"AUTHENTIC LEADERSHIP PRACTICES AND THEIR ROLE IN ENHANCING OF THE TALENT'S CAPITAL"

Fadhil Abbas Hasan, Southern Technical University of Iraq-Technical Institute of Amara

ABSTRACT

The current research aims to uncover the role of authentic leadership practices in enhancing talent's capital in an organization. The research was based on the main hypothesis that was formulated in light of its problem. The research sample consisted of (90) staff working in the government banking sector in the two branches of the bank (Rafidain and Rasheed) in the city of Amara. The results of the research also reached a set of theoretical and applied conclusions, the most important of which are: the presence of a significant impact of authentic leadership practices in enhancing the talent's capital, and the dimension relational transparency it's ranked first among the rest of the dimensions at the level of the organization the research sample.

Keywords: Authentic Leadership, Talent's Capital, Governmental Banks

INTRODUCTION

Authentic leadership is described as a relative newcomer to the leadership literature, in conjunction with the chaotic events witnessed by organizations at the managerial level in the spread of unethical dealings, the lack of integrity and transparency. Therefore, the search for modern methods of leadership is an urgent requirement to try to adapt to global changes as a result of the tremendous development in the world of technology and the adoption of a style of modern leadership capable of developing the organization's talent. The concept of authentic leadership first appeared in the nineties of the last century, especially in the fields of sociology and education, and received great attention from the point of view of those interested in studying leadership, considering that this style of leadership is characterized by some of the characteristics which are concerned with providing a measure of stability by promoting clear trends regarding the values that employees should realize because it also helps them to restore confidence in the leader and thus can influence their behavior towards enhancing the organization's talents towards better performance because leaders are the ones who analyze all relevant information objectively Before reaching the final decision and they ask for input from the subordinates to take the decision. Therefore, real leadership has become the focus of researchers because of its positive and important effects on employee behavior in addition to performance (Ribeiro et al., 2018).

THEORETICAL FRAMEWORK FOR RESEARCH VARIABLES

Authenticity

The concept of authenticity has its historical roots in Greek philosophy as it was expressed (so that yourself is correct, or be honest with yourself) (Gradner et al., 2011) and this topic is closely related to what was mentioned in the writings of humanistic psychologists such as Rogers (1959, 1963) and Maslow (1968, 1971) as we find (Rogers and Maslow) focused their attention on the development of fully employed persons, which reflects the concept of the originality of work when the individual is "master of his own field" (Kerins et al., 2006). The term authenticity also refers to having personal experiences, whether they are thoughts,

emotions, needs, desires, preferences, or beliefs, and acting according to the authentic self to express what you really believe. According to (Safar, 2014), Authenticity is also used to express a high-level personality thus, authenticity can be used to describe a social situation in which the appearance and the basic structure are responsive to basic human needs (Brumbaugh, 1971). Despite the many definitions of authenticity, many still confuse authenticity with sincerity (Erickson, 1995), while (Trilling, 1972) defines (sincerity as a match between recognition and actual feeling) this is truthfulness indicates the extent to which a person's external expressions of feelings and ideas correspond to reality (Erickson , 1995; Avolio , 2004). Therefore, the honesty of the individual is judged by the extent to which the self is accurately and honestly represented with others, so issues of authenticity have become a widespread part of our culture and our institutions, and our individual self as a commitment to self-values because they express Better self-perception in a way that clearly integrates cultural relics in post-industrial society (Erickson, 1995). Leadership is described as authentic because its a process that proceeds from the positive psychological capabilities that are highly developed in the organizational context that lead as a result to increase awareness and self-regulation of positive behavior by leaders and employees for the purpose of promoting the development of Positive self-worth because authenticity means an optimistic, flexible, transparent, and moral/ethical leader who is directed towards the future and gives priority to developing employees to be leaders as well as what narrows them from the value and sense of what is right in their decisions to improve the performance of their organizations (Jensen et al., 2006).

Authentic Leadership

Starting in the (2000s), rumors were raised about the moral chaos of corporate leaders and the spread of scandals among some of them, which attracted researchers towards the development of a new style of value-based leadership under the name of (Authentic Leadership) that could respond to the moral chaos that accompanied organizations in recent times. After the researchers realized that leaders are able to arouse strong positive emotions in their followers, which may, in turn, affect their attitudes and behaviors at work and thus affect their emotional reactions to strategic decisions and behaviors related to management in reality (Hmieleski et al,. 2012) Undoubtedly, the concept of authentic leadership overlaps with leadership styles represented by the transformational, charismatic, servant and, spiritual leadership, and some may not find anything that distinguishes it from other leadership styles, but the reality indicates that authentic leadership Focuses on important things in the forefront of which are transparency, positivity, and high ethical standards as well as the balanced processing of information. For example, charismatic leadership simply describes charisma as one of the components of transformational leadership (Zehir et al., 2011), and transformational leadership is also ethical leadership that motivates subordinates in ethical decision-making and has integrity and works to transcend self-interest in order to achieve its organizational goals. Likewise, authentic leadership also has some theoretical and experimental interactions with it, but it focuses on the extent of the self-leader's awareness of societal moral values. Therefore, it can be said that the original leadership is inclusive of the individual characteristics present in each of the two transformational leadership. And the ethical (Zehir et al., 2011; Iqbal et al., 2018) authentic leadership as a process derived from highly developed positive and organizational psychological abilities leading to increased self-awareness and behaviors, as well as promoting positive self-development (Jensen et al., 2006). Authentic leadership is described as cooperative, adaptive, realistic, and up-to-date leadership. as a leader that has a forward-looking vision for the future with its various qualities (Avolio et al,. 2004). Authentic leadership does not only develop the leader (the manager) but also develop the staff because it represents the positive approach to leadership practices represented in developing confidence and positive action in the work environment to enhance staff performance. Towards higher self-performance and makes leader legitimize their true selves in the leadership role by showing honesty with themselves and honesty with others and acting in a way that reflects their personal values (Flader, 2020).

