Absorptive Capacity as an Interaction Variable between Authentic Leadership and Sustainability of Safe Organizational Performance: an Analytical Study

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Abstract

The higher education sector in Iraq in general and the University of Qadisiyah in particular are among the sectors that most need to be adapted and competitive, especially in the field of academic performance and the provision of a safe working environment for the human resource, which is one of the most important assets that organizations can use to achieve their goals. The educational leaderships at the university in particular and international and international universities in general should work to take care of authentic leadership practices such as creating a positive organizational environment. In addition, it is necessary to focus on real and sustainable performance, to encourage ethics and authenticity in relationships, and to create and share knowledge in order to achieve sustainable organizational and safe performance at work. The current paper aims to test the interactive role between the Authentic leadership and absorptive capabilities in sustainability of the safe organizational performance of a sample of teaching staff at the University of Qadisiyah, amounting to (240) teaching staff. The research is based on a hypothetical model that reflects the nature of its hypotheses stemming from its main variables, which are the Authentic leadership (self-awareness, relational transparency, Internalized Moral Perspective, Balanced Processing) interacting with the absorptive capabilities of (knowledge acquisition, knowledge absorption, Knowledge Transfer, knowledge exploitation) and the vulnerability of the sustainability of the safe performance depends To increase interest in its dimensions of (safety policy, safety planning, Safety procedures). The questionnaire was used as a main tool for data collection, and a number of statistical methods were used to test the research hypotheses such as mean, standard deviation, simple correlation coefficient, structural equation modelling and regression analysis. The results show the validity of most of the research hypotheses, which resulted in a set of recommendations, the most important of which was the need to pay

attention to enhancing the absorptive capabilities of knowledge at the level of Al-Qadisiyah University and its faculty s, and to promote Authentic leadership practices in a way that reflects the sustainability of the safe performance.

Keywords

Authentic Leadership, Absorptive Capacity, Safe Performance.

Introduction

The higher education sector in Iraq in general and the University of Qadisiyah in particular are among the sectors that most require adaptation and competition, especially in the field of academic performance. Providing a safe working environment for the human resource, which is one of the most important assets that organizations can use to achieve their goals. Educational leaders at the university in particular and Iraqi universities in general should work to pay attention to authentic leadership practices such as creating a positive organizational environment (Ali, Hameedi, & Almagtome, 2019). In addition, focus should be on real and sustainable performance, encouraging ethics and authenticity in relationships, and creating and sharing knowledge in order to achieve sustainable organizational performance at work (Ali, Almagtome, & Hameedi, 2019). The higher education sector to which the research community belongs is one of the most important and vital sectors in the world in general and Iraq in particular at the present time. Such research will help the university solve a real problem and reduce the gap for building and developing the university. In addition, raising and enriching the subject of absorptive capabilities (absorption capabilities) is a recent and new contribution in the field of organizational behavior, and it is a simple contribution to innovation at the local and regional levels (Almagtome & Abbas, 2020). The interest in increasing Qadisiyah University in the continuous pursuit of achieving a distinguished classification among other universities listed is of high value to it. Finally, the findings and recommendations that the research will reach in higher education leaders in general and educational leaders in the University of Qadisiyah in particular may be useful in forming a framework for understanding the Authentic leadership practices to reach sustainability and safe performance in the field of excellence in the educational service.

Literature Review

1. Authentic Leadership

Authenticity and more precisely the presence of indigenous leaders is critical to generating and restoring value to organizations. Authenticity can be defined as the

personal experiences of the individual, and the individual experiences of the individual include values, ideas, emotions, needs, will, preferences or beliefs, and the manner of behavior, i.e. the person expresses what he believes and acts accordingly (Eigel & Kuhnert, 2005). Real leadership means acting in a correct manner, meaning that it behaves according to the individual's values, preferences and needs, rather than acting only to please others, achieve rewards or avoid penalties. Authenticity is reflected in the free expression of basic feelings, motivations, and tendencies (Klenke, 2007). Beddoes-Jones and Swailes (2015) described the Authentic leadership as representing psychologically and ethically balanced leaders. The basic idea of it is to demonstrate the behavior of the indigenous leader all the time and the indigenous leader demonstrates his ability to demonstrate correct behaviors especially when needed in times of change and challenge and to demonstrate a high level of self-awareness (Avolio & Walumbwa, 2014), (Almagtome, Shaker, Al-Fatlawi, & Bekheet, 2019). Moreover, Walumbwa, Wang, Wang, Schaubroeck, and Avolio (2010) defined authentic leadership as "the pattern of a leader's behavior that relies on and reinforces positive psychological capabilities and a positive moral climate, increases self-awareness, an Internalized Moral Perspective, balanced information processing, relational transparency on the part of leaders, and promotes positive self-development" In other words, authentic leadership represents the extent to which a leader perceives and demonstrates a pattern of openness and clarity in his behavior towards others by exchanging information necessary to make decisions, accepting the inputs of others, revealing his personality and values, motivations, and feelings. Authentic leadership indicates a desire to train and develop leaders who work in a manner Proactively promoting positive environments and conducting business in an ethical and socially responsible manner (Besen, Tecchio, & Fialho, 2017), (Almusawi, Almagtome, & Shaker, 2019). According to Walumbwa, Avolio, Gardner, Wernsing, and Peterson (2008) the essence of Authentic leadership is shaped by four main dimensions:

1. Self-awareness: Self-awareness refers to the extent to which leaders understand their strengths, weaknesses, and motives, as well as learn about how others perceive their leaders. Thus, self-awareness includes both internal and external references, including their beliefs, desires, and feelings, and the "self-reflected image of leaders" (how others see a leader).

2. The Internalized Moral Perspective: The Internalized Moral Perspective refers to leadership behaviors that are guided by internal moral standards and values, rather than relying on external pressure such as organizational and societal pressure.

3. Relational transparency: Relational transparency includes providing personal disclosures, such as exchanging information openly and expressing real thoughts and feelings.

4. Balanced Processing: Balanced Processing involves an objective analysis of all relevant information before making a decision. Leaders who are seen as enjoying a Balanced Processing seek the opinions of others who challenge their current positions.

