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A Novel Prelude to the Talent –Total Quality Management Association Amongst Generation Z: The Case of the Jordanian Hospitality Industry

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ABSTRACT

The key objective of this study is to investigate the nuanced relationship between talent management and total quality management at the hotel industry, along with the mediation of employee engagement and moderation of authentic leadership. Toward that end, a "modular research design" with a "purposive sampling" technique was adopted, using a self-administered questionnaire to collect data from 862 of Generation Z employees working at 4–5 star hotels in Jordan. The findings revealed that employee engagement fully mediates the talent management-total quality management association, along with a significant moderation of authentic leadership on the talent management–engagement relationship. This study provides a novel prelude to new determinants of TQM that are expected to generate insight on how to elicit favorable attitudinal responses and behaviors amongst Generation Z employees essential for a successful implementation of total quality management.

Introduction

With the global endeavors devoted toward controlling the COVID-19 pandemic, several industries, including hospitality and tourism, have started to retain their vitality. Indeed, the demand on hospitality services and reservations has started to augment and flourish (Bulut & Ulema, 2021; Ghosh, 2022; Pichler et al., 2021). However, the seasonal and disparate nature of the hospitality industry forces hotels to depend on a small cohort during off-seasonal operations, while depending on casual workers to compensate the temporary increased demand on labor in peak times. This has elevated the turnover rates discouraging employees to join the hospitality industry due to their fears of job insecurity (Goh & Lee, 2018). Along similar directions, the post-pandemic situation created a further operational obstacle for hotels in the sense that a noticeable reluctance has been observed amongst job seekers to apply for vacancies available in the hotel, tourism, and leisure industries. The

labor force has become anxious, conservative, and concerned about the capabilities of hotels to secure stable job opportunities (Sakdiyakorn et al., 2021). This perennial labor scarcity, especially at the entry-level positions, has caused enormous disturbances for hotels in securing the labor supply essential for maintaining their operational flow, addressing customers' demands and satisfaction, and maximizing hotel revenue (Ampofo et al., 2022). Consequently, the hotel's human resources management (HRM) has started to approach new pipelines of job seekers anticipated to help in reducing the influence of such a volatile circumstance of labor scarcity (Sebastian, 2021).

One key employment cohort that can be ideal for the hospitality industry in this shortage dilemma is generation Z workers, also known as centennials/ digital natives. Despite the lack of unanimity in the literature on the nuanced birthdates of generation Z, it is believed that this generation comprises those individuals who were born during the period between 1997 and 2001 (15 to 24 years old, Pichler et al., 2021). The individuals of this generation were nurtured in the Internet and social media age, with some of the oldest graduated from college and joined the profession in 2020. They are touted to be distinct from previous generations, as they seem more energetic, multi-culturally groomed, and technologically sophisticated. This generation is enthusiastic and places a greater emphasis on acquiring new competencies and advancing their careers (Bravo et al., 2020).

Despite the appeal of these qualities, one confounding concern that might arouse is that hiring such young workers seems risky with regard to performing role duties according to tight and well-designed TQM systems and standards. Here, it is worth mentioning that the TQM literature contains a plethora of research endeavors investigating a wide range of conceptual frameworks addressing several issues of TQM amongst various age groups, including baby boomers, X, and Y generations (Leung et al., 2021). Despite the fact that their findings seem appealing, Gen Zers are expected to conquer a magnified portion of the forthcoming employment opportunities. Hence, examining their characteristics, attitudes, and behaviors is still marginalized in the existing literature (Goh & Lee, 2018). In other words, scant attention has been paid to exploring the capability and attitudes of the emerging Z generation when pursuing permanent jobs and performing according to the hotel's TQM systems and standards.

A critical fulfillment of this gap between generation Z competencies and the hotel's quality emphasis is by implementing efficient talent management practices, including the institution's adopted systems for managing talents' careers, sourcing, competencies, job-related assignments and tasks, performance, and social interactions at the workforce (Sparrow et al., 2014). Therefore, hotels should concentrate on improving workers' skills by devoting further attention in competence development. Competency development comprises specific organizational actions that mainly focus on enhancing

and maintaining the learning capabilities of employees (Laskowski, 2020). More specifically, the focus should be on bridging the aforementioned gap and tailoring the profile of Generation Z to eliminate flaws and boost their strengths to be influential employees. These desired competencies can be acquired by adopting training/educational strategies, resources, and procedures (Sołtysik et al., 2020). Thus, drawing on the TQM literature (i.e. Alnuqaidan & Ahmad, 2019; Bou & Beltra´n, 2005; P. Pantouvakis & Karakasnaki, 2017), we anticipate a theoretical linkage to exist between talent management practices and TQM implementation.

Here, exploring extent literature on this domain of knowledge will reveal that some scholarly endeavors (i.e. Al-Qeed et al., 2018; Bibi, 2019, Mangusho et al., 2015; Mkamburi & Kamaara, 2017) have already casted the light on some of these underlying mechanisms by examining the influence of certain affective constructs (i.e. job satisfaction and organizational commitment) on the between interrelation talent management and employee performance. On one side, we cannot deny the fact that these scholarly attempts comprise a prologue to the

investigation of this talent-quality linkage from an attitudinal perspective. On the flip side, this does not preclude the likelihood for other mechanisms to emerge. More precisely, the previous studies conducted on this domain of interest have adopted a rectilinear model, where the associations between these variables were simply considered direct. Despite the prominence of these attempts, we anticipate certain dynamics to capture the full potential of talent management and successfully transfer that into TQM implementation. Here, a key mechanism that aligns with this attitudinal perspective is employee engagement, especially when the scope of the engagement construct has been thought to reach higher steps than the range of those attitudinal constructs; hence, it is conceptualized as a higher-level order recognizing exalted affective, cognitive, and behavioral manifestations (Ababneh et al., 2019). Therefore, guided by the ability, motivation, and opportunity (AMO) theory, proposing a mediating role for employee engagement to play on the association between talent management and TQM seems a sound theoretical advancement to the current state of knowledge on quality management at the hospitality industry.

Along similar theoretical basis, the relationship between talent management, employee engagement, and TQM implementation is complex to the degree it is anticipated to involve other social and institutional factors. Here, we trigger the moderation role that authentic leadership can play in shaping the aforementioned association. The individuals of this generation show high levels of self-confidence (Chicca & Shellenbarger, 2018), seek collective sprit, need assertion of their careers, prefer to work at flexible work places and job arrangements (Arar & Öneren, 2018; Goh & Okumus, 2020). Moreover, they desire receiving constant feedback and guidance, eager to move fast in their

career paths, and prefer direct and genuine communication and leadership (Goh & Lee, 2018). Taken the above together, we draw on the social exchange theory (SET) to propose a moderation role for authentic leaders to have on the talent management-employee engagement association.