Given that this type of leader shows interest in talented employees, especially people who can demonstrate their capabilities and achievement, and have the ability to upgrade to the highest career paths to become future potential leaders (Walumbwa et al., 2008). It appears that this style of leadership may promote higher self-development that leads to employee self-performance(Avolio et al., 2008; Zehir et al., 2011; Hu et al., 2008), and an experimental study presented by some of the researchers (Kiyni et al., 2013) to clarify the relationship between authentic leadership practices and staff performance in Pakistan showed that there is a positive relationship and in another similar study conducted by (Azanza et al., 2013) In the same context in Spain, where the response of opinions was gathered from (571) employees from a private institution, it found that there is an important positive effect of authentic leadership on employee performance. Similar studies were also conducted in China, Nigeria, and Turkey on the relationship between authentic leadership and employee performance and it's finding there is a positive association between the two variables, especially when the self-awareness of the genuine leadership is accompanied by three additional, unbiased dimensions which are balanced processing, correct ethical behavior, and authentic relational orientation. Authentic leadership is a high-level, multi-dimensional building consisting of self-awareness, internalized moral perspective, balanced processing, and relational transparency (Smith et al., 2009).

Dimensions of Authentic Leadership

Self-Awareness

Self-awareness refers to showing the understanding of how one derives meaning for the world and how this meaning affects the way a person perceives himself over time. The sense of self-awareness represents the degree to which a leader has reached in understanding his strengths and weaknesses, the multifaceted nature of the self, how others perceive it, and how it affects them (Walumbwa et al., 2008; Avolio et al., 2004), which includes gaining insight into the self through exposure to others and being aware of the extent of the individual's influence on others, so we find both (Heppner et al., 2008), who studied interpersonal relationships between daily self-esteem and a sense of authenticity, they found that both authenticity, and independence, and competence are all positively and significantly related to the daily reports of self-esteem, including thoughts, emotions, needs, desires, or beliefs, based on that indicates self-awareness to the processes practiced by the leader of the organization to understand his capabilities, knowledge, experiences, and awareness of others' perceptions about him, especially with regard to his basic values and his mental models, and in a way that contributes to the development ,and in a way that contributes to the development of the others, and working with them in a team spirit (Gradner et al., 2005). Some researchers also believe that self-awareness is the main basic component of authenticity (Ladkin et al., 2010). Therefore, true self-awareness must be predicted through the positive self-concept as assumed by the basic self-evaluation theory (Judge et al., 1998). In light of the foregoing, it becomes clear that people care about the opinions of others because their good or bad feelings about themselves depend directly on the way they think about others and how they feel, and thus individuals share a basic need to ensure contact with them (Wallace et al., 20123) therefore we find a sociometric model confirming that self-esteem is essentially an indicator of perceived social acceptance. In short, the conscious self has a high degree of interdependence within and between the cognitive, emotional, motivational, and behavioral systems (Khul et al., 2015).

Internalized Moral Perspective

The internal ethical perspective refers to the degree to which the leader is guided by the internal moral standards and values, and leads to behaviors and decisions compatible with these internal values, at the expense of the pressures of the group or organizations or the pressures of society, which are represented by the values and convictions that the leadership of the

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organization adheres to in its relations, decisions, actions, and emotions, so That all that it practices depends on a positive moral logic, which stems from within it with high moral conviction) (Avolio et al., 2004; Walumbwa et al., 2008) so authentic leadership has recently attracted intense research interest as a leadership style that promotes positive psychological competence and high ethical standards in order to foster active self-development among staff including mentoring and inner morals stemming from leadership traits and its honesty. Once again, internal ethics mean that leaders should obey social morals, adhere to their own beliefs, and ensure that their behavior at work is consistent with their beliefs and values (Hu et al., 2018).

The internal ethical perspective thus expresses higher levels of a leader's moral development and the practice of behaviors that are guided by internal moral standards and values rather than being driven by external pressure from their peers, high-ranking leaders, or socially, leaders are supposed to have higher levels of ethical perspective and are expected to think more broadly and deeply about ethical issues (Hannah et al., 2011).