2. Absorptive Capacity

Absorbency is defined as the ability to learn from external knowledge through processes of knowledge recognition, assimilation and exploitation. In this context, Allen (1984) believes that absorptive capacity is a by-product of the organization's research and development efforts, and therefore research and development was considered a major factor in organizational learning (Camisón & Forés, 2010). Zahra and George (2002) indicate that absorptive capabilities are a set of organizational procedures and processes through which an organization can acquire, assimilate, Knowledge Transfer and invest knowledge with a view to obtaining dynamic organizational viability. Narasimhan, Rajiv, and Dutta (2006) defined it as the organization's ability to acquire knowledge from and benefit from it in a dynamic way and enable the organization to change its internal environment, enhance its resources and adapt to market conditions in order to achieve competitive advantage. Saghali and Allahverdi (2011) show that it represents the organization's ability to distinguish new information from the external environment, to acquire, Knowledge Transfer, unify and integrate them. Bosua and Evans (2012) indicate that absorptive capabilities are the limited ability to benefit from previously acquired knowledge and then to invest it properly and for this to have a role in advancing the knowledge performance of these organizations. Absorptive capabilities contribute to acquiring knowledge from partners, transferring it between organizations, and exchanging organizational learning between organizations. It also contributes to the transfer of new practices and the flow of knowledge between the departments of the organization and the creation of new wealth, and the acquisition of a competitive advantage and high financial performance (Khaghaany, Kbelah, & Almagtome, 2019). The absorptive capabilities of the organization also contribute to the superior performance of the organization. The high levels of the organization's absorbability with the situational level of external and internal interaction enable organizations to adopt effective environmental strategies (Zahra & George, 2002), (Al-Wattar, Almagtome, & AL-Shafeay, 2019).

According to Zahra and George (2002) there are four dimensions of absorptive capacity: knowledge acquisition, knowledge absorption, Knowledge Transfer and knowledge

exploitation. These dimensions comprehensively cover a range of absorptive capacities. These four dimensions are grouped into two components: potential absorptive capacity (knowledge acquisition and knowledge absorption) and perceived absorptive capacity (Knowledge Transfer and knowledge exploitation). This distinction is justified because, by identifying two large groups of capabilities, it is easier to study precedents and multiple outcomes, and to analyze the relationships between the two components. In this sense, potential absorptive capacity affects competitive advantage through managerial flexibility and resource and capacity development. While perceived absorptive capacity does this by developing new products and processes. The following is an illustration of these dimensions (Camisón & Forés, 2010), (Zahra & George, 2002):

1- Knowledge Acquisition: It is the organization's ability to define, distinguish, evaluate, and acquire external knowledge that is critical to its operations. Acquisition capacity is measured by the extent to which the organization is able to learn from its partners on technology expertise, marketing experience, product improvement tools and management methods.

2- Knowledge Absorption: Absorption capacity refers to the organization's ability to absorb external knowledge. This ability can also be defined as processes that allow the analysis of new information or acquired knowledge, its processing, interpretation, understanding, assimilation, and classification. This capacity is measured by relying on various processes and outputs, especially job barriers, knowledge sharing and communication (Whangthomkum, Igel, & Speece, 2006).

3- Knowledge Transfer: Transfer ability is the ability of an organization to develop and refine an internal routine that facilitates the transfer and mixing of previous knowledge with newly acquired knowledge or its absorption. Conversion can be achieved by adding or removing knowledge, or by interpreting and merging existing knowledge in a different and innovative way. The ability to transfer knowledge is affected by three important factors (Lee & Wu, 2010):

- Information Technology.

Procedures, methods and systems.

- Organizational culture.

4- Knowledge Exploitation: The knowledge exploitation capacity refers to the organizational ability that enables organizations to integrate the acquired, absorptive and transformative knowledge into their routine operations in order to refine, expand and reinforce existing procedures, processes, competencies and knowledge, and create new processes, goods and organizational forms. Therefore, the ability to invest knowledge

indicates the application of new external knowledge and its use for commercial purposes in order to achieve organizational goals (Lee & Wu, 2010).

3. Safe Performance

Safe performance was defined by Nevhage and Lindahl (2008) as "safety quality work", and it considers efforts to achieve safety and this work does not include financial risks. It also indicates that safe performance can be considered a subset of the overall performance of the organization. In order to improve safe performance, the organization must define the various defensive barriers that protect the organization. Bellamy and Sol (2012) define a safe performance management system as a process that converts uncontrolled risks into controllable risks and safe organizational performance is based on key elements important to Policy, regulation, planning, implementation, performance measurement, auditing and review. Herrera (2012) indicates that safe performance seeks to monitor the level of safety in the system and aims to take the necessary actions in a timely manner and motivate workers to take the necessary measures for safety in the workplace. These are also factoring in Security and risk management are increasingly important in organizations, as is the importance of public safety in the organization's profitability, business, and competitiveness. Pain in investing increasingly in different sectors of safety. Safety is a prerequisite for competitiveness, as well as an integral part of high-quality business operations. Results of interest in this area are useful in planning and managing Safety procedures in various industries (Ndife, 2014).

According to Ndife (2014) Scale, the safe performance includes three important basic dimensions, and therefore it was relied upon in this research as it is compatible with its main trends.

1- Safety Policy: Most organizational accidents can be prevented if thought is made Appropriately in the risks involved in work and take related precautions. The main purpose of a business owner's safe performance policy is to achieve this goal. Refers to the extent to which the administration takes its responsibilities seriously regarding safe organizational performance at work and it contributes to identifying risks and reserves as well as defining individual responsibilities to ensure that precautions are taken in an appropriate manner. The safe performance policy covers three aspects, namely the policy statement of an employer in relation to the safe performance of employees, the organization of necessary arrangements, and the implementation of the policy (Livingstone, 2013).

