considered within the research limits. These factors should be considered when interpreting the findings, and future research should aim to include a larger, longitudinal, and more diverse sample to enhance the external validity of the results

CONCLUSION

This study explored the interconnection of authentic leadership, employee well-being, psychological capital, and intention to leave. These constructs are focus in understanding how organizations can enhance employee engagement, satisfaction, and retention. Through a structured research model, the study examined three hypotheses to provide insight into the dynamics among these variables. The results confirmed the significant role of authentic leadership in reducing employees' intention to leave. Similarly, the mediating role of employee well-being in the relationship between authentic leadership and intention to leave was supported. The findings indicated that authentic leadership positively influences employee well-being, which in turn reduces turnover intentions, confirming established theoretical perspectives. However, the third hypothesis—psychological capital's mediation between authentic leadership and intention to leave—was not supported. Despite expectations based on existing literature, the results showed no significant mediating effect. This unexpected finding challenges literature's general overview and suggests the need for further research to uncover underlying factors or contextual conflicts that may influence this relationship. The findings underscore the importance of improving authentic leadership and prioritizing wellbeing to create a committed and motivated employee, even as they raise questions about the role of psychological capital in this dynamic.

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APPENDICES

Appendix A. Result of the Evaluation by the Ethics Committee

Ethics Board Approval is available in the printed version of this dissertation.

Appendix B. Informed Consent Form (English-Turkish)

You have been invited to participate in a research study conducted by Burcu Dural, aimed at collecting data for her master's degree thesis in Industrial and Organizational Psychology at Bilgi University. Please review this form carefully and feel free to ask any questions you may have before deciding whether to participate in the study.

The research you consider to participate aims to find the effect of psychological capital variables on employees' intention to leave, while examining the role of wellbeing in this relationship and exploring the influence of leadership.

The survey is estimated to take approximately 5 minutes to complete. Rest assured that all information provided for this study will be kept confidential. Additionally, all data collected in this survey will be handled anonymously.

Your participation in this study is entirely voluntary. You are free to stop answering the questionnaire at any time without providing an excuse. If you have any questions regarding this research study, please do not hesitate to contact.

I acknowledge that I have read and understood the information provided. All my questions have been answered satisfactorily, and I willingly agree to participate in this study.

I accept ()

I don't accept ()

Burcu Dural

İdil Işık

Turkish Version of Informed Consent Form (Aydınlatılmış Onam Formu Türkçe Versiyonu)

Bu anket formu, Burcu Dural tarafından Bilgi Üniversitesi Endüstri ve Örgütsel Psikoloji bölümünde yüksek lisans bitirme tezi için veri toplamayı amaçlayan bir çalışmaya data toplayabilmek üzere tasarlanmıştır. Çalışmaya katılmadan önce bu formu dikkatlice gözden geçirin ve katılmaya karar vermeden önce herhangi bir sorunuz olursa lütfen sorun.

Katılmayı düşündüğünüz araştırma, psikolojik sermaye değişkenlerinin çalışanların işten ayrılma niyetine etkisini incelemeyi amaçlamaktadır. Bu ilişkideki çalışan esenliğinin rolünü incelemek ve liderliğin etkisini araştırmak da amaçlanmaktadır.

Anketin tamamlanması yaklaşık 5 dakika sürecektir. Bu çalışma için verilen tüm bilgiler gizli tutulacak ve de bu ankette toplanan tüm veriler anonim olarak ele alınacaktır.

Bu çalışmaya katılım tamamen gönüllüdür. Herhangi bir mazeret belirtmeden anketi herhangi bir zamanda durdurma hakkına sahiptir. Bu araştırma çalışması ile ilgili herhangi bir sorunuz olursa dilediğiniz zaman iletişime geçebilirsiniz.

Sağlanan bilgileri okuduğumu ve anladığımı kabul ediyorum. Tüm sorularım tatmin edici bir şekilde cevaplandı ve bu çalışmaya katılmayı isteyerek kabul ediyorum.

Kabul ediyorum ()

Kabul etmiyorum ()

Burcu Dural

İdil Işık

Appendix C. Demographic Variables Form (English-Turkish)

Please provide answers to the following questions that are most appropriate and relevant to you.

1) Please indicate your gender.

Woman Man Other

2) Please indicate your age.

3) How many years do you work in this company?

4) How long have you been working in total?

Turkish Version of Demographic Variables Form (Demografik Değişkenler Formu
Türkçe Versiyonu)

Lütfen aşağıdaki sorulara sizin için en uygun ve alakalı olan cevapları veriniz.

1) Lütfen cinsiyetinizi belirtiniz.

Kadın Erkek Diğer

2) Kaç yaşındasınız?