Balanced Processing

Refers to the degree to which the leader enjoys objectively when he analyzes all the relevant information before making any decision and seeks views that challenge the established positions, that it is the conviction of the leaders of the organization of the views of different individuals and their acceptance with fairness and wisdom and objective analysis of the information before making any decision, and taking all viewpoints, including those contrast with him objectively and fairly, these leaders also seek views that deeply challenge incumbency and who demonstrate that they objectively analyze all relevant data before making a decision (Avolio et al., 2004; Walumbwa et al., 2008) in the sense of an unbiased treatment to indicate the absence of denial, exaggeration, distortion, or internal ignorance. Thus when leaders display balanced, unbiased treatments, they tend to be fair and aware of positive and negative traits and attitudes in the context of business performance as well as in the social context (Arda et al., 2016). Authenticity is also distinguished by that it requires objectivity and acceptance of the strengths and weaknesses of the individual. However, and because the available evidence from social psychology makes them very clear, humans are flawed and biased by their nature as information processors, especially when it comes to processing information, (Tice et al., 2003)

Relational Transparency

Refers to the presentation of the authentic self to others (as opposed to the false or distorted self). Such behavior promotes mutual trust between leaders and subordinates through disclosures that involve sharing information and overtly expressing one's true thoughts and feelings while trying to reduce the display of inappropriate feelings(Avolio et al., 2004). Confidence in behavior is certainly reinforced through disclosures that involve the explicit sharing of information while the individual tries to avoid displaying inappropriate feelings (Kernis, 2003). And transparency is means The transparent disclosure of what is going on in the organization, the open exchange of its ideas and beliefs, and participation in decision-making according to clear and publicized rules that include relational transparency. Relational transparency is marked by openness, accountability, and honesty among leaders. meaning that leaders should improve trust to exchange with their followers and colleagues for the purpose of achieving cooperation (Arda et al., 2016) as well as more clearly promoting social exchanges between leaders and followers as it defines what each individual expects from the relationship, and the inputs that each individual wishes to do may present and constitute a more psychologically complex. Therefore, it can be said that relational transparency shows the leader

himself / his true truth in front of his subordinates by sharing their feelings and motives openly, which helps him in building trust, cooperation, and promotion of work.

The Concept of Talent's Capital

Before entering into the concept of talent capital, it is necessary to identify the concept of talent and talent management according to the following

The Concept of Talent's and its Management

Linguists almost agree that the linguistic concept of talent expresses a person's innate desire to excel in some arts and the like, or that they are relative rates of an individual's progress in an activity, meaning that if a different persons is placed in the same position. You find them different in terms of personal differences in learning and skill (Abadi et al., 2013; Younas et al., 2020), while psychologists differ in describing the concept it's the ability to belong to the upper class in achieving organizational effectiveness that is characterized by high intelligence, or the ability to achieve high levels of achievement, and some take into account talent such as the ability to create ingenious works and not only the presence of a person who is able to successfully complete the task, that is, the continuity and development of competencies (Al Aina, 2020) Thus talent comes from the intersection of three rings of human characteristics: above average general abilities, high level of commitment to tasks, high level of innovation (Salehi, 2020) and talent as a term that can be summed up by those individuals who can make a difference in the performance of the organization either by directly contributing to This performance, or by achieving high levels of performance and in the long run (Fatna, 2018) or the sum of a person's capabilities i.e. innate talents, skills, knowledge, experience, intelligence and Judgments, personal attitudes and entrepreneurship in addition to the ability to learn and develop (Balcerzyk et al., 2019), and in an interview with (Jack Welch) (former president of General Electric General Electric)) conducted by one of the magazines about the secret of his success for (25 years): he said "My main job was to develop talent. I was a gardener giving water and food to about (750) executive directors, and I was also weeding. Suppose talent expresses the level of ability to lead the employees of the organization. This concept emerged in the 1990s when the term talent war was widely used as an expression of intense competition between organizations. to a set of organizational processes designed to attract, develop, motivate and retain key people in an organization (Holden et al., 2013). Indeed, the focus of talent management is on those with rare skills and high abilities, which should not be limited to effective talent management to attract, develop and retain talent only and the best, manage and organize individuals to achieve outstanding performance, and the ability of the organization is determined by retaining, hiring, and rewarding talented, organizing and deploying, with the purpose of filling future leadership positions describing talent management (a group of high-performing, high-potential employees (Islam et al., 2018; Kaleem, 2019; Antony et al., 2020; Thivagar et al., 2020). Recent studies confirm that organizations have felt that attracting new talent is their biggest challenge, so talent management can be an important part of an organization's value proposition and competitive advantage. However, the fully approved objective of talent management is to develop and maintain a leader for the success of the organization, meaning that the other objective is to create an organization with capital focused on its talent (Thivagar et al., 2020).