2- Safety planning: One of the preconditions for effective safe performance plans and goals is that they are specific, measurable, attainable, realistic (relevant) and related to a specific time. Therefore, there should be a planning system capable of setting plans with goals for developing and improving safe performance, and designing, developing and implementing appropriate management procedures and systems. In addition, it is necessary to monitor risks and reserves in the workplace in a manner commensurate with the needs and risks of the organization, provide effective priorities for activities based on risk assessment, and ensure the correct balance of resources and effort (Arezes & Miguel, 2003).

3- Safety Procedures: Naveh, Katz-Navon, and Stern (2006) indicate that often the only cost-effective practical option is to control the risk by changing and / or implementing routine procedures. Therefore, it can be said that the quality of safety procedures in the organization are important features in the overall safety performance. Therefore, the options at the top of the hierarchy should be considered first (Nevhage & Lindahl, 2008).

Authentic leadership demonstrates a pattern of openness and clarity in a leader's behavior towards others by exchanging information necessary to make decisions, and accepting the inputs of others. Moreover, it represents the desire to train and develop leaders who work proactively to enhance positive environments and conduct business in an ethical and socially responsible manner and in a way that reflects positively on the organizational safe performance in the organization, by increasing attention to safety policies so that precautions are taken appropriately, and to develop plans with goals Specific to develop and improve safe performance, in addition to the quality of safety procedures in the organization (Kbelah, Almusawi, & Almagtome, 2019). The Authentic leadership style that relies on positive psychological capabilities and increases self-awareness, an Internalized Moral Perspective, Balanced Processing of information, and transparent relationships on the part of leaders, enhances the quality of work related to safety. On the other hand, the absorptive capabilities of knowledge have an important role in improving the knowledge performance of these organizations. Absorptive capabilities contribute to acquiring knowledge from partners, transferring it between organizations, and contributing to the transfer of new practices related to safe performance, gain competitive advantage, and high organizational performance. The organization's absorptive capabilities also contribute to the organization's superior performance. The high levels of the organization's absorbability with the situational level of external and internal interaction enable organizations to adopt effective environmental strategies, safety policies, and realistic (relevant) plans linked to a specific time to develop and improve safe performance.

The Methodology and Model

The idea of the current research is clarified by explaining the nature of the relationship between three main variables: (Authentic leadership, absorptive capabilities, and sustainability of safe organizational performance). Despite the contributions of writers and researchers about these three variables, and the researcher's briefing on previous studies and research in this field, it was found that there is no Arab or foreign study or research that combines these variables in one research, especially in the higher education sector. This indicates a knowledge gap related to determining the nature of the relationship between these variables. The knowledge and application of the research problem is based on two main pillars of the direction of preparing the current research, as follows:

1. Knowledge side: many researchers contributed to providing conceptual frameworks for the Authentic leadership. It was intended to present Authentic leadership theory based on assumptions of authenticity, ethical values and an interesting behaviour of organizations. Authentic leadership can be the key to maintaining loyal and supportive human resources for an organization that can help it recover from organizational problems. Thus, achieving sustainable performance through providing safe work environments is a focus on sustainable performance and the promotion of ethics and authenticity in relationships. This sustainability will increase if the absorptive capabilities of knowledge are available.

2. The practical side: it can be represented more accurately by formulating the field problem for the current research as follows:
(The Qadisiyah University's lack of interest in sustainability of the safe organizational performance is a result of poor Authentic leadership practices and a lack of interest in developing knowledge-absorbing capabilities).

The current study tries to answer the following questions:
1. What is the level of adoption by Qadisiyah University under discussion of the Authentic leadership?

2. Is the University of Al-Qadisiyah under consideration, seeking to develop its absorptive capabilities?

3. What is the level of interest of the University of Al-Qadisiyah under consideration in achieving the sustainability of the safe organizational performance?

4. Is there a relationship between the research variables represented by (Authentic leadership, absorptive capabilities, safe performance) at the University of Qadisiyah under consideration?

5. Does the Authentic leadership affect the sustainability of the safe performance? Does the effect level change with absorbance capabilities as a moderating (reactive) variable?

Accordingly, the objectives of the study can be determined as follows:
1. Identify the level of availability of the Authentic leadership (self-awareness, relational transparency, internal ethical perspective, Balanced Processing) from the viewpoint of the teaching staff members of the research sample.

2. Detecting the level of availability of absorptive capabilities (knowledge acquisition, knowledge absorption, Knowledge Transfer, knowledge exploitation) from the viewpoint of the teaching staff members of the research sample.

3. Knowing the availability of safe organizational performance (safety policy, safety planning, safety procedures) from the viewpoint of the teaching staff members of the research sample.

4. Determine the relationship and impact between the Authentic leadership and the sustainability of the safe organizational performance in the university, the research sample.

5. Analysis of the interactive role between the Authentic leadership and absorptive capabilities in sustainability of the safe organizational performance from the viewpoint of the teaching staff members of the research sample.

Based on the conceptual framework and research variables, and in light of the research problem and its main objectives, the research model was modeled in Figure 1. This model expresses the logical relationships between the basic and secondary research variables, as follows:

