

Enlightened Leadership and its Role in Achieving Psychological Safety among Employees: An Analytical Study of the Opinions of a Sample of Employees of the Karbala Municipality Directorate

ALL Mohammed Mohsen Hassan ¹, Zalnab Salim Abd Zaid ², Ghaidaa Hamza Marza ³

^{1,2} University of Karbala, College of Administration and Economics

³ University of Karbala /College of Nursing

Abstract:

This research seeks to determine the impact of enlightened leadership on employee psychological safety. To achieve this, five dimensions of enlightened leadership were adopted (role model, communicator, visionary, servant, and developer). Psychological safety was expressed as a dependent variable through its dimensions (job satisfaction, leadership, organizational affiliation, performance, risk tolerance, and support). The research problem stemmed from the reality of the Karbala Municipality Directorate, which has not achieved the desired level of service provision to its beneficiaries. The Karbala Municipality Directorate's management is committed to making the workplace a more secure place for workers, but in order to compete at the national and regional levels, they came up with a hypothetical plan based on their best guesses about the variables' relationships and the potential outcomes. Two primary theories form the basis of this. There is a strong relationship between enlightened leadership and psychological safety, according to the first, which is concerned with the link. The substance of the second hypothesis is that (enlightened leadership has a substantial impact on psychological safety), and it is concerned with the degree of influence between the two variables. It was in the Karbala Municipality Directorate (central) that the study was carried out. Specifically, a questionnaire was developed to gather the data needed for the field component. The study sample consisted of fifty persons drawn from the workforce of the investigated directorate. Standard deviation, Pearson's correlation coefficient, weighted arithmetic mean, Cronbach's alpha, and simple regression were some of the measuring techniques utilized in the practical component. The statistical program SPSS V. 26 was used for the Simple Regression Analysis.

The research reached a set of results, the most important of which is (there is a statistically significant correlation between enlightened leadership and psychological safety). Based on these results, the researcher presented a set of recommendations, most notably the necessity for the Karbala Municipality Directorate to increase its focus and adherence to the enlightened leadership approach among its employees in order to achieve its planned goals. This should be achieved by increasing attention to the psychological safety of its employees, with the aim of stimulating their talents and intellectual capabilities, enabling them to develop appropriate solutions to work-related problems that may hinder the completion of their duties.

Keywords: Enlightened leadership, psychological safety, Karbala Municipality Directorate.

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introduction

Based on the principle that "a leader is not a genius, but a creator of geniuses," because the most important people are those on the front lines, a new leadership model has gradually emerged among the more positive responses to the global economic, moral, political, and spiritual crises that have challenged the social structure over the past thirty years. The enlightened leadership movement has become mainstream. It now represents a powerful alternative leadership philosophy guiding a growing number of leaders from within the workplace. Enlightened leadership has surpassed the traditional leadership styles prevalent in the organizational environment, which are based on the concept of exchange between leader and follower for the purpose of exchanging knowledge. In the same vein, it is based on control and stability within the workplace. Al Hayali (2024) emphasized that a leadership style primarily focuses on inspiring and guiding individuals toward achieving organizational goals. This is achieved by creating a positive and supportive work environment, fostering teamwork, and providing opportunities for organizational development and growth. Enlightened leadership plays a significant role and is key to determining success. Andacao (2017) indicated that character, competence, cooperation, and courage are essential elements of leadership success and a significant factor in building a strong organization. Murphy (2020) also emphasized that gaining a sustainable competitive advantage and achieving better organizational results are among the most prominent benefits of enlightened leadership, by contributing to increased employee morale and encouraging teamwork, creativity, responsibility, and accountability to meet stakeholder needs and achieve organizational goals, thus creating satisfaction for all. The literature also indicates that enlightened leadership contributes to attracting highly skilled and intelligent individuals who are more willing to learn and committed—by achieving justice, motivating employees using the latest methods, meeting basic human needs, adopting positive psychological movement, and creating meaning and satisfaction to energize individuals and push them in the right direction (Millick, 2009).

