

## The Effect of Authentic Leadership Style on the Development Motivation of Female Volleyball Players

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### **ABSTRACT:**

**Introduction:** The behavioral pattern of the leader (coach) activates psychological capacities and positive moral conditions to increase the progress of himself and his followers, and motivation in humans is a hidden power that leads athletes to unique performance and gives direction and intensity to their behavior. **Purpose:** The purpose of the present study was to investigate the effect of authentic leadership style on the motivation of female volleyball players in Urmia. **Method:** The research design was descriptive, survey, correlational, field and non-experimental in terms of relationships. The statistical population of semi-skilled volleyball players born in 2005 to 2007 in Shahid Beheshti Volleyball House and Stadium (University) in the girls section of Urmia city is 200 people. Statistical sample, 135 people were selected by stratified random sampling method. Data using questionnaires, authentic leadership style (Avolio, Gardner and Valium, 2006) and Sports orientation or sports development motivation (Gill and Dieter, 1988), collected with software (SPSS V. 28) were analyzed. **Results:** Results: The results showed between authentic leadership style and its components (self-awareness, balanced processing, ethics and relational transparency) with sports orientation or motivation for progress and its components (Competitiveness, victory orientation and goal orientation) there is a positive and significant relationship. Self-awareness, balanced processing, ethics and relational transparency cause positive and meaningful explanation and prediction competitiveness (54.1 percent), triumphalism (56.1 percent) and Goal-oriented (50.2 percent) they became. **Discussion and conclusion:** According to the results, the volleyball officials should develop and strengthen the motivation to progress in the young female volleyball players of Urmia city by choosing a skilled coach and with the help of an original leadership style.

**Keywords:** *authentic leadership style, sports orientation, sports development motivation, female volleyball players, Urmia city.*

### **INTRODUCTION:**

Today, due to the importance of professional sports and championships, Sports science has also come to the aid of coaches and athletes to increase the ways of enhancing performance and make athletes grow more than their sports competitors. Therefore, it is necessary to know the effective factors in the progress of sports teams, especially group teams, and the importance of using leadership style and new scientific strategies has multiplied. One of the important factors that is important in the progress or lack of progress of the athlete is the coach of the team who plays the role of leader in different situations; they are the ones who are responsible for guiding and leading the team. Now, if the team leader combines her work and her mission and encourages her students through empathy to have bigger goals, to learn more, to do more, she can undoubtedly guarantee her own growth with their

growth, because his progress and success depend on the progress and success of his students. The work of great leaders is to pave the path of progress for their followers and be helpful in this way [1]. One of the theories that has been proposed in recent years is the theory of authentic leadership, which was first presented by the Gallup Leadership Institute from the University of Nebraska-Lincoln in 2004 and is defined as: The behavior model of the leader who Psychological capacities and positive moral conditions to increase self-awareness, internal moral perspective, balanced processing of information, clarity of relationship in the part where the leader works with his followers persuasion and encourages them to increase his progress and his followers [2]. The mentioned definition mentions that this theory consists of four dimensions:

- Self-awareness: in this concept, values, personal knowledge of identity, emotions, motivations and goals are the key elements of self-awareness. Self-awareness helps people to be aware of their strengths and weaknesses, which affect the effectiveness of their performance over time, so that they become aware of their abilities and strengthen them. They value their own successes and learn from their failures so that the motivation to progress is gradually institutionalized in them [3].
- Internalized moral aspect: It is expressed as an internal control process by which the leader aligns her values with her goals and activities and emphasizes behaviors that arise from internal values and norms. Authentic leaders raise the mental capacity of their students and help them to continue their winding path without fear and mixing their logic and emotions when facing the problems and adversities of life.
- Balanced processing of information: as receiving all the information related to the subject from the followers and challenging them before making a decision by the leader, as well as analyzing the information before making a decision and finally providing a fair judgment about a specific issue.
- Transparency of the relationship: It requires an open and transparent dialogue and the presentation of the true and authentic self through the clear expression of the leader's values, emotions, goals and motivations, which strengthens the trust between the followers and the leader.