Authentic leaders rely solely on their adaptive capability, where they show flexibility with situation that require change and innovative solution (Gill et al., 2018). Further, they are attentive and absorptive to learn and gather essential information (Walumbwa et al., 2007). Consequently, they display high levels of leadership prudence by intuitively detecting the surrounding stimuli including attitudes, perceptions, and mechanisms of social interactions at the workplace (Gill et al., 2018). Further, they tend to create a transparent dialog with their subordinates (McAuliffe et al., 2019) and their behaviors are prominently consistent with their claims and values (Walumbwa et al., 2007). Therefore, these leadership qualities are thought to stimulate commitment (Rabiul et al., 2021) and open development and learning horizons for generation Z individuals. Further, authentic leaders have the attentive capacity to recognize the nuanced interactive social mechanisms between the individual workers of this generation. This, in turn, is expected to trigger the engagement sensors amongst employees, who will feel obligated to respond by displaying energy, fervency, flexibility, dedication, and adaptability (see Figure 1).

Accordingly, the contribution of this research endeavor is threefold. Initially, the current study has brought an attitudinal approach to the examination of TQM at the hospitality industry. More specifically, this research is the first, to the best of the researchers' knowledge, to investigate the talent-engagement-TQM association in a hospitality-related setting. Such a novel prelude of new determinants for TQM is expected to generate insight on how to strategically manage Generation Z employees and how to elicit a favorable attitudinal responses and behaviors that will lead to effective and efficient implementation of TQM principles and systems. Further, examining the moderating role of authentic leadership is another important dynamic that is thought to expand our range of vision on how to manage the special talents of generation Z. Finally, the findings of this research will help the hotel managers and HRM professionals in developing and implementing robust managerial interventions essential to attract, develop, and motivate the potential generation Z employees. Bringing all the above together, this research endeavor attempts to answer the following research questions:

(1) Is TQM implementation more affected by talent management practices through the mediation path of employee engagement?
(2) Does authentic leadership strengthen the association between talent management practices and employee engagement?
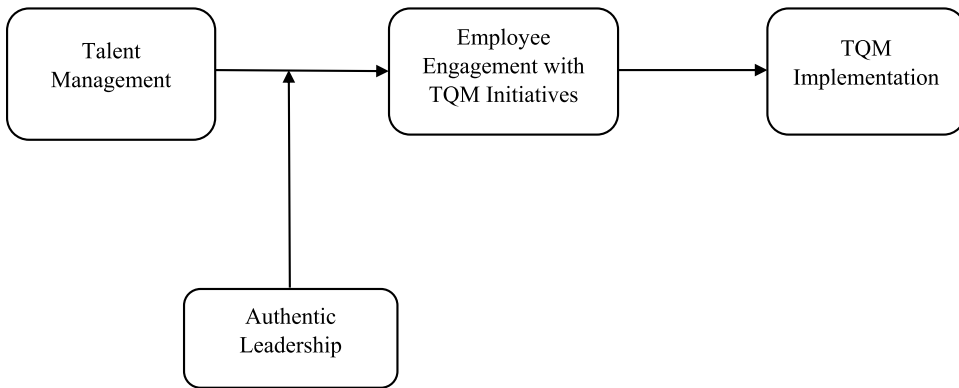
Figure 1. The theoretical model.

Theoretical background and hypotheses development

Definitions of the concepts

Talent management

Talent management has gained a notable attention in the discourse revolving around how HRM practices can be implemented in manners that magnify the organization's human capital; hence, the opportunities to reach the competitive extremity is fostered (Glaister et al., 2018). However, in conceptualizing total management, two underlying theoretical assumptions (the inclusive vs the exclusive perspective) do exist and affect how various scholars perceive the concept "talent." Those scholars who are in favor of the "inclusive" approach to talent consider that all individuals are innately talented and it is the management's role to simulate and encourage the occurrence of talents at the workplace (Meyers et al., 2020). In other words, the inclusive philosophy of talent management calls for establishing sufficient grounds where employees can display and use their specific kind of talent. This could be accomplished by the capability and willingness of HRM to design jobs that suite each individual talent (Thunnissen, 2016). Despite the meaningfulness of this perspective, it received critiques in that this approach does not seem possible in practice (Meyers et al., 2020). On the flip side, the supporters of the "exclusive" perceptive argue that talent variation (workforce segmentation) does exist amongst individual employees, leading to the belief that certain employees are innately talented than their counterparts; hence, they should receive special recognition, attention, and management (Collings & Mellahi, 2009; Meyers et al., 2020). However, a more conclusive approach has been evoked to the discourse on talent management arguing that talent is a combination of innate abilities, job mastery, affective statuses, and attitudes of employees Gallardo-Gallardo et al., 2013). Thus, we, in the current study, adopt this perceptive considering that talent management includes practices that are specifically

tailored to hire, develop, retain, and motivate employees. These practices incorporate work systems (i.e. internal development programs, stimulating learning tasks, and career planning), global assignments and projects, career building (i.e. job rotation and advancement), and HRM-related arrangement (i.e. coaching and mentoring).

Employee engagement

Employee engagement has become a hallmark in the academic and professional conversation on how high-level attitudinal constructs can lead to organizational prosperity (Ababneh, 2021; Shehawy, 2022). Viewing employee engagement with a critical lens will show that most of the existing conceptualizations of the engagement construct followed broad and holistic approaches. More specifically, these research attempts are literally duplications of Kahn's (1990) three engagement conditions (meaningfulness, safety, and availability), who is considered as the first to bring the academic attention to the engagement phenomenon. For instance, Macey and Schneider (2008) in there three-phase conceptualization of employee engagement (trait-state-behavior) imitate the classical emotional, cognitive, and behavioral segments of the engagement construct. Along similar theoretical veins, Saks (2006), Shuck and Wollard (2010), and Christian et al. (2011) evoked Kahn's (1990) theorization in their definitions and postulated that the engagement construct contains affective, cognitive, and physical components. Despite the meaningfulness of these scholarly attempts, conceptual opacity existed and called for further clarity and determination on the nuanced components of the engagement construct (Rahmadani & Schaufeli, 2020). An important response to that call was found in the seminal research endeavor of Schaufeli et al. (2002), who introduced a more specific conceptualization of employee engagement. Specifically, the authors postulate that the engagement construct comprises three interrelated factors of vigor (being energetic and vigorous), dedication (being determinant and persistent) and absorption (being advertent and mindful). Consequently, Ababneh and Macky (2015) extended Schaufeli et al.'s (2002) framework of engagement and suggested supplementary dimensions (task performance and goal-identification). Thus, we, in the current study, adopt Ababneh and Macky's (2015) definition of employee engagement ("a multidimensional construct that refers to passionate, inspired, energetic, enthusiastic, persistent, focused, and emotionally positive individuals who harness their personal attributes, along with their cognitive and affective evaluations of job and organizational situations, to direct their task performance toward achieving the organizational objectives," p. 20).