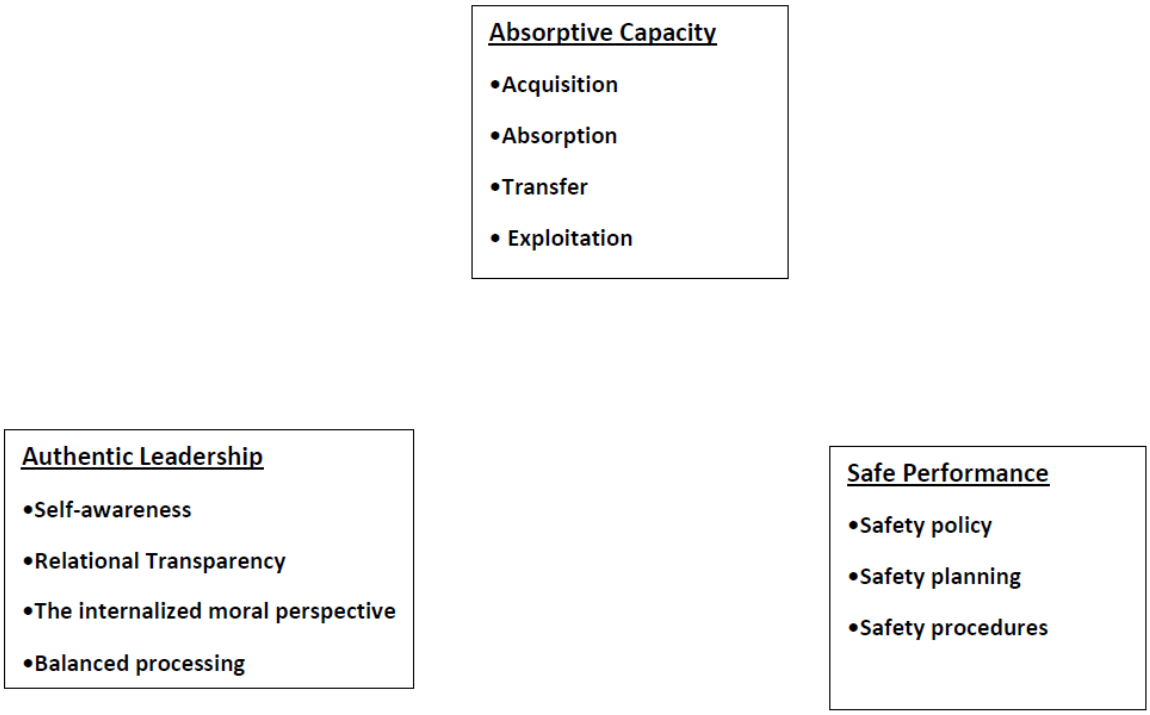

Figure 1 Research Model

Based on the research model and its method of application, this study includes three main hypotheses, one related to correlation and one to direct impact, and one that relates to the test of indirect (interactive) influence as follows:

1. There is a significant correlation between Authentic leadership and the sustainability of safe organizational performance.
2. There is a significant effect of Authentic leadership on sustainability of the safe performance.
3. There is a significant interactive (relaxing) effect of absorptive capacity on the relationship between Authentic leadership and the sustainability of safe performance.

The questionnaire was used as a primary tool for data collection in this research. The questionnaire consists of three parts, the first part relates to the Authentic leadership variable, which was relied upon (Walumbwa et al., 2008) scale, according to the five-likert scale (Strongly agree – Strongly not agree), and the number of items for this scale is (8) items as shown in Appendix No. (1). The second part is concerned with the absorptive capacity variable and consists of (12) items that were formulated by relying on. The research adopted the Ndife (2014) scale to measure the safe organizational performance, which consists of (12) items distributed on three sub-dimensions according to the five-step Likert scale (Strongly agree – Strongly not agree).

The research sample is Al-Qadisiyah University, it was chosen from the faculty members in some of the university's faculty s, which amount to (240) teaching staff to represent the appropriate sample size as shown in Table (1). In order to fully represent the sample, (270) questionnaires were distributed, and (240) valid questionnaires were retrieved for statistical analysis.

Table 1 Research Sample

#	**Faculty**	**Teachers No.**
1	Sciences	65
2	Education	58
3	Computer science and mathematics	60
4	Law	57
	Total	**240**

The Findings

Table (2) shows the description and coding of research variables to ensure accuracy and ease in statistical analysis:

Table 2 Explanation of Research Variables

Variable	**The dimension**	**Items No.**	Symbol
Authentic Leadership	Self-awareness	2	SW
	Relational transparency	2	RT
	The Internalized Moral Perspective	2	IMP
	Balanced Processing	2	BP
Absorptive Capacity	Possible absorptive capacities	6	PAC
	Perceived absorptive capacities	6	RAC
Sustainability of Safe Performance	Safety policy	4	SPO
	Safety planning	4	SPl
	Safety procedures	4	SPR

The research uses confirmatory factor analysis to check the quality of the research scale, and accordingly the research consists of three main variables. Figure (2) shows the confirmatory factor analysis of the Authentic leadership model according to the adjustment indicators, which consists of four main dimensions consisting of 8 items. It is clear from Figure (2) that all paragraphs of the Authentic leadership variable are greater than (0.50) and they are identical to the quality and goodness of fit and it gives a good indicator to perform all other statistical analyses.

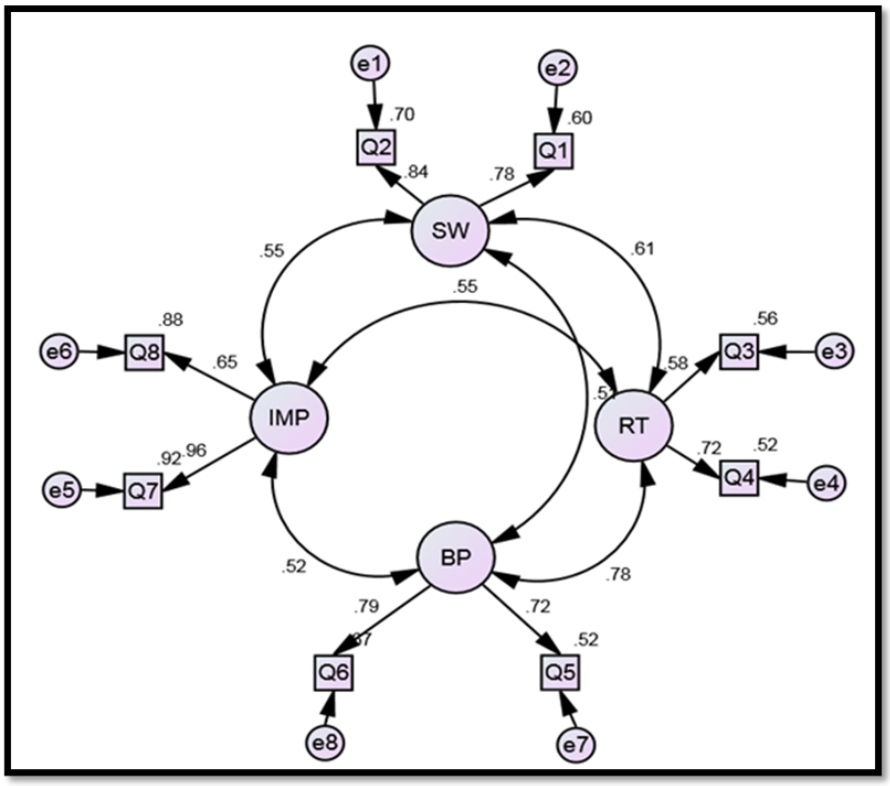

Figure 2 The complete model of the original leadership

Figure (3) shows the factor analysis of the absorptive capacity model according to the Modification Indices indicators, which consists of two basic dimensions and consists of 12 items. It is evident from Figure (3) that all items of the absorptivity variable are greater than (0.50) and they are identical to the goodness and goodness of fit. Thus, it gives a good indication for all other statistical analyses.