This theory shows that authentic leadership with true self-knowledge is built over years of experience and life events. John C. Maxwell explains this issue better. He has likened authentic leadership to two parts of a tree, visible and hidden. The leader's behavior remains like the branches and trunk of the tree, which is the visible part of the tree, and her individual experiences that gain time over the years remain like the root of the tree, which is the hidden part of the tree. In fact, it is the experiences of their life events that make them truly know themselves and be aware of their talents and capabilities and instead of withdrawing, he should learn from that experience and leaders who have not faced difficult situations should set challenging goals for themselves due to their insight and high self-awareness and the experiences they gain in this way will empower them. In fact, in this theory, it is assumed that both leaders and followers need a high level of self-awareness to help them modify their behavior and achieve desired performance and results [4]. Research has shown that people always look for leaders who are genuine, honest and good and this authenticity is formed from past experiences and life events that instill a deep sense of belief in what they do. Also, the genuine leader's desire and tendency to develop her followers can lead to a correct

understanding of their strengths and weaknesses and the path of their future development. In addition, authentic leadership can increase their participation in sports by motivating followers [5].

Motivation in humans is a hidden power that drives the athlete towards unique performance. In addition, motivation can give direction and intensity to human behavior. McClelland said that people with a high need for success are competitive, like to take responsibility for solving problems, strive to perform socially acceptable activities, and prefer tasks that provide immediate and abundant feedback and it is relatively difficult and they feel satisfied when they do their problems successfully. Therefore, it is the motivation of improvement that stimulates the desire of people to improve their performance, encouraging potential athletes to accept many responsibilities to achieve success. Motivation is one of the important topics of sports psychology and it affects the level and intensity of athletes' performance [6]. The discussion of motivation in sports is often dedicated to the motivation of progress and appears in the form of competitiveness [7]. According to psychologists, the competition of a person's desire and passion to achieve a goal or to master objects and thoughts is to reach an excellent standard [8]. The role of a coach as a leader in a team is to train his subordinates despite having different talents and diverse skills [9]. Authentic leadership acts as a behavioral model that expands the transparency of the relationship in working with followers [10]. This model exposes positive and open relationships of values, decisions and even weaknesses and mistakes in front of everyone and creating a mutual sense of trust and effectiveness in the activity [11]. Authentic leaders by showing honesty and transparency in dealing with followers will reveal their thoughts and behavior to them and such altruistic behaviors encourage followers to extra-role behaviors. Progress motivation is a type of tendency that, according to the highest criteria, is to benefit from the pleasure that comes after success in performance so that we can have a comprehensive evaluation of our performance [12].

Kraus and Hamid [13] showed that the leadership style and the motivation to progress in people have an effect in the field of education, and teaching and learning in people have an effect on the motivation to progress and their teamwork spirit. Hamilski, Cole and Baron [14] showed that there is a relationship between authentic leadership style and group performance, teamwork and positive emotional tone. Avolio et al. [15] showed that there is a relationship between the authentic behavior of a leader and the performance of followers. Ku [16] showed that there is a significant relationship between managers' leadership style and employees' motivation to progress. Holmbeek and Amorus [14] showed that there is a significant relationship between the effects of athletes' perception of coaches' behavior on the motivation of players' progress. Amorous and Horn [17] showed that coaches' behavior has an effect on the motivation to progress,

self-perception and progressive behaviors of athletes, and the motivation to progress in athletes is the result of the coach's behavior. Rastegar et al. [18] showed that the components (self-awareness, balanced processing of information, internalized ethics, transparent relationship) of authentic leadership in teachers indirectly affect teachers' citizenship behavior. Derakhshan and Zandi [19] showed that ethics and mutual respect have a significant relationship with authentic leadership. Beykzad [14], who presented the model and showed that authentic leadership and organizational mentorship have a significant and acceptable effect on organizational voice with the mediating role of moral competence.

In fact, having the motivation to progress is a stimulus to surpass others or achieve success according to specific criteria that results from the double efforts of an athlete. For this reason, the basis of human behavior is motivation and it is considered as a guiding force towards activity. Many previous researchers also emphasize mental and cognitive abilities on progress and success in the field of sports. Because motivation to progress is a multi-dimensional element and requires that a person achieves cognitive, emotional, physical and social growth. This is where the role of sports coaches in developing motivated athletes becomes more prominent. Therefore, in this research, we seek to find an answer to the question of whether the authentic leadership style gained through years of experience can have an effect on the motivation of athletes to progress or not?