The Concept of Talent's Capital

With regard to talent capital as the knowledge stock that individuals store for the purpose of achieving the social and economic development of the organization (Al-Azzawi et al., 2020), it refers to both (human capital, social capital, intellectual capital, and reputational capital), according to the knowledge-based economic and service-oriented economy, many organizations

have shifted from the acquisition of material resources to the orientation towards the acquisition of intangible human resources (Abed et al., 2020), which is the group of intangible assets that the individuals brings with them to the organization in order to generate value by investing in those resources, especially through human capital, which is a strategically important resource for individuals during their performance and professional advancement of their jobs as a product for their knowledge and skill potential and in light of their potential experiences (Thivagar et al., 2019), usually human capital is measured by using general mental capacity such as (education level, knowledge retention, and training) (Hamad et al., 2020). Social capital, as one of the components of talents capital, is usually characterized by two main aspects, namely (cohesion and interdependence). Under group cohesion, the bond is close between individuals within the group and with others in the same group and thus cohesion is high and this leads to the exchange of information quickly and usually, they show high levels Of trust between them, as (interdependence) works to maintain communication from one group to another by individuals or mediators, and in the case of intermediaries, it helps to provide three specific competitive advantages, that is, there is faster access to various information, and early access to new information, as well on controlling the dissemination of information (Khalaf et al., 2020). As for (Intellectual Capital) as the main driver behind the creation of value in many organizations (Zhang et al., 2021), it has been defined as a group of hidden assets that are not covered by the balance sheet or as the total amount of knowledge that can be used to gain a competitive advantage in organizations. As for (reputational capital), some try to link the concept of reputation with the social upbringing and social responsibility of organizations (Barik et al., 2021). That reputation mechanisms are no longer effective unless two basic conditions are met (Barik et al., 2021) as follows: -

A. There should be frequent interaction within a group of managers and agents in a repetitive play in which the parties know that cooperation will eventually come if the performance does not meet expectations.

B. The reputational mechanisms infer from the past towards potential future behavior, at least some aspects of past behavior must be observable. Reputation in this context is the sum of those experiences that other friends have had when dealing with the concerned agencies in the past.

Dimensions of the Talent's Capital

Talent capital is an important part of human resource management practices that contribute to developing the potential of employees, which represents a black box. What is inside can not be seen it, but each organization has its own capabilities, and the following four dimensions can be adopted as dimensions of the talent capital variable (Yirong & Daida, 2015) Cited by (Farook et al., 2020)

Consciousness and Perception

Consciousness is described as giving the employee the ability to learn from his mistakes and successes in order to retain them as experiences of growth and development because it is related to the range of feelings that take place within the self [45]. It also expresses awareness of the extent to which the employee perceives things and is aware of them so that he is in direct contact with all the events that revolve around him through the five senses. While perception is expressed as the cognitive process that enables the employee to interpret and understand what surrounds him, as it includes all the mental processes and capabilities that people participate in on a daily basis, such as memory, learning and solving Problems, evaluation, logic, and decision-making because human relationships are based on the foundations of behavioral perception that part of these foundations is to be open and mature in relationships with others (Walumbwa et al., 2008). Consequently, perception is a process and awareness is a result of it, and awareness and perception may reflect the difference in skill level. Or knowledge from one person to another, to achieve the advantages of cost savings and raise The cost of production and encouraging the spirit of innovation and creativity is also associated with positively identifying

talents with expectations of increasing social exchange, especially in the employee's relationship with the organization, increasing social exchange may include greater expectations of organizational support as well as increased participation of supervisors, access to leadership guidance, and increased access to resources and development programs (Hameed et al., (n.d.)).

Audit and Governance

Auditing is considered as an independent and objective assurance and advisory activity for the organization that is designed to support the improvement of the organization's exposure to risks and to add value and improve its operations as well as the functions it performs related to the evaluation of internal controls and processes related to the following (Balz, 2016) quoted from (Abed et al., 2020),(Compliance with applicable rules and regulations, Protecting the assets of organization, Compliance with relevant policies and guidelines ,Reliability of internal and external reports, Effective and efficient operation and management).Internal auditing helps the organization achieve its goals by achieving a clear methodology in evaluating and improving the effectiveness of risk management, internal control, and management processes. As for governance, that it is determined by the means by which the organization's resources are properly directed and how to manage them for the purpose of preserving its reputation and maintaining its values. Some even attribute the origin of adherence to the concept of governance to the literature (Agency Theory) when the concept of separation between ownership and management after it became difficult to believe that management as (Agent) would always behave in a better way in favor of shareholders as (as owners) (Mhmood et al., 2021). It is often described agovernance as a common framework of rules and practices that ensure board accountability, fairness, and transparency. In the relationship of the organization with all its stakeholders, financiers, customers, management, employees, the government, and social communication in relation to the implicit and explicit contracts between the organization and the stakeholders in the distribution of responsibilities, rights, and rewards, reconciling between conflicting interests and carrying out proper supervisory procedures and thus monitoring contributes to the development of talent's capital and retention (Issa et al., 2018).

Compensation Policies

In light of Peter Drucker's early work (1956) stating that "happy workers are productive" (Hameed et al., 2016) compensation policies refer to the total remuneration provided to employees for their services as incentives, the general purpose of this compensation is to attract and retain employees, as compensation is known to contribute to improving employee attitudes regarding job satisfaction as the employees also expect higher salaries in line with the integrated benefits of the organizations as well as the care provided that enables talents to facilitate the process of improving employees' performance and attitudes, which is essential for their future. So employees tend to stay in organizations for a long time (Islam et al., 2018) and this constitutes a measure of job values, design, and maintenance of wage structure, payment for performance, efficiency, and skill in providing benefits to the employee. Since the working relationship mainly involves economic exchange, whereby performance is exchanged between the wage earner with the employee, it is reasonably expected that the talented employees will increase the economic exchange as this leads to improved performance (Hameed et al., (n.d.)), however, there are still few who have the right to participate in the shares of their institutions, and thus compensation administration is one of the most complex issues. And dynamic because it represents the beating heart of talent capital management and plays a vital role in the management of the organization and employees due to the dependence of the employees on salaries and wages, which should be equivalent to the work performed (Odunlami et al., 2014).