Accordingly, it can be argued that some antecedents of enlightened leadership facilitate organizations' maintenance of positive organizational performance from the perspective of stakeholders. In this context, this study aims to examine some of the outcomes of enlightened leadership for employees (considering the outcomes of enlightened leadership), which may be an improvement in employee psychological safety. There is currently no research in the current literature examining the relationship between enlightened leadership and employee psychological safety within Karbala Municipality managers. Therefore, this study aims to investigate the effects of enlightened leadership on employee psychological safety, thus attempting to add a contribution to the literature on the study variables.

1-Research Methodology

The research methodology relates to the steps the researcher follows to define the research problem, its importance, and objectives, and the hypothetical model that contributes to clarifying the nature of the relationship between the variables, as follows:

1-1- Research Problem:

Today's business environment is characterized by a high level of dynamism, which has led to an increased need for organizations to improve the psychological safety of their employees. The goal is to maintain a certain level of outstanding performance to enhance their competitive position in the business environment and ensure their survival. One of the most prominent ways in which the organization under study achieves high psychological safety is through its ability to achieve job satisfaction and support, enhance performance, and foster a sense of organizational belonging for employees, particularly their ability to take risks to develop their employees and support them according to enlightened leadership methods that enable them to perform their duties more effectively

through enlightened leadership of individuals. However, the reality of the directorate under study revealed traditional leadership methods and limited support available to them to assume more positive roles. This may be due to the fact that leaders lack a vision for the future and do not build Communication bridges between them and the individuals, limited service provision, and the fact that the traditional leadership methods of the directorate do not rise to the level that is consistent with the true concept of enlightened leadership for working individuals. This, in turn, has led to the emergence of weak psychological safety among its employees. The research problem was formulated with the following questions:

1. What is the level of enlightened leadership among the individuals working in the Karbala Municipality Directorate?
2. What is the level of psychological safety among the individuals working in the Karbala Municipality Directorate?
3. What is the level of correlation between enlightened leadership in all its dimensions and psychological safety in the Karbala Municipality Directorate?
4. What is the level of influence of enlightened leadership in all its dimensions on psychological safety in the Karbala Municipality Directorate?

1-2- Research Objectives:

The field research objectives are as follows:

1. To explore the leadership styles of the individuals working in the Karbala Municipality Directorate, the research sample was selected.
2. To explore the level of psychological safety among the individuals working in the Karbala Municipality Directorate, the research sample was used.
3. Testing the correlation between enlightened leadership and psychological safety among employees working in the Karbala Municipality Directorate.
4. Measuring the extent of the impact of enlightened leadership on achieving psychological safety among employees working in the Karbala Municipality Directorate.

1-3- Third: Importance of the Research:

The research considers enlightened leadership to be one of the fundamental pillars of organizational success and its impact on enhancing psychological safety among employees in society. The importance of the research can be explained as follows:

1. Shedding light on the theoretical aspects of both enlightened leadership and psychological safety among employees working in the Karbala Municipality Directorate.
2. This research is descriptive and analytical, linking two important variables for achieving psychological safety in administrative work: enlightened leadership and psychological safety.
3. Providing libraries with scientific resources that address the research linking enlightened leadership and psychological safety, given the scarcity of previous studies in libraries, to the researcher's knowledge, which would serve as a reference for many researchers.
4. Assisting decision-makers in choosing enlightened leadership styles that ideally guide the administrative process and achieve psychological safety for the organization's employees.
5. This research helps the organization and its employees adopt new leadership styles that achieve the goals of a successful administrative process.

1-4- The hypothetical research plan:

A hypothetical research plan was constructed based on the correlation and influence between the research variables (enlightened leadership and employee psychological safety), as shown in Figure 1.

