A black background with a black square

Description automatically generated with medium confidence

**Fig. 1.** Proposed conceptual model

Table 1. Validity and Reliability of Authentic Leadership Scale (2 Factors)

|  |  |  |  |
| --- | --- | --- | --- |
| **Authentic Leadership** | **Cronbach’s alpha** | **Composite Reliability** | **Average Variance Extracted (AVE)** |
| **Self-Awareness & Balanced Processing** | 0,920 | 0,919 | 0,654 |
| **Morel Perspective & Relational Transparency** | 0,896 | 0,899 | 0,598 |

Table 2. Validity and Reliability of Psychological Capital Scale

|  |  |  |  |
| --- | --- | --- | --- |
| **PsyCap** | **Cronbach’s alpha** | **Composite Reliability** | **Average Variance Extracted (AVE)** |
| **Self-Efficacy** | 0.799 | 0,800 | 0,501 |
| **Hope** | 0.753 | 0,760 | 0,514 |
| **Optimism** | 0.754 | 0,699 | 0,540 |
| **Resilience** | 0.687 | 0,758 | 0,511 |

*Table 3. Validity and Reliability of Burnout Scale*

|  |  |  |  |
| --- | --- | --- | --- |
| **Burnout** | **Cronbach’s alpha** | **Composite Reliability** | **Average Variance Extracted (AVE)** |
| **Emotional Exhaustion** | 0.898 | 0,897 | 0,595 |
| **Lack of Personal Accomplishment** | 0.674 | 0,670 | 0,409 |
| **Cynicism** | 0.807 | 0,839 | 0,638 |

*Table 4. Validity and Reliability of Work Engagement*

|  |  |  |  |
| --- | --- | --- | --- |
| **Work Engagement** | **Cronbach’s alpha** | **Composite Reliability** | **Average Variance Extracted (AVE)** |
| **Vigor / Absorption** | 0.922 | 0,919 | 0,696 |
| **Dedication** | 0.828 | 0,829 | 0,709 |

*Figure 2. New Model After Factor Analysis*

A diagram of a diagram

Description automatically generated

*Table 5. Multiple Regression of Authentic Leadership and Psychological Capital as the mediator variable on Burnout*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **B** | **SEb** | **β** | **p** |
| First Regression (Authentic Leadership is regressed on Burnout) | | | | |
| Constant | 3.899 | .141 | - | .000 |
| Authentic Leadership | -.326 | .044 | -.359 | .000 |
| Second Regression (Authentic Leadership regressed on PsyCap) | | | | |
| Constant | 3.018 | .097 | - | .000 |
| Authentic Leadership | .253 | .030 | .399 | .000 |
| Third Regression (Authentic Leadership is regressed on Burnout through PsyCap ) | | | | |
| Constant | 5.666 | .246 | - | .000 |
| Authentic Leadership | -.178 | .044 | -.196 | .000 |
| PsyCap | -.586 | .069 | -.410 | .000 |
| Adjusted R**²**: 0.127 for the first, 0.157 for the second and 0.266 for the third regression | | | | |

*Table 6. Multiple Regression of Authentic Leadership and Work Engagement as the mediator variable on Burnout*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **B** | **SEb** | **Β** | **p** |
| First Regression (Authentic Leadership is regressed on Work Engagement) | | | | |
| Constant | 2.171 | .151 | - | .000 |
| Authentic Leadership | .388 | .047 | .393 | .000 |
| Second Regression (Authentic Leadership regressed on PsyCap) | | | | |
| Constant | 3.018 | .097 | - | .000 |
| Authentic Leadership | .253 | .030 | .399 | .000 |
| Third Regression (Authentic Leadership is regressed on Work Engagement through PsyCap ) | | | | |
| Constant | .235 | .263 | - | .000 |
| Authentic Leadership | .225 | .047 | .228 | .000 |
| PsyCap | .642 | .074 | .413 | .000 |
| Adjusted R**²**: 0.152 for the first, 0.293 for the second and 0.157 for the third regression | | | | |

Table 7. Structural Equational Model Fit Measures

|  |  |  |  |
| --- | --- | --- | --- |
| **Fit Measures** | **Threshold** | **SEM** | **Status** |
| Chi-square/df (cmin/df) | <3 good,  <5 permissible. | 2,240 | Good |
| CFI | >.95 great,  >.90 good,  >.80 permissible. | 0,898 | Good |
| GFI | >.95 | 0,803 | Below the threshold |
| AGFI | >.80 | 0,778 | Below the threshold |
| SRMR | <.09 | 0,0868 | Good |
| RMSEA | <.05 good,  .05-.10 moderate,  >.10 not permissible. | ,058 | Moderate |

Figure 3. Structural Equational Model

Diagram, schematic

Description automatically generated

Table 8. Standardized Regression Weights

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **DV** | **Path** | **IV** | **Estimate** | **S.E.** | **C.R.** | **P** |
| PsyCap | <--- | AL | 0,325 | 0,051 | 6,330 | \*\*\* |
| WE | <--- | AL | 0,183 | 0,053 | 3,480 | \*\*\* |
| Burn | <--- | AL | -0,122 | 0,047 | -2,586 | ,010 |
| WE | <--- | PC | 0,723 | 0,088 | 8,197 | \*\*\* |
| Burn | <--- | PC | -0,743 | 0,103 | -7,211 | \*\*\* |
| AL: Authentic Leadership, WE: Work Engagement, Burn: Burnout, PsyCap: Psychological Capital | | | | | | |

Table 9. Bias-Corrected Percentile Method of the Model

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Parameter** | **Estimate** | **Lower** | **Upper** | **P** |
| AL-->PsyCap-->Work Engagement | 0,235 | 0,129 | 0,475 | ,000 |
| AL-->PsyCap-->Burnout | -0,242 | -0,491 | -0,148 | ,000 |