Justice and Equality

The concept of organizational justice refers to a person's self-perceptions about the fairness of assignments, and therefore organizational justice consists of several sub-dimensions with reference to the allocation of results such as promotion opportunities or financial rewards (Dries et al., 2013), as he expressed process by which allocations are made is called (procedural justice), or with regard to the information provided about the process and it is called (informational justice) as well as when justice in the relational transaction during the work this process is called (personal justice), for example, the concept of perceived distributive justice depends on The theory of fairness as portrayed by (Adams, 1963, 1965), which is derived from the exchange, disharmony and social reward, which is the theories that give predictions about how to manage individuals' relationships with others.when employees calculate the percentage of contributions to their results and compare it with that of other co-workers. And it is an objective calculation because the issue of evaluating the fairness of results is a personal matter in the context of talent management (Hofmans, 2012) when the ratio of contributions of people with low potential to their results is compared with the ratio of those with high potential. As for equality, as it is defined as treating everyone on an equal footing and giving, meaning everyone's access to the same opportunities, it is also a sensitive issue because real people interact emotionally, cognitively, and behaviorally when dealing differently with others, so organizational justice here will help to understand employees' reactions towards talent management. Especially with regard to managing and evaluating the performance of employees in an equitable and effective manner (Huseman et al., 1987).

The Relationship between Authentic Leadership Practices and Talent's Capital

Modern (knowledge-based) organizations increasingly need talented employees, therefore, employee competency development has become the main activity leaders should be aware of. The importance of talent acquired in the development and operation of the organization, the development of modern technologies has caused the demand to exceed supply for talented employees and entered into what is known as a talent war in the increasingly challenging global business, (Hewitt's, 2008) must - talent capital should remain as a top priority for executives in the coming years. The future of talent needs management to continuously evolve to become more systematic in the way of working, meaning that leaders see the value of talent as long as employee perceptions become one of the important challenges faced by leaders of organizations today, (Arda et al., 2016), and the question that arises constantly is how this effect occurs, and what is the internal mechanism emerging from positive in organizational behavior, the developing active self-energy in explaining the internal mechanism of how leadership style affects the behavior of subordinates in developing talent (Hu et al., 2018). Based on the model of transaction cost economics (Williamson, 1981), which believes that the limited resources of an organization should be invested in attracting, selecting, and developing employees with valuable and unique skills, it means high potential and talented that generate higher productivity and thus create higher returns than the rest Employees who lack these skills, and this is what drives leaders to pay attention to such resources (Gelens et al., 2013), so that they are open to criticism about their personal biases, and an increase self-insight into personal leads to more humility, empathy, and viewpoints, this, of course, is the goal when dealing with the issue of enhancing talent capital at the organization level (Bourke et al., 2020), must help the organization to improve its leadership practices in managing current talent or those that are just starting to take off in light of the following (A. Talent management, B. Improving leadership development, C. Enhancing employee participation). In light of the aforementioned, it is assumed that the direction of talent capital management (O'bryan et al., 2017) includes employee participation, and that starts with recruitment, then extrapolation and socialization, and then empowerment and recognition. The need for real leaders is vital in promoting and engaging employees. In the sense that leaders have the task of distinguishing between talented employees referred to as (performers) who enjoy the strategic performance and those who do not enjoy this is how it performs (Glenn, 2013).

METHODOLOGY OF RESEARCH

Problem of Research

The current research tries to investigate the role of the original leadership practices in the government banking sector in the city of Amara and the extent of their impact. In enhancing the talent's capital by answering the main research question (Are there tangible practices of Authentic leadership at government banks in the city of Amara that contribute to enhancing the talent capital)?

Research Objectives

The objectives of the current research are determined in light of his problem as follows:

a) Recognizing the concept of authentic leadership and stating its role in employing intellectual resources for employees according to their dimensions.
b) Knowing the concept of talent's capital and showing its most important dimensions.
c) Disclosure of the relationship between authentic leadership practices and their role in enhancing the talent's capital.
d) Measuring the effect of the authentic leadership dimensions in enhancing the talent's capital and showing which dimension have an effective impact on the research organization.

The Importance of Research

The Current Research is Determined by the Following Aspects

A. Behavioral research that is concerned with shedding light on original leadership practices and their ability to enhance talent's capital. And also contributes to adding intellectual and knowledge richness in the field of assessing the impact of authentic leadership practices in government banks, which are banking (Al-Rafidain and Al-Rasheed) in the city of Amara.
B. Field objectives of the research: The field importance of this research is its attempt to identify the level of perception of the researched sample on the role of authentic leadership in enhancing the level of talent's capital in government banks in the city of Amara.