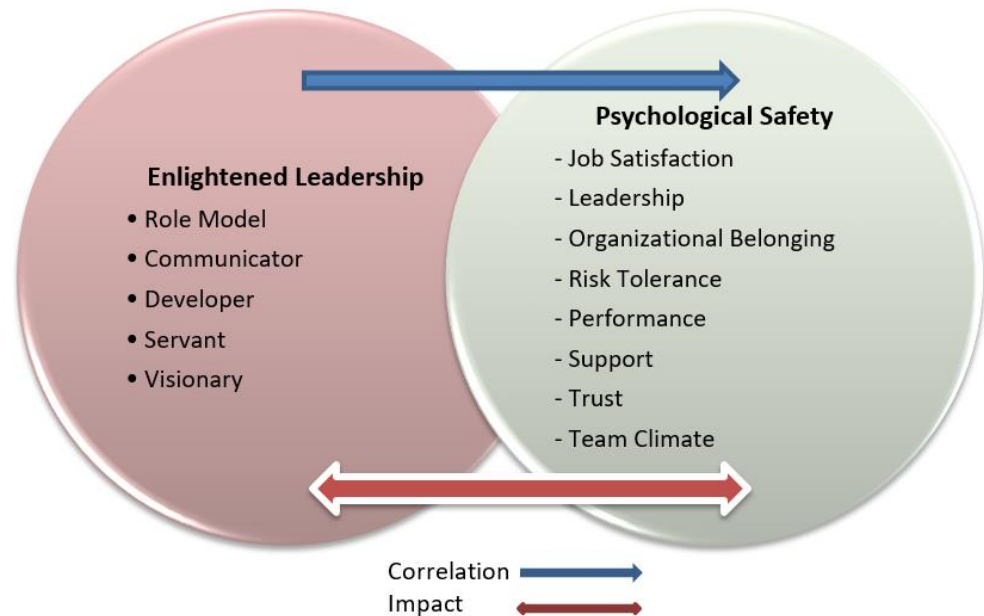


Figure 1: The hypothetical research plan

Figure (1) above shows the hypothetical research plan. Based on a number of previous studies, the current research consists of two main variables: the first component represents enlightened leadership, which is the independent variable with its five dimensions (role model, communicator, developer, servant, visionary), and the second component, psychological safety, represents the dependent variable with its six dimensions (job satisfaction, leadership, organizational belonging, performance, risk tolerance, and support).

1-5- Research Hypotheses:

The current research hypotheses were constructed to answer the questions stated in the research problem. The hypotheses were divided into two sections as follows:

First: The correlation hypothesis:

1. The first main hypothesis (1)

(There is a statistically significant correlation between the dimensions of enlightened leadership and psychological safety.)

Second - Direct impact hypotheses:

2. The second main hypothesis (2)

(There is a significant correlation between enlightened leadership and psychological safety in all its dimensions at the level of the Karbala Municipality Directorate.) From this, the following sub-hypotheses emerge:

1-6- Research community and sample:

1. Description of the research community:

The Karbala Municipality Directorate is one of the formations of the Ministry of Housing, Construction, Municipalities, and Public Works. It is located in the center of the old city. Its

organizational structure includes the municipality director and the three assistants (technical, administrative, and service affairs), in addition to other departments and divisions. The number of divisions is (18), which are (the Human resources, finance, imports, properties, internal audit and control, legal, stores, information systems, planning and follow-up, mechanisms, projects, city organization, central workshop, electricity maintenance, solid waste, gardens and parks, industrial district sector, investment and areas. Each of these branches has its units, in addition to its affiliated departments, which number 8) departments. Each department is responsible for its specific geographical area. The research sample included a number of employees working in the Karbala Municipality Directorate, The research sample included a number of employees working in the Karbala Municipality Directorate (Center), where the number of individuals in the research community reached (200) individuals, and the research sample was determined to be (132) individuals based on the researchers Krejcie & Morgan, 1970. (150) questionnaires were distributed, and the number of returned questionnaires was (142). The number of invalid questionnaires was (2). The number of valid questionnaires for analysis was 140, which meets the required number, and from different job levels of employees of the Karbala Municipality Directorate (Center), which can be summarized as shown in table (1).

Table (1) Description of the research sample

Characteristics	The number	Per cent
Male	119	%85
Female	21	%15
Total	140	100%
Age Group		
30 years and younger	27	%19
31-40 years	43	%31
41-50 years	33	%24
51 years and older	37	%26
Total	140	100%
Educational Attainment		
Intermediate		%0
Preparatory	8	%6
Diploma	18	%13
Bachelor's	62	%44
Higher Diploma	7	%5
Master's	15	%11
Doctorate	10	%7
Total	120	86%
Years of Service		
5 years and younger	28	%20
6-10 years	44	%31
11-15 years	33	%24
16-20 years	18	%13
21 years and older	17	%12
Total	140	100%

Source: Prepared by the researchers based on the questionnaire.