Authentic leadership

The concept of authentic leadership stemmed from the Greek common phrase "be true to oneself" (Harter, 2002), emphasizing the need for an individual to

act as his/her natural self. Authentic leadership, then, intensifies veritableness, creditability, translucence, and truthfulness (Ling et al., 2017). However, some scholars (i.e. Shamir & Eilam, 2005; Walumbwa et al., 2007) argue that authentic leadership includes qualities that are wider in scope than just being truthful and transparent. The essence of this postulation is that authentic leadership is a multidimensional construct including several implicit facets related to the individual's capabilities of understanding oneself (self-awareness), control ones behaviors (self-regulations and discipline), and seeking growth and advancement (self-development; Luthans & Avolio, 2003). Consequently, a more focused framework of authentic leadership was introduced to include a wide range of characteristics that can be associated with the core facets of the construct. More specifically, Gardner, et al (2005) proposes that "self-regulation" dimension comprises individual's capacity of internal regularity, equiponderant treatment and transmutation of information, interactive clarity, and authenticity. Furthermore, high levels of morality has been considers as a key facet of the authentic leadership construct, suggesting that the leader's moral capacity and ethical values will influence his/her actions and mechanisms followed when making decisions (Luthans & Avolio, 2003). Taken together, we, in this study, adopt Gardner et al.'s (2005) conceptualization of authentic leadership, anticipating the capabilities and role of individual leaders with authentic traits to create realistic relationships with followers and install high levels of mutual trust amongst dyadic members (Kim et al., 2022; Shehawy, 2022).

Total quality management

A quick perusal to the existing literature will reveal that two classical philosophies dominates the conceptualization of total quality management. The first approach views TQM through the lens of the operations-adherence perspective. That is, TQM is the integration of operational arrangements, procedures, dynamics, layouts, and systems tailored to reach the competitive edge (Terziovski, 2006). On the flip side. The human social approach treats TQM as the concern an organization devotes toward its affection, attitudes, communication, and leadership behaviors mechanisms and components (Gallear & Ghobadian, 2004). Taken together, a contemporary approach emerged in the literature to provide an embracement of these two schools of thoughts in one paradigm. Through this view, TQM recognizes leadership commitment toward quality (i.e. providing resources and directions according to quality standards), customer orientation (meeting customers' expectations and fostering their satisfaction), and benchmarking (analyzing competitors' behaviors, products, and outcomes; A. Pantouvakis & Psomas, 2016; Singh, 2015; Tuncer et al., 2020). Further, employee empowerment and involvement (decision-making mechanisms and employee participation), employee training and development (quality training and knowledge acquisition systems and

programs), visualization of product design (quality material, technology, and design), and quality assessment (quality control systems) are also recognized in this approach of TQM (Antunes et al., 2021; A. Pantouvakis & Psomas, 2016). Taking the above into consideration, we, in the current study draw the contemporary perspective of TQM to investigate the interrelationships between the implementation of several facets of TQM and the determining factors proposed in the theoretical model of the current study.

The mediation role of employee engagement on the TM-TQM association

Drawing on the ability, motivation, and opportunity (AMO) theory, the association between talent management and TQM implementation can be conceptually elucidated through employee engagement. The AMO theory comprises three key autonomous constituents responsible for framing individual employees' attributes, features, qualities, attitudes, and relatively behaviors (Appelbaum et al., 2000). More specifically, the ability constituent refers to what extent employees are knowledgeable, competent, and capable of performing a wide range of job-related tasks (Kroon et al., 2013). This can be accomplished by implementing efficient training and hiring systems. The "motivation" aspect refers to the psychological status reflecting employees' tendencies to bring positive energies, affection, and attitude to the workplace. This psychological status is influenced by the firm's institutional practices of remuneration schemes, recognition programs, incentives, performance management, possibilities for career advancement, and feedback dynamics (Appelbaum et al., 2000). The "opportunity" component refers to the extent to which employees are empowered to make decision, express thoughts, and participate in developing work-related objectives, distributing role responsibilities, and defining task-accomplishment procedures and approaches (Knies & Leisink, 2014). Taken the above together, the AMO can provide a theatrical ground that seemingly explain the association between talent management and employee engagement.

A key practice of talent management is to establish systems that foster employees' acquisition of new knowledge and master cross-disciplinary competencies and capabilities (P. Pantouvakis & Karakasnaki, 2017). This can be attained by developing and implementing training programs (in the job and off the job) and designing unconventional roles (via providing variety, challenging, and collective tasks and duties) that stimulate learning. Accordingly, employees perceptions of their ability to execute formal and informal tasks will be enhanced; hence, their consciousness of how their role fulfillment can assist the firm achieving its strategic objectives (Ababneh, 2021). Similarly, blending the organization's orientation to hire talented individuals (Gen Zers in this context) who possess a wide range of interpersonal, technological, and analytical competencies in the selection

practices and tools is thought to attract those with high self-esteem and strong cognitive belief in themselves and their capabilities (P. Pantouvakis & Karakasnaki, 2017). Therefore, this construction of cognitive judgment of task meaningfulness and awareness of their capabilities will lead to the arousal of positive affection amongst the workforce (Ababneh, 2022; Rabiul et al., 2021). Consequently, individual employees head for displaying engagement connotations of eagerness, activation, and vigor; hence, they seek formal/informal learning opportunities that enable them to perform against the firm's TQM standards and protocols (Ababneh, 2020).

Further, the dynamics linking talent management practices to employee engagement and TQM implementation can be interpreted through the "motivation" component of AMO. Designing and applying talent management systems that consider employees' growth and careers advancement is thought to enhance their levels of engagement. From the intrinsic perspective of motivation, the nature of the assigned task and the opportunity to grow and develop will trigger employees' excretion of positive emotions, energy, zeal, dedication, and discretionary effort (Ampofo et al., 2022; Howard et al., 2017; Kruglanski et al., 2018). Therefore, an effective development and implementation of talent management systems that provide adequate mentoring, coaching, and rotation programs are thought to foster employees' engagement; hence, they tend to demonstrate high portions of eagerness to upgrade their competencies and high degrees of dedication to complete their tasks according to the defined standards of TQM (P. Pantouvakis & Karakasnaki, 2017).

In alignment with the "opportunity" perspective of AMO, talent management practices that emphasize possibilities for advancement and growth are expected to consolidate employee engagement. More specifically, employees' perceptions of how their task performance and interpersonal collaboration are valuable to bolster the firm's endeavors toward consummating the competitive vantage (Ababneh, 2021). Thus, coaching, mentoring, external work assignments, teamwork activities and dispositions, and rotation programs are expected to assist employees master their jobs and expand their horizons to various work dynamics, tools, and approaches (Glaister et al., 2018). This, in turn, is anticipated to strengthen the "goal-identification" countenance of employee engagement (Ababneh & Macky, 2015); hence, their tendencies to evoke exuberance, persistence, and discretionary effort are highly innervated. Accordingly, these countenances of engagement will assist in implementing the major pillars of TQM (collaboration, customer-orientation, benchmarking, perpetual development, partaking in setting goals and work mechanisms, Glaister et al., 2018). Specifically, engaged individuals are foreseen to reach the extra mile in addressing the TQM requirements by displaying extra emphasis on reasonable consumption of resources, striving to guarantee customer satisfaction (Tuncer et al., 2020), detecting market trends and rivals initiatives, learning and applying new technologies, and adhering to and improving

quality control procedures (Ababneh, 2020). Guided by the above theoretical elaboration, it stands to introduce the following hypothesis:

Hypothesis 1: Employee engagement mediates the relationship between total management practices and TQM implementation.