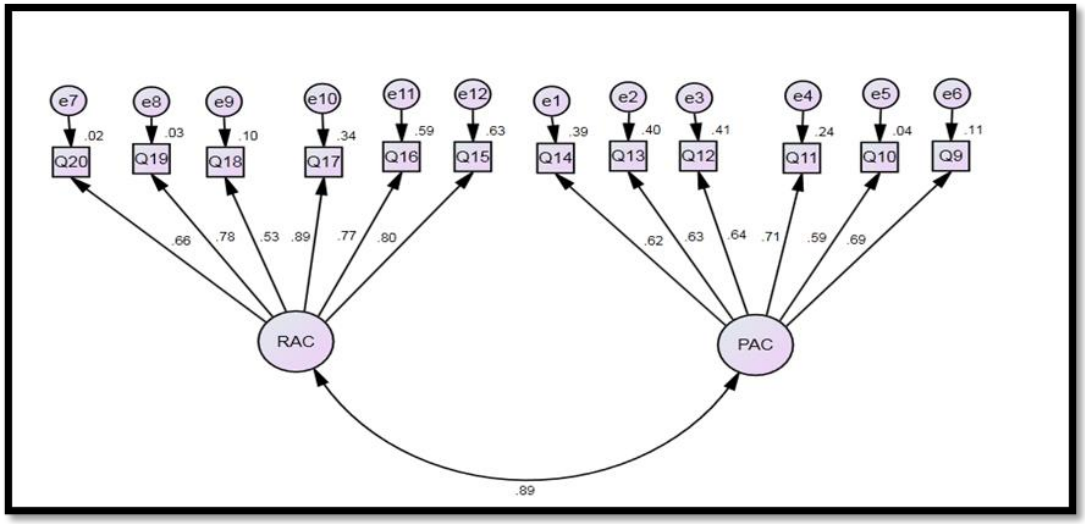

Figure 3 The complete model of absorbance capacities

Figure (4) shows the factor analysis of the model of sustainability of the safe organizational performance according to the Modification Indices indicators, which consists of three main dimensions consisting of 12 items. It is clear from Figure (4) that all items of the variable of sustainability of safe organizational performance are greater than (0.50) and they are identical to the quality and goodness of matching (Goodness Of Fit) and it gives a good indicator to perform all other statistical analyses.

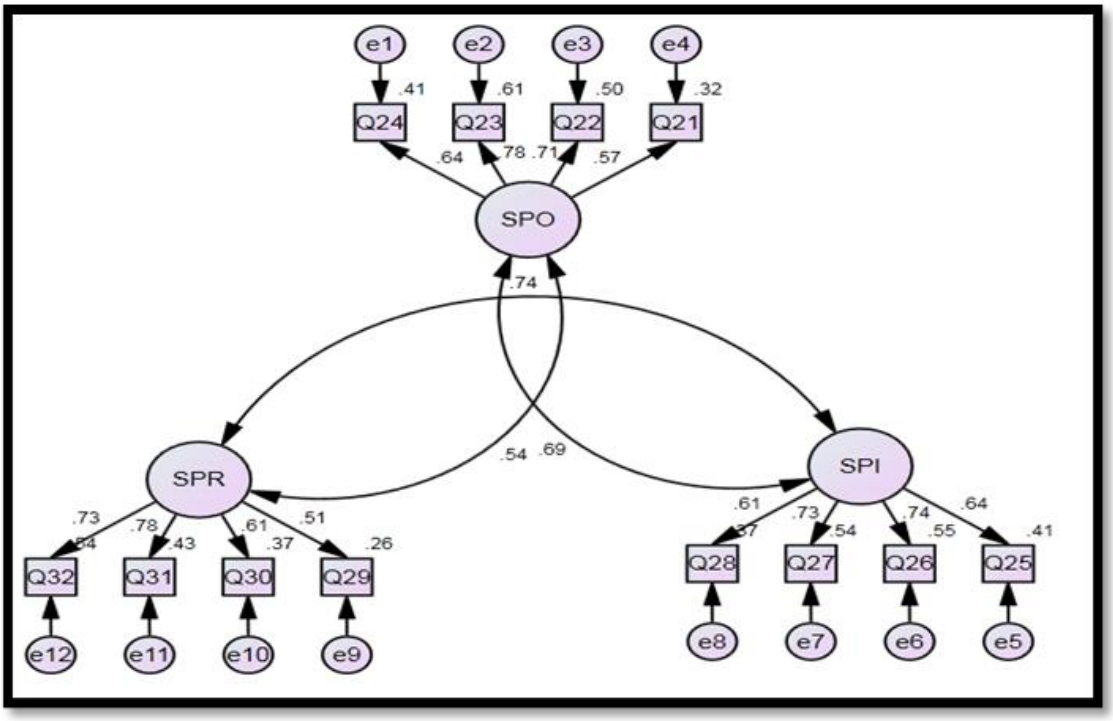

Figure 4 The complete model for sustainable safe performance

Descriptive Analysis of Search Variables

This analysis aims to determine the reality of absorptive capabilities as an interactive variable between the original leadership and the sustainability of safe performance in some faculty s of the University of Qadisiyah. The mean and standard deviation of these responses will be relied on, in addition to determining the relative importance of each dimension within the one variable, depending on the coefficient of difference. The research relied on the quintuple Likert scale in the sample responses to the questionnaire. The level of each variable will be between (1-5) at four levels. Table (3) shows that if N is greater than the hypothetical medium of (3), it is good if it ranges between (4-3) and is very good if it exceeds (4). It also includes two levels if it falls below the hypothetical medium (3), so it is weak if it ranges between (3-2) and very weak if it falls below (2).