Population and Sample Research

The banking sector in the city of Al-Amarah was chosen as a model for the current study, as its a subsidiary of the financial sector in Iraq and has extensive dealings with a wide audience of citizens. They need proactive decisions that enhance citizens' confidence in their services, as this depends on the vital role that this sector plays in the country's economic and social development and what is required by the need to give this sector adequate attention. The sample size of the study, which was of the intended type, was estimated at (110) individuals, most of whom were staff at Work in those banks. The researcher distributed (110) questionnaires, and (90) valid questionnaires were retrieved for analysis, and the recovery rate was about (82%), and all of them were subjected to statistical analysis. The sample size was estimated according to the method (Glenn, 2013) [64]. n = N / 1 + N(e)2   As: n = Sample Size, N = population Size, e = level of confidence.

Data and Information Collection Tools

### The Current Research in Order to Achieve its Basic Objectives Relied on the Following Tools

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A. The theoretical aspect: the process of collecting data and information relied on the contributions of writers and researchers' research. It also relied on scientific sources, collected from books, journals, letters, theses, research, and studies, and Scientific conferences.

B. The application side: The questionnaire represented the main tool for collecting data and information as it was designed to the solution of the current research problem, answer its questions, and achieve its objectives. Noting that the paragraphs of the questionnaire were designed based on ready and tested measures in Some researches and studies close to the current topic of research after modifying and adapting them in line with their requirements.

C. The Alpha-Cronbach equation has also been used to show the accuracy of the research questionnaire when it exceeds of percentage (60%), this indicates acceptance and reflects Agreement and correlation between the terms of the paragraphs of the questionnaire based on [65], the questionnaire achieved it a reliability coefficient of (0.95), while the statistical validity coefficient was (97.0).

Research Framework and Hypotheses

In order to address the research problem in light of its objectives in accordance with the theoretical review and the practical framework of the research, a hypothetical scheme was adopted that shows the effect of Authentic leadership practices in enhancing the talent's capital in terms of its dimensions shown in (Fig. 1 below).

Main hypothesis: there is a significant statistical relationship between authentic leadership practices and their role in enhancing the talent's capital? They are divided into sub - hypotheses as following: -

A. There is a significant statistical relationship between self-awareness and talent's capital?

B. There is a significant statistical relationship between internalized moral perspective and talent's capital?

C. There is a significant statistical relationship between balanced processing and talent's capital?

D. There is a significant statistical relationship between relational transparency and talent's capital?

Independet Variable   dependent Variable
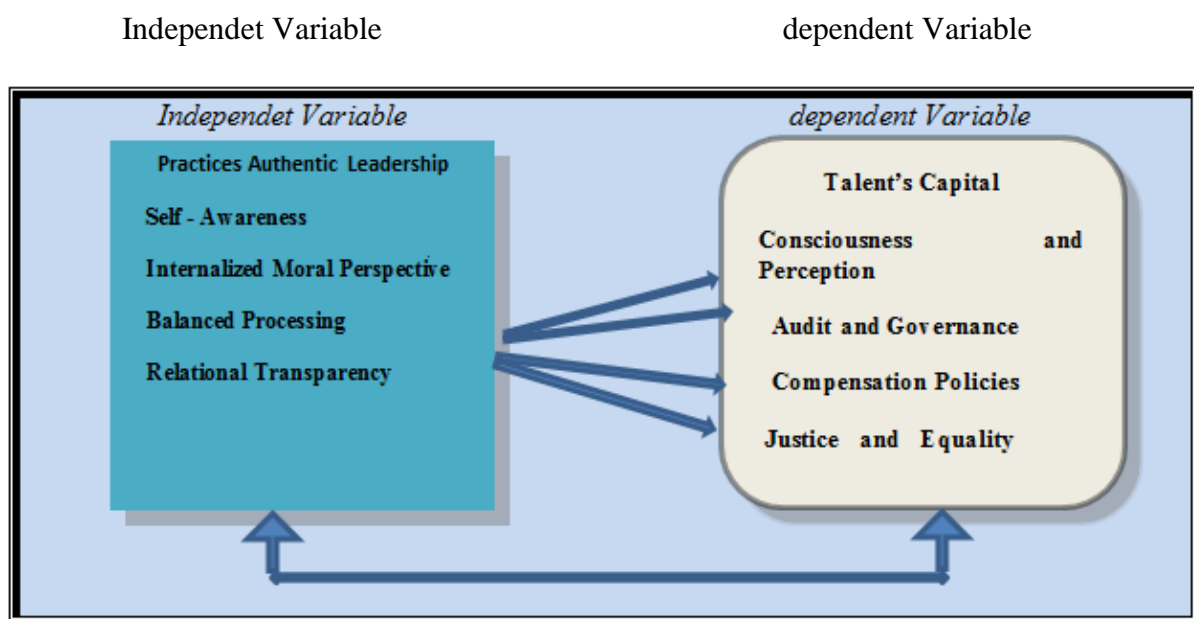
FIGURE 1
THE CONCEPTUAL FRAMEWORK FOR AUTHENTIC LEADERSHIP PRACTICES AND TALENT CAPITAL

DATA ANALYSIS AND FINDING

The descriptive analysis of the opinions of the sample members about the variable of Authentic leadership practices:

Order	Relative Wiegth%	Standard Deviation	Mean	Number Paragraph	Sequence
Table 1 MEAN, STANDARD DEVIATION, AND THE RELATIVE WEIGHT OF AUTHENTIC LEADERSHIP PRACTICES					
1	74	1.19	3.7	SA1	1
2	71	1.24	3.56	SA2	2
3	68.8	1.19	3.44	SA3	3
4	64.8	1.29	3.29	SA4	4
Third	69.7	1.05	3.48		Self-Awareness
3	68	1.05	3.4	IMP5	5
4	67	1.05	3.36	IMP6	6
1	69	1.09	3.47	IMP7	7
2	68	1.19	3.42	IMP8	8
Fourth	68.2	0.96	3.41		Internalized Moral Perspective
1	73	1.15	3.65	Bp1	9
3	72.2	1.07	3.61	BP2	10
4	69.8	1.07	3.49	BP3	11
2	72.6	1.14	3.63	BP4	12
Second	71.8	1.03	3.59		Balanced Processing
1	70.8	1.14	3.54	RT1	13
2	70.4	1.12	3.52	RT2	14
4	70	1.09	3.5	RT3	15
3	70.2	1.1	3.51	RT4	16
First	78.4	0.7	3.92		Relational Transparency
	73.2	0.74	3.66		Authentic Leadership Practiecs

Note: N=90

Table (1) above showed the results of the descriptive analysis of the variable of the Authentic leadership practices, where the variable got as a whole at the general level, with percentage (73.2%) and an arithmetic mean of (3.66), which is higher than the hypothetical mean of (3) note that the study adopted the pentagonal runway with a standard deviation of (0.74) As for the sub-dimensions, the results were as follows: -

Self-Awareness (SA): This dimension got the (third-order) among the rest of the dimensions, as it came with a level of importance for the researched organization with a percentage (69.7%), arithmetic mean (3.48), and a standard deviation of (1.05).

Internalized Moral Perspective (IMP): This dimension got the (fourth-order) among the rest of the dimensions, as it came with a level of importance for the researched organization percentage of (68.2%), with a mean of (3.41) and a standard deviation of (0.96).

Balanced Processing (BP): This dimension got the (second-order) among the rest of the dimensions, as it came with level importance, a percentage of ((71.8%) with arithmetic mean (3.59) and a standard deviation of (1.03).

Relational Transparency (RT): This dimension got the (first-order) in terms of the level of importance of (78.4%), with arithmetic mean (3.92) and a standard deviation of (0.70).

Results of the Descriptive Analysis of the Talent's Capital Variable

			Table 2	
		MEAN, STANDARD DEVIATION, AND THE RELATIVE WEIGHT OF THE		
		TALENT'S CAPITAL VARIABLE		
Order	**Relative Wieght %**	**Standard Deviation**	**Mean**	**Number Paragraph**	**Sequence**
1	74	0.82	4.41	CP17	1
2	71	0.88	4.28	CP18	2
3	68.8	1.04	3.87	CP19	3
4	64.8	0.93	4.09	CP20	4
First	83.2	0.74	4.16		Consciousness and Percption
1	77.4	1.01	3.87	AG21	5
3	74.2	1	3.71	AG22	6
2	74.6	0.96	3.73	AG23	7
4	45.4	1.45	2.27	AG24	8
Second	67.9	0.76	3.39		Audit and Governance
4	61.2	1.4	3.06	$CP_2$25	9
1	71.2	1.5	3.56	$CP_2$26	10
2	70.4	1.25	4.47	$CP_2$27	11
3	69.4	1.14	3.28	$CP_2$28	12
Third	66.8	1.02	3.34		Compensation Policies
1	72.2	1.19	3.61	JE29	13
4	62	1.31	3.1	JE30	14
2	69.6	1.05	3.48	JE31	15
3	62.4	1.3	3.12	JE32	16
Fourth	66.4	0.94	3.32		Justice and Equality
	71	0.66	3.55		Talent's Capital

Note: N=90

Table (2) above showed the results of the descriptive analysis of the dependent variable Talent Capital, as the variable as a whole obtained on the general level among the answers of the sample members a percentage (71%) with an arithmetic average of (3.55), which is higher than the hypothetical mean of (3) with a standard deviation of (0.66) less than (1.0). As for the level of sub-dimensions, the results were according to the following: -

Consciousness and Perception (CP): This dimension got the (first-order) among the rest of the dimensions, as it came with a level of importance percentage of (83.2%) with an arithmetic mean of (4.16) and a standard deviation of (0.74).

Auditing and Governance (AG): This dimension got the (second-order) among the rest of the dimensions, as it came with a level of importance of (67.9%) and an arithmetic mean of (3.39) and a standard deviation of (0.76).

Compensation Policies (CP2): This dimension got the (third-order) among the rest of the dimensions, as it came with a level of importance among the opinions of the sample member's percentage of (66.8%) with an arithmetic mean of (3.34) and a standard deviation of (1.02).

Justice and Equality (JE): This dimension as a whole got the (fourth-order) in terms of the level of importance in the researched organizations, as it reached (66.5%) with an arithmetic mean of (3.32) and a standard deviation (0.94).