The table below lists the traits of the study sample, which was made up of 140 employees from the Karbala Municipality Directorate. The study was called "Enlightened Leadership and Its Role in Achieving Psychological Safety Among Employees."

1. Sex

There were 119 male employees (85%) in the sample, making them the largest group.

There were only 21 female employees (15%), making them the smallest group. This big difference shows that men are in charge of the workforce in the sample, which might change how the data about psychological safety is looked at.

2. Age Group

The 31–40 age group had the most people, with 31% (43 workers), while the 30-year-old age group had the fewest people, with 19% (27 employees). This distribution shows that the majority of the people in the sample had some work experience.

3. Level of Education

There are 62 employees with bachelor's degrees, which is the greatest amount at 44%. None of the employees have an intermediate degree (0%), and only 5% of them have a higher diploma, which is the lowest level of higher education. This means that seven employees have a higher diploma. This shows that most of the people in the sample have a rather high degree of education. Keep in mind that the total percentage for this part is 86%. This means that 14% of the data was not categorized.

4. Years of Work

The biggest percentage of employees, 31%, or 44 people, have worked there for 6 to 10 years. The smallest group is those who have worked for the company for 21 years or more, which is 12% of the total, or 17 people. This distribution is in line with age groupings and shows that most employees have some experience.

1-7- Statistical Methods Used:

The research used a number of statistical tools based on the statistical software SPSS V. 26, as follows:

1. Cronbach's Alpha Coefficient: Used to verify internal consistency in the research sample's responses.
2. Standard Deviation: Used to demonstrate dispersion in the research sample's responses.
3. Weighted Arithmetic Mean: To determine the level of agreement on the items based on the questionnaire.
4. Pearson's Correlation Coefficient: Used to measure the strength of the relationship between the research variables.
5. Simple Regression Analysis
6. Coefficient of Determination (R²): Indicates the amount of change in the dependent variable that the independent variable can explain.

2-The Intellectual and Conceptual Framing of Research Variables

2-1- The Concept of Enlightened Leadership:

Enlightened leadership has surpassed the traditional leadership styles prevalent in the organizational environment, which are based on the concept of exchange between leader and follower for the purpose of exchanging knowledge. In the same vein, it is based on control and stability within the work environment, keeping pace with the rapid changes we are experiencing today and interacting and responding to meet the demands of the current labor market. Al Hayali (2024) emphasized that a leadership style primarily focuses on inspiring and guiding individuals toward achieving organizational goals. This is achieved by creating a positive and supportive work environment, fostering teamwork, and providing opportunities for organizational development and growth. Rahman (2022) indicated that it is a set of processes characterized by growth and development that can be achieved as quickly as possible within an organization, without harming individuals. This

can be achieved by focusing on the future to ensure continued progress and success, as continuous change and development occur through developing self-awareness among individuals by making them feel part of it. The researcher believes that enlightened leadership is based on the principle of cooperation, instilling a spirit of altruism, and encouraging teamwork within the organization. This is achieved by creating educational opportunities and training programs aimed at developing the capabilities of employees and harnessing their skills to keep pace with dynamic changes in the labor market and striving to achieve goals.

2-2- The Importance of Enlightened Leadership

Enlightened leadership contributes to attracting skilled, highly intelligent, and more willing to learn and committed individuals. This is achieved by achieving fairness, motivating employees using the latest methods, meeting basic human needs, fostering positive psychological dynamics, and creating meaning and satisfaction to energize individuals and push them in the right direction. (Millick, 2009)

Murphy (2020) also emphasized that gaining a sustainable competitive advantage and achieving better organizational results are among the most prominent benefits of enlightened leadership, by contributing to increased employee morale and encouraging teamwork, creativity, responsibility, and accountability to meet stakeholder needs and achieve organizational goals, thereby creating satisfaction for all. Mitroff & Kilmann (2021) explained that enlightened leadership helps undermine chaos by fostering a spirit of cooperation and altruism among team members, enabling all team members to thrive and effectively cope with the changes in the work environment facing the organization. Sinthu (2023) indicated that leadership contributes to creating flexibility and agility in work through the skills possessed by the leader, which contribute to connecting all team members within the organization to rise to the highest level to achieve more effective performance. Leadership also helps organizations adapt to changes in the work environment by proactively exploring the internal and external factors of the organization.