Table 3 Descriptive Statistics

Research variables	Symbols	Mean	Standard Dev.	Coefficient of variation	Materiality
Authentic Leadership	SW	4.2104	0.68341	16.23	The First
	RT	4.1292	0.72895	17.65	The Second
	IMP	4.1625	0.76032	18.27	The Third
	BP	3.7688	.767860	20.37	The Fourth
Absorptive Capacity	PAC	3.6264	0.60179	16.59	The Second
	RAC	3.8986	.564030	14.47	The First
Sustainable Safe Performance	SPO	3.4417	0.84940	24.68	The Third
	SPl	3.9594	0.67235	16.98	The First
	SPR	3.8583	.656260	17.01	The second

1 - Authentic Leadership (AL)

The highest general arithmetic mean is at the self-awareness dimension (SW), when it reaches (4.2104). It is above the hypothetical medium (3) and with a very good level. Its standard deviation is (0.683) and a coefficient of variation (16.23), as this dimension came at the first level in terms of relative importance. As for the lowest general arithmetic mean, it was when after Balanced Processing ((BP as it is (3.76)) and standard deviation (0.76) and a coefficient of difference (20.37), as this dimension came at the fourth level in terms of importance

2- Absorbance Capacities (AC)

The highest general arithmetic mean is at the perceived absorbance capacity (RAC), when it reached (3.8986). It is above the hypothetical medium (3) and of a good standard. Its standard deviation is (0.56403) and a coefficient of variation (14.47), as this dimension came at the first level in terms of relative importance. As for the lowest general arithmetic mean, it was at the following potential absorptive capabilities ((PAC as it reached (3.6264) and standard deviation (0.60179) and coefficient of difference (16.59)), as this dimension came in the second level in terms of importance.

3- Sustainability of Safe Performance (SSP)

The highest general mean arithmetic is after SPl, when it reaches (3.9594). It is above the hypothetical medium (3) and of a good standard. Its standard deviation is (0.67235) and a coefficient of variation (16.98), as this dimension came at the first level in terms of relative importance. As for the lowest average arithmetic, it was at the dimension of the safety policy ((SPO as it is (3.4417) and a standard deviation (0.84940) and a coefficient of difference (24.68)), as this dimension came at the third level in terms of importance.

Search Hypothesis Testing

1- Correlation hypotheses

It is clear from the data of Table (4) the results of the correlation coefficient values (Pearson Correlation) between the original leadership variable by its dimensions (self-awareness, relational transparency, internal ethical perspective, Balanced Processing) and the variable of the sustainability of the safe performance and dimensions (safety policy, safety planning, Safety procedures).

A- Test the first research hypothesis, which states: (There is a significant correlation between the original leadership and the sustainability of the safe performance). The correlation coefficient between authentic leadership and sustainable performance is 0.627 ** at the significance level (0,000). This means a good, significant relationship. This indicates that the original leadership has an active and fundamental role in achieving the sustainability of the safe performance of the faculty s of the study sample within the University of Qadisiyah.

B- Test the sub-research hypotheses, which states: (There is a significant correlation between the dimensions of the original leadership and the sustainability of the safe performance). The correlation coefficient between the authentic leadership dimensions and the sustainability of the safe performance is (0.391 **, 0.502 **, 0.526 **, 0.569 **) at the significance level (0.000). This means that there is a relationship of good quality and significant significance between the dimensions of authentic leadership and the sustainability of the safe performance. This indicates that the dimensions of the original leadership have an intrinsic role in achieving the sustainability of the safe performance of the faculty s of the study sample within the University of Qadisiyah.

Table 4 Correlation Coefficient Results

		SW	RT	IMP	BP	AL	SPO	SPL	SPR	SSP
SW	r.	1								
	Sig									
RT	r.	.590**	1							
	Sig	.000								
IMP	r.	.441**	.673**	1						
	Sig	.000	.000							
BP	r.	.452**	.437**	.487**	1					
	Sig	.000	.000	.000						
AL	r.	.766**	.845**	.822**	.753**	1				
	Sig	.000	.000	.000	.000					
SPO	r.	.212**	.315**	.318**	.404**	.396**	1			
	Sig	.001	.000	.000	.000	.000				
SPL	r.	.295**	.361**	.379**	.411**	.456**	.101	1		
	Sig	.000	.000	.000	.000	.000	.120			
SPR	r.	.336**	.395**	.430**	.384**	.486**	.096	.594**	1	
	Sig	.000	.000	.000	.000	.000	.139	.000		
SSP	r.	.391**	.502**	.526**	.569**	.627**	.639**	.749**	.742**	1
	Sig	.000	.000	.000	.000	.000	.000	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).										

2- Impact hypotheses

This section is concerned with examining the hypotheses of impact identified in the research. For the purpose of determining whether to accept or reject it. The second main influence hypothesis indicates: (There is a significant impact relationship between the original leadership in the sustainability of the safe performance): (a) Constant represents the constant amount and this relationship means the sustainability of the safe performance (Y) is a function of the true value of the authentic leadership dimensions BP) (SW, RT Either estimates of these values and their statistical indicators were calculated at the level of the research sample of (240) for workers in some faculty s of the University of Al-Qadisiyah.

Table 5 shows the Statistical indicators between the dimensions of the original leadership in the sustainability of the safe performance. It turns out that the values of the CR indicator are all greater than (1.96), and they are significant after the self-awareness (SW), as its value reached (0.386) at the level of significance (0.764) which is greater than the level of significance at (0.05). This indicates that there is no Significant effect of the self-awareness dimension on the sustainability of the safe performance.