**RESEARCH METHOD:**

The research design was descriptive survey and correlational in terms of relationships. The statistical population of female volleyball players born between 1384 and 1386 at Shahid Beheshti Volleyball House and Stadium (University) in Urmia city was 200 people, of which 135 people were selected by stratified random sampling method. Data collection tools in this study were 2 standard questionnaires. The validity of the questionnaires was determined by the supervisors and their reliability was obtained by Cronbach's alpha. The tools are as follows:

Authentic leadership style questionnaire: It was designed by Avolio, Gardner and Walumbwa (2006). This questionnaire has 15 questions and its components include the four subscales of self-awareness, balanced processing, ethical orientation, relational transparency, and measures authentic leadership based on Likert's five-point scale. The components of the questionnaire are as follows: self-awareness, questions 1-4, balanced processing, questions 5-7, ethics, questions 8-11, relational transparency, and questions 12-15. This area has been confirmed and the reliability of the questionnaire using Cronbach's alpha method in Atashi

research (2016) for the components of self-awareness, balanced processing, ethical conduct and relational transparency is equal to 0.84, 0.71, 0.82 and 0.71 respectively is obtained. The reliability coefficient was obtained through Cronbach's alpha method in Gadami's research (2016) 0.80 and these numbers indicate that the questionnaire has the reliability or in other words, the necessary reliability. In the present study, the total reliability of this tool was estimated at 0.816.

SOQ Sports Orientation Questionnaire: designed by Gill and Dieter (1988) and used to measure sports orientation or motivation to progress in sports and consists of 25 questions and three subscales as follows: Competitiveness: This subscale shows a person's feeling about competing with others and consists of 13 questions. Victory Orientation: This subscale shows a person's feeling towards achieving desired success in the competition and consists of 6 question and goal orientation: this subscale shows a person's feeling towards performing sports in a favorable way and consists of 6 questions. This questionnaire is graded on a 5-point Likert scale. The validity of this questionnaire has been confirmed abroad by Warren Berger (1998) and domestically by Dr. Bahram and Shafizadeh (2012). In the research of Reza Soltani and Vahdani (2015), the internal consistency of this questionnaire was obtained using Cronbach's alpha test in the mentioned dimensions, respectively, 0.85, 0.87, and 0.91. In the present study, the total reliability of this tool was estimated at 0.814.

In the implementation of the research, the young female volleyball players of Urmia city were first given the necessary explanations regarding the research topic and the questions of the questionnaires, and there was no compulsion or insistence to answer. In order to respect confidentiality, female volleyball players were asked to complete the questionnaires anonymously. The questionnaires were presented to these loved ones when their exercises were over so that they could answer the questions of the questionnaires safely. to analyze the data; The software (SPSS V. 28) and descriptive and inferential statistical tests were used to check the research hypotheses.

**FINDINGS:**

Most of the investigated young female volleyball players were in the age group of 21-25 years, had a bachelor's degree or higher, and had a playing experience of 2-5 years. Skewness and kurtosis tests were used to check the normality of the data. The absolute value of the skewness of the variables should not be more than +1 and the elongation of the variables should not be less than -1 respectively.

**Table 1- Checking the normality of the data with skewness and kurtosis test**

<i>Variables</i>	<i>Mean</i>	<i>Standard deviation</i>	<i>Skewness</i>	<i>Kurtosis</i>
self-awareness	12.63	2.807	0.473	- 0.186
Balanced processing	10.34	2.217	- 0.423	- 0.341

Ethical	13.61	3.364	- 0.052	- 0.834
Relational transparency	13.51	2.952	- 0.392	0.520
Authentic leadership style	50.10	8.319	0.254	- 0.404
competitiveness	43.85	6.413	0.285	0.155
triumphalism	19.67	4.057	0.020	0.097
Goal-oriented	19.84	3.807	- 0.069	0.537
Achievement Motivation	83.37	11.294	0.763	0.905

According to the results of Table No. 1, the absolute value of skewness numbers for all variables is less than +1 and the absolute value of kurtosis numbers for all variables is more than -1, so the distribution of variables is normal. Hypothesis 1) there is a

relationship between self-awareness, balanced processing, ethical orientation, and transparency with competitiveness, winning orientation, and goal orientation. Pearson's correlation matrix was used to check this hypothesis.