The moderation role of authentic leadership on the TM-engagement association

As mentioned earlier, the mechanisms ruling out the talent management-employee engagement association are complex and confounding to the extent we expect that other contextual factors may have a determining effect on this interrelationship. Therefore, we draw on the reciprocity essence of SET to postulate a moderation effect of authentic leadership on the talent management–engagement relationship. The focal quintessence of SET is rooted in the contribution-benefit exchange between dyadic social entities (Cropanzano et al., 2017; Gergen, 1980). In other words, the tendency of an individual to put discretionary effort at the workplace is determined by the magnitude of personal gains that result from his/her relationship with the leader (Ampofo et al., 2022; Cook et al., 2013; Niswaty et al., 2021).

However, there are certain substantial presumptions that characterize this reciprocity relationship. Initially, individuals, innately, call for remuneration and recognition of their contributions and, simultaneously, evade negative criticism and reinforcement, disciplinary actions, and penalization. Another assumption describes the circumstance where an individual interacts with other dyadic members due to his/her desire to maximize personal outcomes and gains, while keeping personal cost at the minimum. The last presumption relates to the individual's calculation and estimation of the gain and its relative valence before displaying interactive and engaging behaviors (Cropanzano & Mitchell, 2005). However, apart from this materialistic approach of exchange, Blau (1964) provided a seminal discrimination between two types of relationships: socially based exchange and economically based exchange. While the "economic exchange" was stemmed from the original cost-benefit perspective, the relationships in Blau's (1964) "social exchange" are open-ended, include strong social ties, generate mutual trustfulness, and promote reciprocal fidelity and obligation (Shore et al., 2006). Again, we draw on this notion of obligation, resulted from the individual perception and assessment of the exchange value, to propose a moderation role authentic leadership can play on the talent management-engagement association.

As the AMO theory introduces three key autonomous constituents (ability, motivation, and ability) that explain how employees' attributes, features, qualities, attitudes, and relatively behaviors (Appelbaum et al., 2000) are framed by the organization's practices, individuals will simultaneously display reciprocity, which is the focal quintessence of SET (Cropanzano et al., 2017).

Here, we argue that the qualities that authentic leaders possess can serve the key functions of AMO theory.

The "ability" component of AMO concerns how employees' (Gen Zers in our context) self-confidence and awareness are enhanced by the availability of learning opportunities (Bravo et al., 2020). Furthermore, individuals acknowledge receiving constructive feedback that specify their achievement and ways of development. They keenly seek competence and professional development to move fast in their career paths and they choose to follow direct and explicit channels of communication (Goh & Lee, 2018). Accordingly, authentic leader are expected to create as reciprocity conditions, where employees can display engagement tendencies and innovation behavior as an exchange of career advancement and learning opportunities (Ababneh et al., 2021). Furthermore, leadership and management vigilance is a key characteristic of authentic leaders, which, in turn, can serve the accomplishment of the "motivation" aspect of AMO. Authentic leaders depend on their intuition to anticipate the surrounding forces including the hidden affections, attitudes, and perceptions. This enables them to understand the affective status of their subordinates; hence, they establish candid and open communication and discourse with their followers (McAuliffe et al., 2019). This, in turn, is expected to foster the creation of a trustfulness atmosphere (Shehawy, 2022; Towsen et al., 2020) and enhance mutual faith between dyadic members (the leader and the follower). The third component of AMO (opportunity) can be also enhanced and achieved by the behaviors of authentic leaders. Here, it is worth emphasizing that Gen Zers need assertion of their careers and they appreciate jobs that provide flexibility and collective spiritual work places and job arrangements (Arar & Öneren, 2018; Chicca & Shellenbarger, 2018; Goh & Okumus, 2020). Thus, authentic leaders are expected to create work environments and design jobs in manners that establish opportunities for Gen Zers to fulfil their eagerness for elasticity and collective support; authentic leaders possess adaptive capabilities to display flexibility in occasions where Gen Zers' participation an involvement in decision-making are enhanced. Hence, their tendencies to manifest creative thinking and innovative resolutions are fostered (Gill et al., 2018).

Taking all the above together, the ability of authentic leaders to display high levels of consistency between their words and actions helps them install commitment, honesty, and trust. Accordingly, in response to these leadership qualities, individual employees (Gen Zers in our context) feel obligated to show the engagement connotations of being energetic, fervent, flexible, dedicated, and malleable (Niswaty et al., 2021). More specifically, Gen Zers react to the actions of their authentic leaders based on their perceptions of the availability to establish various forms and patterns of reciprocity, where interpersonal attachment, commitment, loyalty, passion, exuberance, and dedication are determined by the magnitude of the economic exchange (cost vs. benefit)

and social exchange (interpersonal interactions; Cropanzano et al., 2017). In other words, Gen Zers feel obligated to highly engage when their needs of flexibility, development, participation, and personal gains are addressed. Drawing on the above occupational underpinnings, it sounds rational to postulate the following hypothesis:

Hypothesis 2: Authentic leadership moderates the relationship between total management practices and employee engagement

Method

Sample and procedure

In this study, the data was collected using a self-administered questionnaire. As this implies the need to consider the respondents' bias in the methodological approach, a "modular" design (West et al., 2015) was adopted collecting data in two-phases. Further, a "purposive sampling" technique was employed as the targeted population was generation Z employees (18 – 24 years old) working in the Jordanian hotels. Therefore, browsing the website of the Jordanian Ministry of Tourism and Antiquities (2021) disclosed that the number of active 4–5 star hotels in Jordan is 86. Accordingly, the HR/Hotel managers were contacted and sent an invitation letter seeking their collaboration and participation in data collection. Further, the invitation letter highlighted the purpose of the study and intensified the value and immensity of their contribution. Further, the invitation letter explained the research design and asserting that the collected data will be confidentially protected at all occasions. Thirty-nine HR/Hotel managers agreed to facilitate gathering data from their employees; hence, they distributed the invitation letter to their employees via the hotel intranet, including a link that guides them to complete an online questionnaire.

Initially, all participants were requested to answer an attention check question filtering participants according to their age; if their age is equal/less than the 24-year threshold, they will continue to complete the survey, whilst they will be sincerely commended and exist the survey if they were above 24 years of age. In the first phase, participants were asked to complete the questionnaire on their perceptions of the hotel's talent management practices and their levels of engagement. The questionnaire included a question asking about their willingness to participate in the subsequent phase; upon their desire, they were requested to provide their e-mail address so we can send them the other sections of the survey. This phase yielded 1655 usable responses (after excluding 36 incomplete responses) out of the 3483 qualified participants. After a two-week time lag, the second phase commenced and participants received a link that leads to another online questionnaire assessing authentic leadership and TQM. Accordingly, 897 responses were returned and subjected to data screening. The

Table 1. Participants' demographic characteristics.