Table 5 Statistical indicators of the original leadership in the sustainability of the safe performance

			Estimate	S.E.	C.R.	P	Label
SSP	<---	IMP	.141	.047	3.021	.003	
SSP	<---	RT	.130	.052	2.501	.012	
SSP	<---	SW	.014	.047	.300	.764	
SSP	<---	BP	.251	.039	6.399	***	

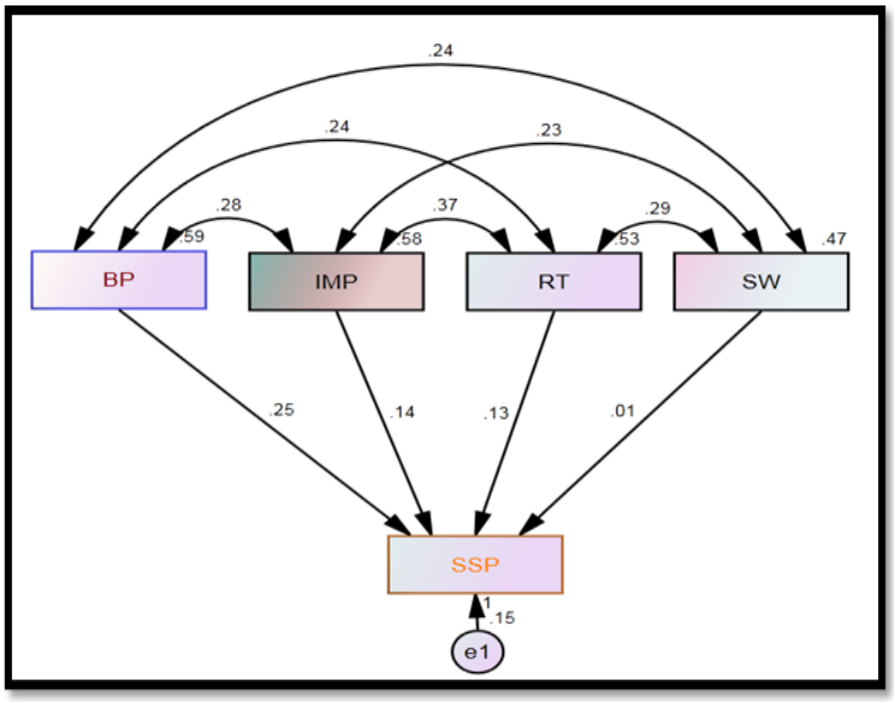

Figure 5 Statistical indicators of the original leadership in the sustainability of the safe performance

Table 6 Dimensions of authentic leadership

Dimensions of authentic leadership	constant	SW B1	RT B2	IMP B3	BP B4	R^2	F	Sig	sig(0.05)
The complete model to dimensions of authentic leadership and sustainability of safe performance	1.626	0.014	0.130	0.141	0.251	0.425	43.456	0.000	There is an effect
The final model using Stepwise after removing the non-significant variables	1.647	---	0.136**	0.141**	0.254*1	0.424	58.136	0.000	There is an effect

It is clear from Table (6) that:

*The dimension that entered the first stage
**The dimension that entered the second stage

A. The calculated value of (F) for the estimated model is (43.456). It is greater than the tabular value (F) of (2.79) at the significance level (0.05), and accordingly the hypothesis is accepted. This means (there is a significant effect relationship between the dimensions of the original leadership on the sustainability of safe performance) at the level of significance (5%), i.e. with a degree of confidence (95%).

B. From the value of the determination coefficient (²R) of (0.425), it is clear that the authentic leadership dimensions have an explanation of (43%) of the changes in the response variable (the sustainability of the safe performance) axis. The remaining percentage (57%) is related to other variables not included in the research model.

C. It is clear from the value of the marginal slope coefficient of the dimension of self-awareness (SW) β1) of (0.014) that increasing the dimension of self-awareness (SW) by one unit will lead to an increase in the sustainability of the safe performance by (1%). It is clear from the marginal slope coefficient of the relational transparency dimension of RT β2 of (0.130) that an increase after the relational transparency by one unit will lead to an increase in the axis of (safe performance sustainability) by (13%). It is clear from the marginal inclination coefficient of the internal ethical dimension (P3) of (0.141) that an increase in the internal ethical dimension by one unit will lead to an increase in the axis of (sustainability of safe performance) by (14%). It is clear from the marginal slope coefficient of the Balanced Processing dimension (BP) 4البالغ) of (0.251) that an increase after the Balanced Processing by one unit will lead to an increase in the axis of (safe performance sustainability) by (25%).

D. Using the (Stepwise) method of testing the variables, and after removing the non-significant variables, it becomes clear that the model is ultimately dependent on three dimensions (relational transparency, internal ethical perspective, Balanced Processing). The calculated value of (F) for the new model is (58.136) which is greater than the tabular value of F (2.79) at the significance level (0.05), i.e. with a confidence level (95)

Indirect Impact Test (Interactive)

To verify the validity of the hypothesis (absorptive capabilities as an interactive variable between the original leadership and the sustainability of safe performance), the interactive test was used through the (AMOS v.23) program. Table (7) shows the presence of a significant effect, as illustrated by the CR value. The interactive relationship value is (9.190) and it is higher than the specified standard of (1.96).