**Table 2- Correlation matrix between research variables**

Row	Variables	1	2	3	4	5	6	7	8	9
1	self-awareness	1								
2	Balanced processing	0.227	1							
3	Ethical	0.357	0.325	1						
4	Relational transparency	0.467	0.329	0.500	1					
5	Authentic leadership style	0.708	0.591	0.789	0.802	1				
6	competitiveness	0.500	0.318	0.367	0.451	0.562	1			
7	triumphalism	0.448	0.284	0.298	0.382	0.483	0.398	1		
8	Goal-oriented	0.312	0.327	0.318	0.341	0.441	0.468	0.386	1	
9	Achievement Motivation	0.550	0.392	0.422	0.508	0.641	0.869	0.715	0.741	1

\*\*P≤0.01

The results of the Pearson correlation matrix showed that there is a positive and significant relationship between self-awareness, balanced processing, ethics and transparency with competitiveness, winning orientation and goal orientation in the eyes of young female volleyball players in Urmia city, at a statistical level of 1% and with 99% confidence (Table 2). Hypothesis 2) Self-awareness, balanced processing, ethical orientation and relational transparency explain and predict competitiveness. To check the second hypothesis, multiple regressions (standard) were used.

**Table 3- Explanation of competitiveness through self-awareness, balanced processing, ethics and relational transparency**

R	R <sup>2</sup>	R <sup>2</sup> AD	F	P
0.684	0.541	0.421	16.801**	0.001

\*\*P≤0.01

The results showed that the coefficient of determination is equal to 0.541, which indicates that self-awareness, balanced processing, ethical conduct and relational transparency of 54.1% explain the competitiveness of young female volleyball players in Urmia city (Table 3). Considering that the value of the constant number is greater than 15, the equation of the line based on the beta values in Table 4 is expressed as follows:

$$Y = 21.396 + 0.341 X_1 + 0.243 X_2 + 0.201 X_3 + 0.294 X_4$$

**Table 4- The explanatory value of self-awareness, balanced processing, ethical orientation and relational transparency on competitiveness**

Variables	B	Sd	Beta	t	P
Constant number	21.39	2.88	--	7.41	0.00
	6	7		2	1
Self-awareness (X <sub>1</sub> )	0.779	0.18	0.34	4.17	0.00
		7	1	2	1
Balanced processing (X <sub>2</sub> )	0.415	0.22	0.24	2.86	0.00
		3	3	2	5
Ethical (X <sub>3</sub> )	0.493	0.16	0.20	2.19	0.00
		2	1	7	4
Relational transparency (X <sub>4</sub> )	0.421	0.19	0.29	2.16	0.00
		4	4	9	2

The obtained formula showed that the constant number (slope of the line) is positive; therefore, self-awareness, balanced processing, ethical conduct and relational transparency work together with competitiveness in young female volleyball players of Urmia city and strengthen this trait in them. The results showed that self-awareness of 34.1%, balanced processing of 24.3%, ethical orientation of 20.1% and relational transparency of 29.4% explain competitiveness in young female volleyball players of Urmia city (Table 4). Hypothesis 3) Self-awareness, balanced processing, ethical orientation and relational transparency explain and predict triumphalism. To investigate the third hypothesis, multiple regressions (standard) were used.

<i>R</i>	<i>R</i> <sup>2</sup>	<i>R</i> <sup>2</sup> <i>AD</i>	<i>F</i>	<i>P</i>
0.650	0.502	0.478	8.247**	0.001

\*\*P<0.01

**Table 5- Explanation of victory orientation through self-awareness, balanced processing, ethical orientation and relational transparency**

<i>R</i>	<i>R</i> <sup>2</sup>	<i>R</i> <sup>2</sup> <i>AD</i>	<i>F</i>	<i>P</i>
0.611	0.561	0.439	11.492**	0.001