Variable	Category	No.	%
Gender	Female	294	34.10
	Male	568	65.90
Age	18–21 years	257	29.81
	22–24 years	605	70.19
Tenure	< 1 year	267	30.97
	1–6 years	595	69.03
Educational level	Bachelor's	473	54.87
	Diploma	274	31.78
	Secondary	115	13.35

Note. Number of participant = 862.

final number of usable responses was 862 out of 1655 (52% response rate). As displayed in Table 1, the majority of the sample were male Gen Zers (65.90%). Given the conservative culture of the middle eastern communities and masculinity nature of the cultural norms, it seems normal to have higher number of male employees in comparison to their female counterparts (Hasanat et al., 2021). Here, it is worth noting that this particular fact is not expected to have a confounding influence on the interpretation and generalizability of the results. Furthermore, 70.19% of the participants belonged to the 22–24 year category of age, whilst the majority of them (69.03%) indicated 1–6 years of tenure. The educational level of the participants ranged from 54.87% for Bachelor degree, 31.78% for diploma, and 13.35% for secondary.

Measures

As mentioned earlier, the data of the current study were collected in two phases. Thus, phase one includes sections assessing the demographic (age, education, position, and tenure), talent management, employee engagement variables. Phase two includes the sections measuring authentic leadership and TQM implementation. Except where otherwise noted, respondents were asked to express their perceptions of the measured variables using a 5-point Likert scale (from 1:"never" to 5: "always"). The detailed information about the measurement tools used to assess the latent variables is illustrated below, whilst the scale items and their relative loadings are illustrated in Appendix A.

Talen management
The TM 15-Item scale of the Chartered Institute of Personnel and Development (CIPD, 2014) was adapted. The measure includes items assessing various aspects of TM practices, such as work-related systems, work assignments, careers portfolio, and HRM-implemented systems.

Employee engagement
Ababneh et al.'s (2019), pp. 20-item scale was adopted to measure employees' levels of engagement. The 20 items assess the five dimensions of the

engagement scale, including emotions and activation, persistence, and discretionary effort, absorption, task performance, goal-identification.

Authentic leadership

Walumbwa et al.'s (2007), pp. 16-item scale was used to assess employees' perceptions of the authentic leadership at their hotels. The items evaluated four core dimensions of authentic leadership, including internalized ethical perspective, translucence, balanced processing, and self-awareness.

Total quality management implementation

The 24-item scale of A. Pantouvakis and Psomas (2016) was adapted to measure TQM implementation. The 24 items assess the five key aspects of TQM, including the commitment of top management, managing employee quality, employee knowledge, customer attention, and improving process management.

Results

Measurement model

Prior to testing the proposed associations between the study variables, it was necessary to examine the characteristics of the measurement model. Toward that end, we specified a first-order model that consisted of 18 variables to assess item loadings, composite reliability, convergent validity, using AMOS version 24.0. As exhibited in Table 2, the values of composite reliability were well above Hair et al.'s (2016) cutoff of 0.7. The convergent validity was tested by calculating the average variance extracted (AVE), with all study variables reported values above the 0.50 threshold (Hair et al., 2016). Further, a second-order model consisted of the four constructs (authentic leadership, talent management, employee engagement, and total quality management), was specified using AMOS 24.0 to further validate the higher order constructs of the model. As illustrated in Table 3, the fit indices of both models (first and second order) indicated a good model fit. Consequently, the discriminant validity amongst the latent variables at the higher order level was assessed using the Fornell and Larcker (1981) criterion (the squared root of AVE of each variable should be bigger than its correlation values with other variables of the same model) and "heterotrait-monotrait" ratio of correlations (HTMT, Kline, 2011). As exhibited in Table 4, the value of squared root AVE for each construct was well above than its relevant correlation values with other constructs. Further, Table 4 displayed that the HTMT values were well below the 0.85 cutoff for all constructs (Kline, 2011).

Table 2. Mean, SD, composite reliability, and average variance extracted.

Construct		M	SD	CR	AVE
Engagement				**0.80**	**0.57**
	Emotions and activation	3.82	.78	0.91	0.54
	Absorption	3.31	1.04	0.79	0.66
	Identification	3.86	.85	0.88	0.64
	Discretionary Effort	3.31	.92	0.80	0.57
	Task Performance	3.56	.99	0.82	0.70
Talent Management				**0.81**	**0.54**
	Work-based systems	3.90	.85	0.93	0.65
	International assignments	3.80	.94	0.88	0.71
	Career portfolio building	3.41	1.02	0.86	0.67
	HRM-led systems	3.28	1.06	0.83	0.71
TQM Implementation				**0.88**	**0.61**
	Top management commitment	4.00	.78	0.91	0.63
	Process management improvement	3.82	.87	0.95	0.72
	Employee quality management	3.42	.92	0.88	0.60
	Customer focus	3.57	.95	0.91	0.76
	Employee knowledge	3.73	.91	0.89	0.75
Authentic Leadership				**0.84**	**0.60**
	Leader self-awareness	3.75	.74	0.86	0.61
	Balanced processing	3.95	.75	0.89	0.67
	Internalized moral perspective	3.70	.78	0.87	0.63
	relational transparency	3.85	.83	0.88	0.64

Note. The bold values indicate the composite reliability (CR) and average variance extracted (AVE) at the higher order level.

Table 3. Goodness of fit indices.

Models	RMSEA	IFI	TLI	CFI	CMIN/df
First order model	0.060	0.960	0.947	0.959	2.236*
Second order model	0.069	0.925	0.916	0.924	2.618*

Note. N = 862; * p < 0.001; CMIN/df >2 (Bentler, 1990); RMSEA < 0.08 (Marsh, Hau, and Wen 2004); IFI, TLI, and CFI close to 1 (Bentler, 1990).

Table 4. Calculating discriminant validity.

	Fornell-Larcker's Criterion				Heterotrait-Monotrait Ratio		
	1	2	3	4	1	2	3
1. TQM Implementation	**0.779**						
2. Talent Management	0.293	**0.737**			0.252		
3. Authentic Leadership	0.385	0.235	**0.773**		0.470	0.230	
4. Employee Engagement	0.628	0.471	0.435	**0.755**	0.623	0.448	0.528

Note. N = 862; The bold diagonal values reflect the squared root of AVE

Common method variance (CMV)

The probable occurrence of common method bias was assessed using two statistical procedures. Initially, the use of Harman's single-factor test (Harman, 1967) revealed that forcing all items of the measurement variables in one factor explaining 28% of the variance, which is below the 50% threshold. This diminishes the concern of the potentiality of a single source bias to affect the current data set. Furthermore, guided by the recommendations of Archimi et al. (2018), we implemented a common latent factor approach via comparing the standardized regression weights of two measurement models:

including and excluding the common latent factor. The maximum difference in standardized regression weights was below the recommended threshold of 0.25 (Archimi et al., 2018). Taken together, these two statistical approaches confirm the appropriateness of examining the associations between the study variables without being contaminated by other unrelated factors (i.e. participants' social desirability).