Correlation Test among Research Variables

Table (3) below shows the correlations between the dimensions of the independent variable (Authentic leadership practices) and the dependent variable (talent's capital), and it became clear that there is a correlation relationship. Positive, as its strength reached (0.68) between self-awareness and the talent's capital at a significant level (0.01), at a confidence rate of (0.99). It was also evident that there was a positive statistically significant correlation, between the internal moral perspective and the talent's capital, as its strength reached (0.68). and the strength of the relationship between the balanced processing and the talent's capital reached (0.74). While the strength of the correlation, between the relational transparency and the talent's capital reached (0.67), while the relationship between the independent variables combined with the adopted variable came is almost high (0.82), which leads us to (an existence positive relationship correlations), which is a statistically significant correlation, between the dimensions of Authentic leadership practices and the talent's capital).

Talent's Capital Y	Juctice and Equality	Compensation and Polices	Audit and Governance	Consciousness and Percption	Variables
0.54**	0.76**	0.55**	0.54**	0.024	Self-Awareness
0.68**	0.71**	0.63**	0.53**	0.14	Internalized Moral Perspective
0.74**	0.75**	0.66**	0.58**	0.19	Balanced Processing
0.67**	0.69**	0.80**	0.53**	0.19	Relational Trancparency
0.82**	0.82**	0.66**	0.65**	0.37**	Leadership Authentic Practices X

Table 3
CORRELATION AMONG THE RESEARCH VARIABLES

Note: N=90 ،** P< 0.01

Testing the Impact of Authentic Leadership Practices on Talent's Capital

This paragraph deals with testing the impact of the independent variable (Authentic leadership practices) through its dimensions (Self-Awareness, Internalized Moral Perspective, Balanced Processing, and Relational Transparency) on the dependent variable (Talent's Capital), if the calculated value of (F) is greater than its tabular value, this indicates that there is a significant effect of the independent variable in the dependent variable, and the determination coefficient (R^2) has been adopted to explain the percentage of change that be caused. The impact of the independent variable in the dependent variable and the regression coefficient of (β) has been adopted, which determines the percentage of change in the dependent variable when a change in the independent variable occurs by one unit. In light of this, we will discuss the first sub-hypothesis emanating from the first main hypothesis, which states (There is a significant effect of Self – Awareness on talent's capital the results of Table (5) below show the significance of the impact relationship, as the calculated value of (F) reached (62,633), which is greater than its tabular value of (.183) at the level of significance ($P< 0.05$), and thus accepting the first sub-hypothesis, the results also showed the significance of the influence relationship for the second sub-hypothesis, which states (there is a significant effect of the internalized Moral Perspective the Talent Capital) as the calculated value of (F) reached (77.349), which is greater than Its tabular value of (3.18) and thus accepts the second sub-hypothesis. The results also showed the significance of the effective relationship with respect to the third sub-hypothesis, which states (there is a significant effect of the Balanced Processing in the Talent's Capital), as

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the calculated value of (F) was (108.035), which is greater than its tabular value of (3.18). Thus, the third sub-hypothesis is accepted. The results also showed the significance of the effective relationship with respect to the fourth sub-hypothesis, which states (there is a significant effect of Relational Transparency in the Talent Capital), as the calculated value of (F) reached (23.099), which is greater than its tabular value of (3.18), thus accepting the fourth sub-hypothesis. This leads us to prove the validity of the main hypothesis of the research and that it is (there is a significant effect of Authentic leadership practices in Enhancing the Talent's Capital).

Table 4 THE IMPACT OF DIMENSIONS OF AUTHENTIC LEADERSHIP PRACTICES ON TALENT'S CAPITAL				
Sig	F	β	R^2	Independent V. X
0	62.633	0.645	0.416	Self- Awareness
0	77.349	0.684	0.468	Internalized Moral Perspective
0	108.035	0.742	0.511	Balanced Processing
0	23.099	0.456	0.208	Relational Transparency
0	190.975	0.827	0.685	Talent's Capital Y

CONCLUSIONS AND RECOMMENDATIONS

The results indicated that there is a clear awareness among staff of the content of the authentic leadership philosophy and the possibility of its impact on enhancing talent capital in the study sample banks. (Relational transparency) ranked first which confirms the availability of transparency and clarity in the transactions of the leader and employees in those banks, while (internalized moral perspective) ranked fourth in terms of the impact of these practicals in enhancing talent capital, while it occupied the Consciousness and Perception ranked first within the dimensions of the dependent variable (talent capital), which confirms the existence of clear perceptions of the behaviors shown by leadership towards employees, while the dimension (justice and equality) ranked fourth among the answer of the research sample, as it showed the answers of the bank's staff mentioned above about Dissatisfaction with current wage and salary levels in relation to dimension (compensation policies). Therefore, the current research in the field of capital development recommends the necessity of activating the internalized moral perspective by leaders with regard to helping staff in government banks achieve their goals, providing the necessary guidance and support to them, and maintaining adequacy. Respect and frankness in the relationship with them. Be clear about their own beliefs and ensure that their behavior at work is consistent with their beliefs and values, especially in relation to decision-making or when selecting staff for positions, and leaders must adhere to the rule of fairness among staff regarding opportunities for promotion or awarding of rewards as well as work to avoid favoritism or bias among staff. The current research also recommends reconsidering the financial compensation policies, because they are not commensurate with the standards of living in light of the high prices.

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