3) Şu anki firmanızda kaç yıldır çalışmaktasınız?

4) Toplam çalışma sürenizi yıl bazında belirtiniz.

Appendix D. Scale of Psychological Capital (English-Turkish)

Please carefully consider each statement and indicate your level of agreement or disagreement by selecting a number from 1 to 6, according to the scale provided. 1 is for strongly disagree and 6 is for strongly agree.

Strongly Disagree					Strongly Agree
1	2	3	4	5	6

1	I feel confident analyzing a long-term problem to find a solution.
2	I feel confident in representing my work area in meetings with the organization management.
3	I feel confident to contribute to discussions about the organization's strategy.
4	I am able to define set goals for my work area.
5	I feel confident when I need to make contact with people outside the company (e.g. customers and suppliers) to discuss problems.
6	I feel confident to present information to a group of colleagues.
7	If I were in a difficult situation at work, I could think of many ways to get out of it.
8	Nowadays, I try to achieve my goals with great energy.
9	For any problem, there are many ways to solve it.
10	Right now, I see myself as a successful person at work.
11	I can think of many ways to achieve my goals at work.
12	Right now I am achieving the professional goals that I defined for myself.
13	When I have a setback at work, I have trouble recovering from it and moving on.
14	In one way or another, in general I can manage work and its difficulties.
15	At work, if necessary, I am able to stand "at my own risk".
16	In general, I can easily step over the more stressful things at work.
17	I can overcome the difficult times at work, because I already came through difficulties in the past.
18	I feel that I can handle many things at the same time at work.
19	When things are uncertain for me at work, I usually expect the best.
20	If something can go wrong for me work-wise it will.
21	In my work, I always look on the positive side of things.
22	At work, I am optimistic about what will happen in the future.
23	At work, things never go as I would like.
24	I work with the conviction that every setback has a positive side.

Turkish Version of Psychological Capital Scale (Psikolojik Sermaye Ölçeğinin Türkçe Versiyonu)

Lütfen her ifadeyi dikkatlice değerlendirin ve verilen ölçeğe göre 1'den 6'ya kadar bir sayı seçerek katılma veya katılmama düzeyinizi belirtin. 1 kesinlikle katılmıyorum, 6 ise kesinlikle katılıyorum anlamına gelmektedir.

Kesinlikle Katılmıyorum					Kesinlikle Katılıyorum
1	2	3	4	5	6

1	Uzun vadeli bir probleme çözüm bulma konusunda kendime güvenirim.
2	Üstlerimle yaptığımız toplantılarda kendi alanımı çok iyi temsil ederim.
3	İşletmenin izleyeceği stratejinin ne olacağı hususunda yapılan tartışmalara kendime güvenerek iştirak ederim.
4	Çalıştığım alana ilişkin hedef ve amaçların belirlenmesine katkıda bulunma konusunda kendime güvenirim.
5	İşletme dışındaki insanlarla (örneğin tedarikçilerle, müşterilerle) herhangi bir sorunu görüşmek için iletişim kurmada kendime güvenim tamdır.
6	Çalışma arkadaşlarımı işle ilgili tatmin edici şekilde bilgilendiririm.
7	İşler tıkandığında, bu durumdan kurtulmaya yönelik birçok çare/yol bulurum.
8	Hali hazırda iş hedeflerime enerjik bir şekilde ulaşmaya çalışıyorum.
9	Her sorun için birden fazla çözüm vardır.
10	Hali hazırda işimde oldukça başarılı olduğuma inanıyorum.
11	İş hedeflerime ulaşmak için pek çok yol bulabilirim.
12	İşle ilgili kendime koymuş olduğum hedefleri şu anda gerçekleştiriyorum.
13	İşte başarısız olduğumda, bundan kurtulmakta ve yoluma devam etmekte zorlanıyorum.
14	İş ortamında meydana gelen güçlüklerin bir şekilde üstesinden gelirim.
15	Zorunluluk halinde, işte kendi başımın çaresine bakarım.
16	Stresli işleri kendime dert etmem, soğukkanlılıkla halletmeye bakarım.
17	Deneyimlerim sayesinde iş yerindeki zorlukların üstesinden gelebiliyorum.
18	Bu işte aynı anda birden fazla şeyin üstesinden gelebilirim.
19	İşte belirsizlik söz konusu olduğunda, sonucun hep en iyi olmasını ümit ederim.
20	İşte bazı şeylerin ters gitme ihtimali varsa, ters gider.
21	İşimle ilgili konularda bardağa hep dolu tarafından bakarım.
22	İşimle ilgili gelecekte yaşayacaklarım konusunda iyimserim.
23	Bu işte hiçbir şey benim istediğim şekilde olmaz.
24	İşiime bakış açım şudur: “her gecenin bir sabahı vardır” veya “her işte bir hayır vardır”.