2-3- Qualities of an Enlightened Leader:

Andacao (2017) indicated that character, competence, cooperation, and courage are essential elements for successful leadership and an important factor in building a strong organization. As Anderson and Caldwell (2019) point out, the desire and ability to see oneself accurately are characteristics of personal identity. Leaders also require the ability to define reality and assess the strengths of others and their ability to contribute to achieving the desired outcome by building strong teams. Humility and appreciation for the value of others enable leaders not only to delegate tasks effectively but also to recognize when others' perspectives might supersede their own. Improvability, or a leader's commitment to being teachable, being open to the experiences of others, and a desire to grow and help others discover their skills, are essential elements of leadership. They are also the core of the qualities of improvement and are essential for being teachable. Sousa & Dierendonck (2017). Improvability is a person with the work skills to connect all team members in the organization to achieve higher levels of performance. Leaders must explore internal and external factors, as well as monitor change. As the world changes more rapidly, leaders must lead their organizations to adapt to these changes. They must possess the ability to create flexibility and agility in work, to assist team members, and continue to face the new challenges facing the organization with determination. (Sinthu, 2023)

2-4- Dimensions of Enlightened Leadership:

Rahman (2022) indicated that the dimensions of enlightened leadership were (role model, developer, service, motivator, visionary, and communicator). Both Andacao (2017) and Fattah (2024) agreed that (role model, developer, service workers, change agents, visionaries, and communicators) represent dimensions of enlightened leadership. Abd el-

At (2023) adopted (role model, developer, servant, visionary, and communicator) as dimensions to measure enlightened leadership. In this regard, we agreed to adopt the Mitroff & Kilmann scale for our current research. (2021) represented by the dimensions (role model, developer, servant, visionary, and communicator) to measure the independent variable. We will discuss them as follows:

First - Role Model

"The term 'role model' is based on two concepts: the concept of role and the tendency of individuals to resemble others; and the concept of modeling, the psychological matching of cognitive skills and behavioral patterns between the follower and the leader. This means that individuals are drawn to models that are perceived as similar in terms of their characteristics, behavior, or goals, from which they can learn certain abilities or skills. The concept of role is interpreted as meaning that role identification can be considered a cognitive response to an individual's belief that the characteristics of another person (the leader) are similar to their motivations and personality, and that this leader plays a desirable social role, often a central one or occupies a position of authority. Attractive, this may provide employees with the motivation and inspiration to choose a particular direction, activity, or career path. In addition, role models provide living proof that certain goals can be achieved. Identifying and comparing role models to them may help individuals define their self-concept or sense of self and enhance their self-efficacy to engage in a particular profession (Bosma et al., 2012).

Second: The Visionary

Visionary leadership is defined as the ability to create, formulate, communicate, and implement ideas. A visionary leader must possess the ability to see and capitalize on opportunities in the future. There are three elements to being able to create a vision: defining long-term goals to be achieved, presenting a clear picture of the expected future, and establishing agreed-upon values to be followed together (Prestyadi et al., 2019).

Therefore, visionary leadership involves the willingness, ability, and skill to deliver future success and glory. A visionary leader is able to anticipate any potential incidents, manage the future, and encourage others to do their best. This means that visionary leaders are able to see all the challenges and opportunities to encourage organizations to achieve their purpose. Visionary leaders focus on future challenges and encourage organizational members to improve their spirits. One of their attributes is their ability to prepare the organization to adapt to changing circumstances. Therefore, organizational change is necessary, and visionary leaders who can do this are the ones who consistently offer new ideas about the organization's future. Empowering followers by involving them in the decision-making process leads to commitment to the vision and the organization. It is essential for visionary leaders to realize that they cannot transform their visions into reality alone; they need help and support from their followers. Therefore, visionary leaders empower their followers by assigning tasks that lead to successively greater positive experiences and increased self-confidence, thus convincing followers of their abilities and creating an environment of positive emotions and increased excitement (Khoiri, 2020).