*** The dimension that entered the third stage

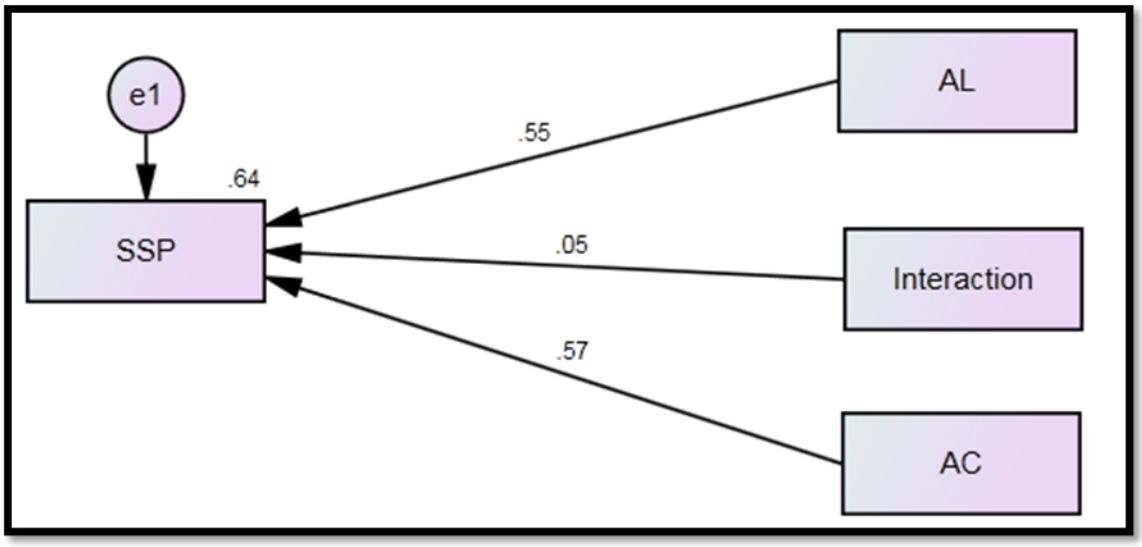

Figure 6 The interactive relationship between search variables

Table 7 The interactive relationship between search variables

			Estimate	S.E.	C.R.	P	R2	F test	sig
SSP	<---	AL	.557	.041	13.542	***	0.394	154.480	.0000
SSP	<---	Interaction	.059	.006	9.190	***	0.456	199.675	.0000
SSP	<---	AC	.579	.047	12.409	***	0.378	144.939	.0000

Table (7) shows that the value of the interactive variable effect is positive. Consequently, this indicates that increasing the interactive relationship by one unit will lead to an increase in the axis of sustainability of the safe performance by (5%) in addition to that the interactive relationship was able to explain its proportion (46%) of the variables that affect the variable of sustainability of the safe performance.

After completing the interactive variable test, the significance of this test must be checked, as the research used the Sobel test to verify the significance of the interactive test, as shown in Figure (7).

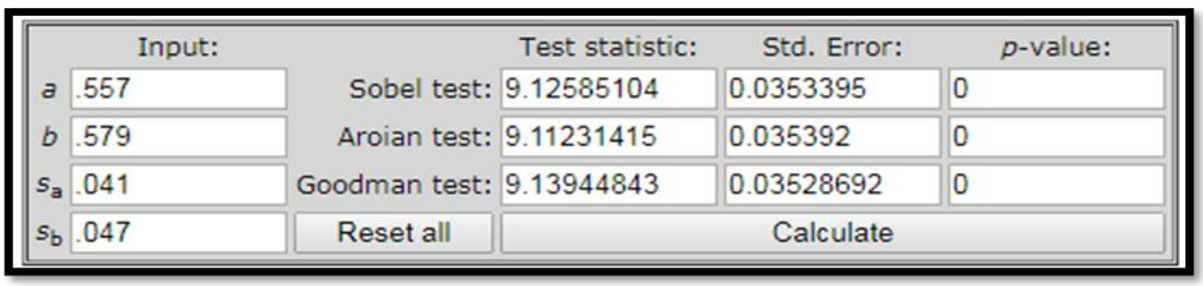

Figure 7 Sobel test results for the interactive variable

Figure 7 shows the significance of all the tests related to the interactive variable (absorptive capabilities) of the relationship between the original leadership and the sustainability of the safe performance.

Summary and Conclusions

The statistical description shows that there is a difference in the opinions of the teaching staff, the research sample, on leadership practices at the University of Al-Qadisiyah, the research sample. It is clear that leaders at the University of Al-Qadisiyah pay more attention to achieving self-awareness and transparency of relationships, unlike achieving Balanced Processing of matters. In addition, the results of the presentation of the answers of the teaching staff show a positive trend for the leaders of Al-Qadisiyah University to seriously participate in the knowledge and practical experiences they possess, and to invest the new acquired knowledge well, i.e. enhancing the absorptive capabilities of the knowledge. The interest of the University of Al-Qadisiyah is to achieve the sustainability of safe organizational performance by identifying risks properly during planning, as safety plans help reduce work risks and affect job satisfaction for workers, as well as through Safety procedures in the work environment that improve performance. It can be concluded through the correlation coefficients, the correlation between the original leadership and the sustainability of safe organizational performance, which proves the validity of the research hypothesis. The results of the regression analysis also reveal a significant impact of the original leadership dimensions at Qadisiyah University in achieving sustainable performance, and this effect will increase through focusing on transparent relationship practices, internal ethical perspective, and Balanced Processing by leaders. The absorptive capabilities of knowledge have an interactive (euphemistic) role for the relationship between the original leadership and the sustainability of safe performance, and that the organizational safe performance of the University of Qadisiyah will increase when there are openness and clarity practices of the leader's behaviour towards others through the exchange of information necessary to make decisions and accepting the inputs of others, and this thus supports the title of the research and the validity of the interactive hypothesis. Therefore, it is necessary to pay attention to strengthening the original leadership practices at the level of Al-Qadisiyah University, by increasing attention to the different points of view before drawing conclusions and making decisions based on the original (core) beliefs.

The Leaders at Al-Qadisiyah University should also enhance interest in Balanced Processing, because Balanced Processing involves an objective analysis of all relevant information before making a decision that provides reasons for success and authenticity in

leadership. As well as interest in the Internalized Moral Perspective, which represents leadership behaviours guided by internal ethical standards and values. Finally, it is necessary to enhance the absorptive capabilities of knowledge at Al-Qadisiyah University and all its faculty s and to enhance its knowledge acquisition processes by organizing periodic visits to the university's affiliates to other corresponding universities in order to exchange knowledge, because of its impact on exchanging organizational learning, transferring new practices and gaining a competitive advantage, and also contributing to the superior performance of the organization. In addition, it is important to work to enhance the safe working environment and to use new and original approaches to leadership that contribute to the sustainability of the safe performance, through the proper delivery of safety policies that help reduce accidents and involve workers with dangerous behaviours in the formulation of these policies.

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