Hypotheses testing

Mediation effect

Similarly, AMOS (24.0) was employed to examine to what extent the indirect effect is significant, utilizing the bias-corrected (BC) bootstrapping approach (Diallo and Seck, 2018). To do so, a partially mediated model was constructed integrating talent management, employee engagement, and TQM implementation. Consequently, the constructed model indicated a satisfactory level of goodness of fit: CFI (0.91), IFI (0.91), TLI (0.905) and RMSEA (0.07). The results indicated that talent management had a significant effect on employee engagement (β = .47, p < .001, R2 = 0.22), which exerted a significant effect on TQM implementation (β = .68, p < .001, R2 = 0.45). The output of these is 0.32 (i.e. indirect effect = .47*.68).

Further, bootstrapping analysis was conducted to test the nuanced significance of this indirect effect; hence, the results showed that such an effect was significant at 0.01. It is worth noting, however, that the direct effect of talent management on TQM implementation was insignificant (β = .08, p > .05). Taking the significant direct impact and the insignificant indirect effect of talent management on TQM into account, "indirect-only mediation" (Zhao et al., 2010) can be claimed in this context. That is, talent management affects TQM implementation only through the lens of employee engagement. Thus, the first hypothesis proposing a mediating role for employee engagement on the talent management-TQM implementation relationship was supported (See, Figure 2).

Moderation effect

AMOS 24.0 was also employed to examine the moderation effect of authentic leadership. Accordingly, talent management and authentic leadership were specified as independent variables, while employee engagement was specified as a dependent variable. Following the recommendations of Aiken and West (1991), relevant variables had been mean-centered prior to forming the interaction terms. The results indicated that authentic leadership significantly enhanced the effect of talent management on employee engagement ($\square$=.23, p < .001). To substantiate the results, we conducted a simple slope test to gain further insights on the nature of the interaction (Aiken and West, 1991). This test involves splitting the moderator into a higher group (one standard deviation
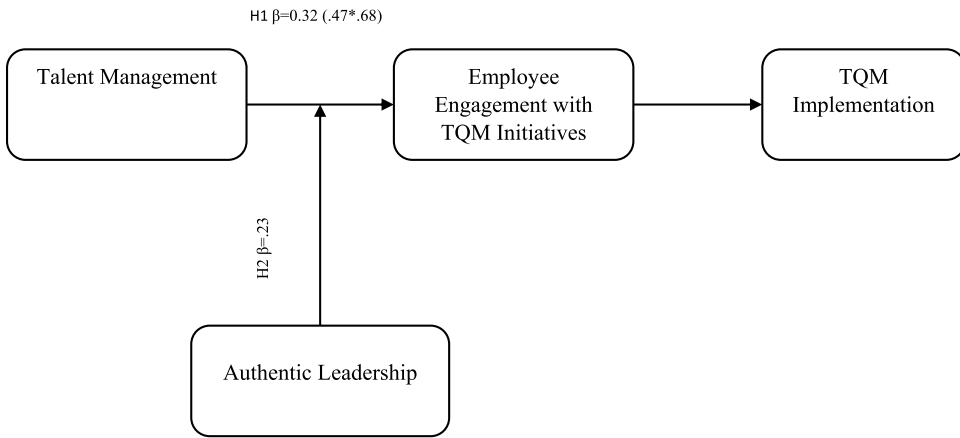
Figure 2. The results of the theoretical model.
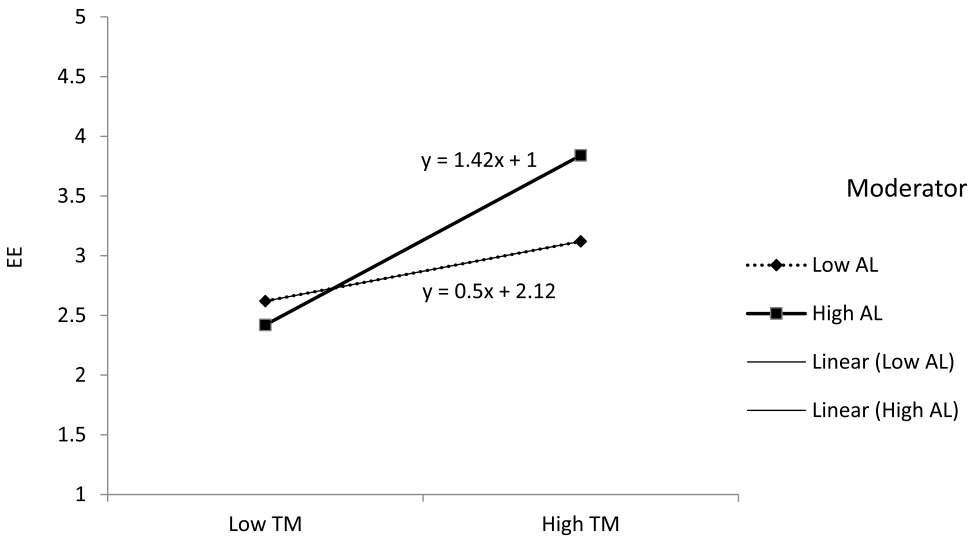
Figure 3. The moderation effect of authentic leadership.

higher than the mean) along with a lower group (one standard deviation below the mean) and reassessing the association between the independent and the dependent variables. The analysis revealed that when authentic leadership was high, the positive link between talent management and employee engagement was stronger (simple slope: b = .46, p < .001) than when it was low (simple slope: b = −.18, p < .05) (See, Figure 3). Therefore, the second hypothesis proposing a moderating role for authentic leadership on the talent management-employee engagement relationship received a statistical support.

Discussion

In response to the paucity of research attempts that explore how the affective and behavioral tendencies of Gen Zers are influenced by various organizational patterns and dynamics, this study proposed a conceptual model combining mediating and moderating processes. More specifically, the key objective of this study was to compile empirical evidence about the capacity of employee engagement, along with the moderating role of authentic leadership, to fully transfer talent management practices into successful implementation of TQM systems and principles at hotels operating in Jordan. Accordingly, the current data set generated a significant full mediation of employee engagement on the talent management-TQM implementation relationship and a significant moderating effect of authentic leadership; hence, such findings convey theoretical and empirical implications for the emerging discourse on organizational behavior and quality management.