\*\*P<0.01

The results showed that the coefficient of determination is equal to 0.561, which indicates that self-awareness, balanced processing, ethical conduct and relational transparency are 56.1% to explain victory orientation in young female volleyball players of Urmia city (Table 5). Considering that the value of the constant number is greater than 15, the equation of the line based on the beta values in Table 6 is expressed as follows:

$$Y = 17.274 + 0.323 X_1 + 0.240 X_2 + 0.259 X_3 + 0.255 X_4$$

**Table 6- The explanatory value of self-awareness, balanced processing, ethical orientation and relational transparency on triumphalism**

<i>Variables</i>	<i>B</i>	<i>Sd</i>	<i>Beta</i>	<i>t</i>	<i>P</i>
Constant number	17.27 4	1.93 3	--	3.76 2	0.00 1
Self-awareness ( <i>X</i> <sub>1</sub> )	0.466	0.12 5	0.32 3	3.72 9	0.00 1
Balanced processing ( <i>X</i> <sub>2</sub> )	0.357	0.14 9	0.24 0	2.72 1	0.00 8
Ethical ( <i>X</i> <sub>3</sub> )	0.371	0.10 8	0.25 9	2.65 7	0.00 2
Relational transparency ( <i>X</i> <sub>4</sub> )	0.313	0.13 0	0.25 5	2.64 1	0.00 3

The obtained formula showed that the constant number (slope of the line) is positive; therefore, self-awareness, balanced processing, ethical behavior and relational transparency work together with victory orientation in young female volleyball players of Urmia city and strengthen this attribute in them. The results showed that self-awareness of 32.3%, balanced processing of 24%, ethical orientation of 25.9%, and relational transparency of 25.5% explain victory orientation in young female volleyball players of Urmia city (Table 6). Hypothesis 4) Self-awareness, balanced processing, ethical orientation and relational transparency explain and predict goal orientation. Multiple regressions (standard) were used to check the fourth hypothesis.

**Table 7- Explanation of goal orientation through self-awareness, balanced processing, ethical orientation and relational transparency**

The results showed that the coefficient of determination is equal to 0.502, which indicates that self-awareness, balanced processing, ethical conduct and relational transparency of 50.2% explain goal orientation in young female volleyball players of Urmia city (Table 7). Considering that the value of the constant number is greater than 15, the equation of the line based on the beta values in Table 8 is expressed as follows:

$$Y = 19.195 + 0.256 X_1 + 0.205 X_2 + 0.227 X_3 + 0.237 X_4$$

**Table 8- The explanatory value of self-awareness, balanced processing, ethical orientation and relational transparency on goal orientation**

<i>Variables</i>	<i>B</i>	<i>Sd</i>	<i>Beta</i>	<i>t</i>	<i>P</i>
Constant number	19.19 5	1.88 5	--	4.87 8	0.00 1
Self-awareness ( <i>X</i> <sub>1</sub> )	0.312	0.12 2	0.25 6	2.73 6	0.00 5
Balanced processing ( <i>X</i> <sub>2</sub> )	0.352	0.14 6	0.20 5	2.41 8	0.00 7
Ethical ( <i>X</i> <sub>3</sub> )	0.344	0.106	0.22 7	2.36 0	0.00 6
Relational transparency ( <i>X</i> <sub>4</sub> )	0.376	0.12 7	0.23 7	2.39 1	0.00 7

The obtained formula showed that the constant number (slope of the line) is positive, so self-awareness, balanced processing, ethical conduct and relational transparency work together with goal orientation in young female volleyball players of Urmia city and strengthen this attribute in them. The results showed that self-awareness 25.6%, balanced processing 20.5%, ethical orientation 22.7% and relational transparency 23.7% explain goal orientation in young female volleyball players of Urmia city (Table 8).

## **DISCUSSION AND CONCLUSION:**

The results of the present study showed that:

- There is a positive and significant relationship between research variables and their components.
- The components of authentic leadership (self-awareness, balanced processing, ethical orientation and relational transparency) caused a positive and meaningful explanation of competitiveness.
- The components of authentic leadership (self-awareness, balanced processing, ethical orientation and relational transparency) caused

a positive and meaningful explanation of triumphalism.

- The components of authentic leadership (self-awareness, balanced processing, ethical orientation and relational transparency) caused a positive and meaningful explanation of goal orientation.