Appendix E. Scale of Psychological Wellbeing (English-Turkish)

Please carefully consider each statement and indicate your level of agreement or disagreement by selecting a number from 1 to 6, according to the scale provided. 1 is for strongly disagree and 6 is for strongly agree.

Strongly Disagree					Strongly Agree
1	2	3	4	5	6

1	I lead a purposeful and meaningful life.
2	My social relationships are supportive and rewarding.
3	I am engaged and interested in my daily activities.
4	I actively contribute to the happiness and well-being of others.
5	I am competent and capable in the activities that are important to me.
6	I am a good person and live a good life.
7	I am optimistic about my future.
8	People respect me.

Turkish Version of Psychological Wellbeing Scale (İyi Olma Hali Ölçeğinin Türkçe Versiyonu)

Lütfen her ifadeyi dikkatlice değerlendirin ve verilen ölçeğe göre 1'den 6'ya kadar bir sayı seçerek katılma veya katılmama düzeyinizi belirtin. 1 kesinlikle katılmıyorum, 6 ise kesinlikle katılıyorum anlamına gelmektedir.

Kesinlikle Katılmıyorum					Kesinlikle Katılıyorum
1	2	3	4	5	6

1	Bir amaca yönelik, anlamlı bir yaşam sürdürüyorum.
2	Sosyal ilişkilerim, amaçlarımı destekleyici nitelikte ve tatmin edicidir.
3	Günlük aktivitelere bağlı ve ilgiliyim.
4	Başkalarının mutlu ve iyi olmasına aktif olarak katkıda bulunurum.
5	Benim için önemli olan etkinliklerde yetenekli ve yeterliyim.
6	Ben iyi bir insanım ve iyi bir hayat yaşıyorum.
7	Geleceğim hakkında iyimserim.
8	İnsanlar bana saygı duyar.

Appendix F. Scale of Authentic Leadership (English & Turkish)

Please carefully consider each statement and indicate your level of agreement or disagreement by selecting a number from 1 to 6, according to the scale provided. 1 is for strongly disagree and 6 is for strongly agree.

Strongly Disagree					Strongly Agree
1	2	3	4	5	6

1	My leader says exactly what he or she means.
2	Admits mistakes when they are made.
3	Encourages everyone to speak their mind.
4	Tells you the hard truth.
5	Displays emotions exactly in line with feelings.
6	Demonstrates beliefs that are consistent with actions.
7	Makes decisions based on his or her core values.
8	Asks you to take positions that support your core values.
9	Makes difficult decisions based on high standards of ethical conduct.
10	Solicits views that challenge his or her deeply held positions.
11	Analyzes relevant data before coming to a decision.
12	Listens carefully to different points of view before coming to conclusions.
13	Seeks feedback to improve interactions with others.
14	Accurately describes how others view his or her capabilities.
15	Knows when it is time to reevaluate his or her positions on important issues.
16	Shows he or she understands how specific actions impact others.

Turkish Version of Authentic Leadership Scale (Otantik Liderlik Ölçeğinin Türkçe Versiyonu)

Lütfen her ifadeyi dikkatlice değerlendirin ve verilen ölçeğe göre 1'den 6'ya kadar bir sayı seçerek katılma veya katılmama düzeyinizi belirtin. 1 kesinlikle katılmıyorum, 6 ise kesinlikle katılıyorum anlamına gelmektedir.

Kesinlikle Katılmıyorum					Kesinlikle Katılıyorum
1	2	3	4	5	6

1	Benim liderim ne demek istiyorsa onu açıkça söyler.
2	Hata yaptığıında kabul eder.
3	Herkesin düşüncelerini söylemesini teşvik eder.
4	İnsanlara acı gerçekleri söyler.
5	Açığa vurduğu duyguları hissettikleriyle tam olarak aynıdır.
6	Liderimin inandıklarıyla yaptıkları tutarlıdır.
7	Kararlarını değer yargılarına göre verir.
8	İnsanların da kendi değer yargılarının arkasında durmasını ister.
9	Ahlaki boyutu yüksek standartlara dayalı zor kararlar verir.
10	Derinden inandıklarına ters olan görüşlerin belirtilmesini ısrarla ister.
11	Karar vermeden önce ilgili bilgiyi enine boyuna inceler.
12	Sonuca varmadan önce değişik görüşleri dikkatle dinler.
13	Başkalarıyla etkileşimi/iletişimi geliştirmek için geri besleme arayışı içinde olur.
14	Yeteneklerinin başkaları tarafından nasıl değerlendirildiğini bilir.
15	Önemli konulardaki tavrını ne zaman yeniden değerlendirmesi gerektiğini bilir.
16	Özel/şahsi durumların insanları nasıl etkilediğini anlar ve bunu onlara belli eder.