Theoretical implications

Drawing on the ability, motivation, and opportunity (AMO) theory, this research attempt developed an integrated a theoretical framework examining the dynamic forces that link talent management to TQM implementation. The emerging literature on TQM offers considerable arguments and empirical evidence on the important role some attitudinal constructs have on the association between talent management and organizational performance, including TQM implementation (i.e. Al-Qeed et al., 2018; Bibi, 2019, p. 2018; Mangusho et al., 2015; Mkamburi & Kamaara, 2017). Although the findings of the current study align, in essence, with those of the previous research attempts, this study is the first to examine the mediating role of employee engagement on the TM-TQM association. An interesting finding generated by this study is that employee engagement indicated "indirect-only mediation (Zhao et al., 2010) between talent management and TQM implementation. This pattern of mediation casts the light on the paramount role of employee engagement to utterly transfer the effect of talent management into a prosperous implementation of TQM policies and practices. Further, this particular finding casts the light on the significance of preferably laying employee engagement as a mediator over the other affective constructs of satisfaction and commitment, as the former is more expansive to include affective, intellectual, and behavioral connotations and qualities (Ababneh, 2021).

As mentioned earlier, this association between talent management and employee engagement is too complex to the degree it involves several contextual, institutional, cognitive, affective, and social mechanisms. Accordingly, this study drew on AMO and SET to evoke the moderation role authentic

leadership is expected to play on this association. In doing so, this study expands the scope of AMO and SET by establishing additional channels of reciprocity relationship between dyadic social entities. Building on the competency development and knowledge acquisition principles of talent management, the current models cast additional light on the intangible quintessence of SET that promotes reciprocal fidelity and obligation (Shore et al., 2006). Authentic leaders have been found in the current study to be successful in creating an exchange basis, where individuals tendencies to display engaging behaviors are based on their perceptions of development-engagement exchange. Considering the optimism and practicality of Gen Zers in line with technology (Bravo et al., 2020), the need for leaders who can establish virtual interactions rather than a rigid workplace hierarchy (Pichler et al., 2021) seems essential to adapt with the innovative nature of the contemporary business environment (Twenge et al., 2019). Gen Zers prefer organizations that devote extra attention to employees' career advancement and offering 'boundless career' opportunities (Deloitte & Network of Executive Women, 2019). Along similar lines, the ability, motivation, and opportunity dimensions of AMO have been evoked to link the talent management, employee engagement with TQM and authentic leadership. For instance, leaders with authentic qualities are anticipated to establish reciprocity conditions, where the likelihood for individuals to show high levels of engagement, as an exchange of learning, development, growth, and promotion possibilities (Ababneh et al., 2021). Similarly, authentic leaders are touted to possess management vigilance that can manifest employee motivation. Authentic leaders are capable of anticipating and detecting the affective atmosphere at the workplace. Thus, they consider employees' emotions in their communication mediums and discourse. This, in turn, will help establishing solid grounds for promoting mutual trust amongst the leader and his/her subordinates (Shehawy, 2022). Finally, authentic leaders tend to devote additional emphasis on establishing opportunities for employees (Gen Zers) to participate and take part in designing their jobs in manners that enhance elasticity and agility at the workplace (Arar & Öneren, 2018). Accordingly, employees engage and display creative thinking and innovation behaviors (Gill et al., 2018). Taken together, one key insight gained from the current study is shedding the light on the essential role an authentic leader can play in stimulating additional patterns and forms of reciprocity with Gen Zers. That is to say, Gen Zers' interpersonal attachment, vitality, passion, exuberance, persistence, and dedication are determined by the magnitude of the interaction between the components of social exchange and AMO (Cropanzano et al., 2017).

Another key insight gained from the findings of the current study is the formation of a novel theoretical framework that integrates different but interrelated psychological, social, and institutional perspectives. More specifically, integrating AMO, talent management, employee engagement, TQM, and

authentic leadership together expands our comprehension about the interaction of several work-related mechanisms, and how employees' behaviors and organizational performance are sensitively affected by such interactive dynamics. This combination of mediating and moderating dynamics together is thought to offer an inclusive methodology that will enrich our understanding of various employment, social, knowledge, performance-related forces. Thus, these findings are expected to bridge the gap between the paucity of competent labor force and the hotel's concerns about maintaining effective and efficient implementation of TQM practices. That is, scholars and professionals in the hospitality industry are expected to gain insight from the findings of this study on how to attract this young generation (Gen Zers), manage their careers, and engage them with the hotels' operational and strategic initiatives.

Practical implications

The hospitality industry is touted as a traumatic, vocational, adopting low compensation schemes, and mentally and physically exertive industry. This, in turn, might create obstacles to entice, motivate, and retain this important cohort (Goh & Lee, 2018). Accordingly, disturbance in labor supply and negative work climate are expected to cause a confounding effect that might prevent a successful implementation of TQM. Thus, hotel and HR managers need to implement well-developed talent management policies and practices thought to inclusively accommodate Gen Zers' expectations of their jobs. Hence, Gen Zers tend to immerse the work environment with high levels of engagement essential to accomplish the intended goals of TQM systems and practices (Ababneh, 2020; Sophia et al., 2020). One way that the hotel management/HRM might adopt to attract Gen Zers is what is called "employment branding" (promoting what the hotel can do for employment candidates and what opportunities they can grab by being the hotel's cohort, Ababneh et al., 2021). Thus, conveying the key features of the hotel's business environment, employees' flexible work designs, training and development courses, career planning, and growth and promotion opportunities in the employment message (i.e. attaching a short video clip to the employment advertisement) is thought to create positive attitudes amongst Gen Zers, who innately appreciate such job aspects. Along similar lines, establishing internship relationships and agreements with hospitality schools is thought to enhance the hotel's share of the labor force and will enable its management to participate in preparing their future labor cohort. This, in turn, casts the light on the prominence of providing well-developed training programs (i.e. rotation, coaching, and mentoring programs) that equip Gen Sers with a wide range of work-related competencies and professional soft and interpersonal skills (i.e. negotiation,

professional communication, customer persuasion, and emotional intelligence). Finally, developing job designs that allow autonomy, elasticity, and variety seems essential for HRM to consider, as Gen Zers are attracted to such job characteristics; hence, their motivation and positive affect are expected to strongly emerge.

Limitations and future research

Despite the appealing contribution, this research provides to the state of knowledge on individual and organizational behaviors, its findings should be explicated in the presence of the limitations ingrained in this research. Initially, the data set used in this study was gathered from a single industry (hospitality) and from a single country (Jordan). Thus, high degrees of vigilance should be maintained when reporting and interpreting the findings induced from current study. This, in turn, dispatches a call for future research to implement the current theoretical model on various industrial, geographic, and social settings in order to further test the reliability and validity of the proposed model and enhance the generalizability of its relevant findings. Further, the data set of the current study was also gathered using a self-reported questionnaire. Despite the precautionary steps that were considered in its methodological approach ("modular design"), future research is immensely encouraged to carry out longitudinal studies, along with exploratory research designs, in order to inspect the causality between the study variables and explore additional dynamic forces that can affect this talent-engagement-TQM association.