The results obtained for the present study are in agreement with the results of Kraus and Hamid (2015), Hamilski, Cole and Baron (2011), Avolio et al. ) Derakhshan and Zandi (1396) Beykzad (1400), has consonance, alignment and overlapping.

In explaining the results, it can be stated that when a coach or official is placed at the head of a team or organization, his behavior causes the reaction of the team members and employees of the relevant organization, if the responsible person or coach has motivations for progress and success. He will transfer these motivations to his players in training and this factor will lead to strengthening the motivation of the players for success but if the trainer tries to marginalize and move away from motivational behaviors, the team members will move forward in their own way, and team cohesion will be disrupted and success will not be achieved. A coach is at the head of the team as an authentic and powerful leader, and at the height of his authority, he works with the players and his staff with tolerance, harmony and consensus and to the players in order to achieve self-awareness in the field of team work, to achieve balanced processing in team work in order to coordinate with other team members, to be ethical in order to strengthen ethics in order to cooperate and coordinate in the team and to maintain respect and transparency in relation to keep the team away from non-sports sidelines and preventing single-mindedness and disruption of team work; It helps and motivates the team to achieve success by arousing the sense of competitiveness in each player in order to achieve a sense of victory and striving to win and having team performance to achieve goal orientation in the players with the participation of all the team become Weather and the players participate in team work with strength and warrior sense and strive to achieve victory and success in the team and consider both the win and the loss for everyone with joint efforts and coordination and consider themselves responsible for the win and loss and for Team work, cooperate in the direction of team cohesion and step towards success, progress and victory under the supervision of the coach.

The general results showed that the influence of authentic leadership style of the coaches on the motivation to progress in the young female volleyball players of Urmia city is effective because the factor of self-awareness helps young female volleyball players to become aware of their strengths and weaknesses and in this way pay attention to their performance and align their values with team goals and activities and by receiving all the information related to the upcoming trainings and games, before making any decisions, he challenged his knowledge in the trainings and by

talking transparently with other teammates, his values, emotions, goals and desires and motivations to achieve to express success and to strengthen the trust among teammates towards the coaches' decisions and by developing and strengthening the sense of individual and team competitiveness in order to strengthen individual and collective techniques and tactics with team cohesion and drawing big goals for the team, step towards victory and success in the shadow of team cohesion with the motivational guidance of the coach and the volleyball authorities of Urmia province and city should select a good coach for Urmia city girls volleyball team by examining these aspects in people with style and strength and in this way, with the help of the authentic leadership style of the selected coach, to develop and strengthen the motivation to progress in the young female volleyball players of Urmia city.

The current research had the following limitations in its implementation process: Considering that many factors and variables have a role and influence on the development and strengthening of the motivation to progress in the young female volleyball players of Urmia city, as a result, it was not possible to control all the variables involved in this factor in this research, and there are limitations in this sense. In generalizing the result to other organizations and bodies; Due to the fact that the statistical population of this research was the young female volleyball players of Urmia city, there is a limitation. The condition of the clubs and the high anxiety of the players, etc., and the factors that caused the young female volleyball players of Urmia to not answer the questionnaire correctly and patiently, caused limitations in the work and distribution of the questionnaires. In the current research, a questionnaire was used to find the context. As a result, some students may have refused to provide real answers and gave unrealistic answers. This research was done cross-section ally, Because of this, it makes it difficult to draw firm conclusions about causality.

Finally, the following suggestions are made: Considering that there is a relationship between the authentic leadership style of the coaches and its components with the motivation to progress and its components in the young female volleyball players of Urmia city, and the components of the authentic leadership style explain and predict the motivational components of the young female volleyball players of the city became urmia, It is suggested that the volleyball officials of Urmia province and city should select a good coach for the girls volleyball team of Urmia city by examining these aspects in people who have style and strength, and in this way, with the help of authentic leadership style, the selected coach will develop and Strengthening motivation to progress in young female volleyball players of Urmia city.

#### **Gratitude:**

This article is extracted from the thesis of the first author (Sima Ebrahimzadeh) and the authors thank all those who helped the researchers in carrying out the research.

### **Conflict of interest:**

The authors of this article do not have any conflict of interest and they all participated and cooperated in the preparation of the article.

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