

**IMPACT OF AUTHENTIC LEADERSHIP ON JOB  
ENGAGEMENT WITH MEDIATING EFFECT OF AFFECTIVE  
COMMITMENT IN BANKING SECTOR AMPARA DISTRICT**

By



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## ABSTRACT

This research investigates the impact of Authentic Leadership on Job Engagement, with the mediating role of Affective Commitment, within the banking sector of Ampara District. In the evolving context of employee engagement and organizational performance, leadership styles have become central to understanding employee motivation and commitment. The study employed a quantitative research design, using descriptive statistics, correlation, regression, and mediation analyses on data collected from a sample of 200 employees across selected commercial banks in the region. The results indicate that employees positively perceive authentic leadership behaviors—characterized by self-awareness, relational transparency, balanced processing, and an internalized moral perspective. These perceptions are significantly associated with increased levels of affective commitment and job engagement. Specifically, the findings suggest that authentic leadership fosters a strong emotional connection between employees and their organizations, leading to greater enthusiasm, dedication, and absorption in work-related tasks. Importantly, mediation analysis confirms that affective commitment significantly mediates the relationship between authentic leadership and job engagement, reinforcing the notion that employees who are emotionally committed to their organizations are more likely to be engaged, productive, and resilient. These insights underscore the pivotal role of leadership authenticity and emotional attachment in driving workforce motivation. The study contributes valuable empirical evidence and practical recommendations for HR professionals, policymakers, and banking sector leaders, emphasizing the need to cultivate authentic and spiritually aware leadership practices to build a committed and engaged workforce in the Sri Lankan banking sector.

**Keywords:** *Affective Commitment, Authentic Leadership, Banking Sector, Job Engagement, Spiritual Leadership*

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