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Appendix. The measurement instruments used in this study

No.	Construct	Mean	Standard deviation	Item Loading	CR	AVE
	Ababneh et al. (2019) **Employee Engagement (20 Items)**				**0.80**	**0.57**
1	I am enthusiastic in my job (Emotions and Activation)	3.82	.78	.787	0.91	0.54
2	When I get up in the morning, I feel I like going to work (Emotions and Activation)			.730		
3	I am proud of the work that I do (Emotions and Activation)			.700		
5	I feel energetic at my work (Emotions and Activation)			.716		
6	I feel positive about my job (Emotions and Activation)			.734		
7	At work, I am passionate about my job (Emotions and Activation)			.770		
8	I show a great deal of passion while performing tasks (Emotions and Activation)			.702		
9	I find the work I do full of meaning and purpose (Emotions and Activation)			.707		
	My job inspires me (Emotions and Activation)			.762		
11	Performing my job is so absorbing that I forget about everything else (Absorption)	3.31	1.04	.861	0.79	0.66
13	When I am working, I often lose track of time (Absorption)			.758		
	This hotel really inspires the very best in me in the way of job performance (Identification)	3.86	.85	.817	0.88	0.64
	I speak highly of this hotel to my friends (Identification)			.816		
14	I understand how my role relates to the hotel's goals and objectives (Identification)			.806		
	I enjoy working toward achieving the organizational objectives (identification)			.763		
15	I do my best to solve problems that arise in my job (Discretionary Effort)	3.31	.92	.768	0.80	0.57
16	At work, I persist through challenges (Discretionary Effort)			.778		
17	I look for innovative ways to do my job efficiently (Discretionary Effort)			.712		
19	I fulfil the assigned responsibilities and duties defined in my job description (Task Performance)	3.56	.99	.771	0.82	0.70
20	I perform the tasks that are expected to meet performance requirements (Task Performance)			.893		
	CIPD (2014) **Talent Management (15 Items)**				**0.81**	**0.54**

(*Continued*)

(Continued).

No.	Construct	Mean	Standard deviation	Item Loading	CR	AVE
1	The hotel assigns special tasks to stimulate learning(Work-based systems)	3.90	.85	.783	0.93	0.65
2	The hotel encourages teamwork. (Work-based systems)			.766		
3	The hotel encourages networking (Work-based systems)			.787		
4	The hotel uses in-house development programmes (Work-based systems)			.813		
5	The hotel applies cross disciplinary project working (Work-based systems)			.822		
6	The hotel uses instructor-led off the job training (Work-based systems)			.823		
7	At our hotel, we have formal career plans (Work-based systems)			.832		
8	The hotel assigns short term international assignments (International assignments)	3.80	.94	.816	0.88	0.71
9	The hotel provides training in international operations (International assignments)			.858		
10	The hotel has international project teams (International assignments)			.846		
11	At our hotel, we have internal secondment (Career portfolio building)	3.41	1.02	.862	0.86	0.67
12	At our hotel, we have external secondment (Career portfolio building)			.820		
13	The hotel applies job rotation (Career portfolio building)			.779		
14	The hotel offers coaching programmes (HRM-led systems)	3.28	1.06	.807	0.83	0.71
15	The hotel offers mentoring programmes (HRM-led systems)			.878		
	A. Pantouvakis and Psomas (2016) **TQM Implementation (24 Items)**				**0.88**	**0.61**
1	The hotel's management actively participates in quality improvement efforts (Top management commitment)	4.00	.78	.805	0.91	0.63
2	The hotel's management sets the quality issues on the agenda of the managers' meetings (Top management commitment)			.810		
3	The hotel's management supports the quality improvement efforts by providing resources (Top management commitment)			.786		
4	The quality policy is taken into consideration in strategic planning (Top management commitment)			.776		
5	The hotel sets quality objectives for managers and employees (Top management commitment)			.844		
6	The hotel's management gives the authority to employees to manage quality problems (Top management commitment)			.744		

(*Continued*)

(Continued).

No.	Construct	Mean	Standard deviation	Item Loading	CR	AVE
7	Process and product non-conformities are detected through internal audits (Process management improvement)	3.82	.87	.825	0.95	0.720.
8	The critical processes are determined-evaluated (Process management improvement)			.849		
9	Specific organizational structure has been formulated to support quality improvement (Process management improvement)			.847		
10	Quality data is taken into consideration from managers in the planning and control process (Process management improvement)			.853		
11	Educational programs are evaluated (Process management improvement)			.840		
12	The employees are educated in quality management and problem solving techniques (Process management improvement)			.859		
13	Mistakes are precluded in the process design (Process management improvement)			.861		
14	Employees are motivated to improve their performance (Employee quality management)	3.42	.92	.785	0.88	0.60
15	Employees who improve quality are awarded (Employee quality management)			.764		
16	Employees are evaluated (Employee quality management)			.780		
17	Employees take initiatives (Employee quality management)			.790		
18	Employees participate in the decision-making process and in setting quality objectives (Employee quality management)			.763		
19	The quality policy and objectives are communicated throughout the hotel (Customer focus)	3.57	.95	.841	0.91	0.76
20	Customers are encouraged to submit complaints and proposals for quality improvement (Customer focus)			.900		
21	The quality policy is taken into consideration in strategic planning (Customer focus)			.874		
22	The hotel's managers/employees are in close contact with customers (Employee knowledge)	3.73	.91	.878	0.89	0.75
23	The employees have knowledge and know-how (Employee knowledge)			.867		
24	Educational subjects are absorbed by employees (Employee knowledge)			.845		
	Walumbwa et al. (2007) **Authentic Leadership (16 Items)**				**0.84**	**0.60**

(*Continued*)

(Continued).

No.	Construct	Mean	Standard deviation	Item Loading	CR	AVE
1	My manager can list his/her three greatest weaknesses. (Leader self-awareness)	3.75	.74	.754	0.86	0.61
	My manager can list his/her three greatest strengths. (Leader self-awareness)			.834		
	My manager seeks feedback as a way of understanding who he/she really is as a person. (Leader self-awareness)			.808		
	My manager accepts the feelings he/she has about him/herself (Leader self-awareness)			.710		
2	My manager listens closely to the ideas of those who disagree with him/her. (balanced processing)	3.95	.75	.743	0.89	0.67
3	My manager seek others' opinions before making up his/her own mind. (balanced processing)			.856		
	My manager listens very carefully to the ideas of others before making decisions. (balanced processing)			.831		
4	My manager does not emphasize his/her own point of view at the expense of others. (balanced processing)			.747		
5	My manager's actions reflect his/her core values. (internalized moral perspective)	3.70	.78	.773	0.87	0.63
6	My manager does not allow group pressure to control him/her. (internalized moral perspective)			.894		
	Other people know where he/she stands on controversial issues. (internalized moral perspective)			.809		
	My manager's morals guide what he/she does as a leader. (internalized moral perspective)			.801		
7	My manager openly share his/her feelings with others (relational transparency)	3.85	.83	.860	0.88	0.64
8	My manager lets others know who he/she truly is as a person (relational transparency)			.748		
9	My manager rarely presents a "false" front to others. (relational transparency)			.879		
10	My manager admits his/her mistakes to others. (relational transparency)			.716		