Appendix G. Scale of Intention to Leave (English-Turkish)

Please carefully consider each statement and indicate your level of agreement or disagreement by selecting a number from 1 to 6, according to the scale provided. 1 is for strongly disagree and 6 is for strongly agree.

Strongly Disagree					Strongly Agree
1	2	3	4	5	6

1	I would be very happy to spend the rest of my career with this organization.
2	I really feel as if this organization's problems are my own.
3	I do not feel a strong sense of "belonging" to my organization.
4	I do not feel "emotionally attached" to this organization.
5	I do not feel like "part of the family" at my organization.
6	This organization has a great deal of personal meaning for me.
7	Right now, staying with my organization is a matter of necessity as much as desire.
8	It would be very hard for me to leave my organization right now, even if I wanted to.
9	Too much of my life would be disrupted if I decided I wanted to leave my organization now.
10	I feel that I have too few options to consider leaving this organization.
11	If I had not already put so much of myself into this organization, I might consider working elsewhere.
12	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.
13	I do not feel any obligation to remain with my current employer.
14	Even if it were to my advantage, I do not feel it would be right to leave my organization now.
15	I would feel guilty if I left my organization now.
16	This organization deserves my loyalty.
17	I would not leave my organization right now because I have a sense of obligation to the people in it.
18	I owe a great deal to my organization.
19	I plan to leave job within 3 months.
20	I plan to leave job within 6 months.
21	I plan to leave this job any time next year.
22	I plan to leave this job any time within 2 years.
23	I sometimes plan to look for another job.
24	I prefer to work for another workplace instead current one

Turkish Version of Intention to Leave Scale (İşten Ayrılma Niyeti Ölçeğinin Türkçe Versiyonu)

Lütfen her ifadeyi dikkatlice değerlendirin ve verilen ölçeğe göre 1'den 6'ya kadar bir sayı seçerek katılma veya katılmama düzeyinizi belirtin. 1 kesinlikle katılmıyorum, 6 ise kesinlikle katılıyorum anlamına gelmektedir.

Kesinlikle Katılmıyorum					Kesinlikle Katılıyorum
1	2	3	4	5	6

1	Kariyer hayatımın geri kalan kısmını bu kurumda tamamlamaktan mutluluk duyarım.
2	Bu kurumun karşılaştığı her problemi kendi problemim gibi hissederim.
3	Bu kuruma karşı güçlü bir aidiyet duygum yok.
4	Kurumuma karşı kendimi duygusal olarak bağlı hissetmiyorum.
5	Kurumumda kendimi ailenin bir parçası gibi hissetmiyorum.
6	Kurumumun benim için kişisel bir anlamı vardır.
7	Şu anda çalıştığım kurumda kalıyor olmamın nedeni istediğim için olduğu kadar gereklilik de olmasıdır.
8	İstesem bile şu anda çalıştığım kurumdan ayrılmak benim için zor olurdu.
9	Şimdi işimden ayrılmaya karar verirsem, hayatımda pek çok şey alt üst olurdu.
10	Bu kurumdan ayrılmayı göze alamayacak kadar az alternatifim olduğunu hissediyorum.
11	Eğer bu kuruma kendimden bu kadar çok şey katmamış olsaydım başka bir yerde çalışmayı göz önünde bulundurabilirdim.
12	Bu kurumdan ayrılmanın negatif sonuçlarından birisi de uygun alternatiflerin az olmasıdır.
13	Şimdiki yöneticilerimle çalışma zorunluluğu hissetmiyorum.
14	Ayrılmak benim için avantajlı olsa da şu an kurumumdan ayrılmanın doğru olduğunu düşünmüyorum.
15	Eğer şimdi kurumumdan ayrılırsam kendimi suçlu hissederim.
16	Bu kurum benim sadakatimi hak ediyor.
17	Bu kurumdaki insanlara olan sorumluluklarım nedeniyle şu an işten ayrılmazdım.
18	Çalıştığım kuruma çok şey borçluyum.
19	Gelecek 3 ay içerisinde bu işletmeden ayrılmayı düşünüyorum.
20	Gelecek 6 ay içerisinde bu işletmeden ayrılmayı düşünüyorum.
21	Gelecek yıl içerisinde herhangi bir zamanda bu işten ayrılmayı düşünüyorum.
22	Gelecek iki yıl içerisinde herhangi bir zamanda bu işten ayrılmayı düşünüyorum.

23	Bazen başka işler aramayı düşünüyorum.
24	Bu işletmede çalışmak yerine başka bir işletmede çalışmayı tercih ederim.