Third. The Developer:

Fagerholm & Münch (2012) concluded that cognitive, emotional, and affective characteristics influence the performance of an enlightened, developing leader. Cognitive influences how developing leaders perceive their development infrastructure at the intellectual level. Perceiving these issues in a positive light is likely to contribute to improved employee performance. Emotional influences how developers feel about their work. Respect and belonging are social factors that create a sense of security, while affective factors influence how developers see the value of their contribution. Deliberate, planned activity with personal goals that align properly with the goals of others is likely to

increase a sense of purpose, motivation, and commitment, thus positively impacting employees.

Hussein El-At (2023) indicated that one of the tasks of an enlightened, developing leader is to work on developing the organization by relying on methods aimed at improving performance, simplifying work procedures, and maintaining sufficient organizational flexibility to address problems and difficulties. This is achieved by involving employees in organizational decision-making to ensure improved employee performance. Among its characteristics is encouraging subordinates to voluntarily contribute to creativity, innovation, and the development of their skills. It allows them to participate and offer ideas that have an effective impact in developing appropriate solutions to the problems facing the organization (Razzaq et al., 2024).

Fourth: Servant leadership:

A servant leader understands the practice of leadership and prioritizes the interests of subordinates over their self-interest. A servant leader fosters the appreciation and development of people, builds community, and practices authenticity. The leader prioritizes the interests of subordinates, sharing power and status for the common good of each individual (Song et al., 2020). The broad vision of servant leadership includes comprehensive leadership practices not only in corporate boardrooms but also in social interactions that rely on the need for individuals committed to making the world a better place for everyone to live in (Noling, 2024)

Fifth: The Connected:

The new way of thinking about leadership could be the process of developing knowledge networks and establishing connections to create collective influence. This new way of leadership could allow for a connection, not through the leader's authority, power, control, or hierarchy, but rather a new way of defining the leader-subordinate relationship entirely, in the same way that connectivism redefines the teacher-student dynamic. From now on, the connection and power of the network could be used to influence apparent power and legitimacy within the organization, significantly changing current views of leadership theory. This new style of leadership, called "connective leadership," can be considered a new form of leadership: the process of creating influence with and within networks, leveraging technology as the basis for its existence and survival. This shift from individual leaders to interconnected, team-based collective leadership models, a process by which they can form personal leadership networks, communicate and consult with others in the leadership process, and achieve a new form of collective, connected leadership. (Corbett & Spinello, 2020)

2-5- Psychological Safety:

The concept of psychological safety has its roots in research on organizational change. Sheen and Bennis (1965) discussed the need to create psychological safety for individuals if they are to feel secure and empowered to change. Psychological safety is based on trust and respect within the group and benefits organizations in various ways. It contributes to success, supports innovation processes, increases the amount of knowledge individuals gain from mistakes, and enhances employee engagement (Bornemisza, 2013). It is referred to as individuals' feelings of psychological comfort, stability, and confidence in their environment, whether at the work level, their social environment, or even their personal environment. Family depends on many factors, including social support, self-confidence, and a sense of control over life, and it has a prominent role in achieving satisfaction and stability in life and enhances mental health, improves social relationships, increases productivity at work, and enables individuals to face challenges in positive ways. Recently, psychological safety has become a topic of interest in many fields as it achieves excellence and success at both levels (work, life) (Frazier, M, 2017) and is described as a

state of inner peace, confidence, positive attitude, subjective well-being, openness, and relaxation. 2018), (Yu, o, z) and is defined as the state of an individual when he is able to satisfy his basic needs for self-preservation and feels stable in society (Deng, 2019). It is viewed as the individual's awareness of the potential consequences of personal risks in the work environment (Brown, 2023). The researcher believes that psychological safety is the feeling of inner peace, confidence, and stability experienced by the worker through the satisfaction of their basic needs and the achievement of well-being in the work environment.

2-6- The Importance of Psychological Safety

1. It enhances individual participation and willingness to experiment with new and innovative ways of doing things, as well as the desire to invest more in work (Edmondson, A. C., 2004).

2. Individuals feel empowered to express their unique opinions and ideas, enabling organizations to benefit from diversity. An environment characterized by psychological safety is able to adapt to circumstances and threats, and suppressing these opinions poses a serious threat. Therefore, individuals fear expressing dissenting opinions (Nembhard, I. M., & Edmondson, A. C., 2006).

3. It contributes to building healthy relationships by providing an honest and safe environment for communication with others, which enhances understanding and support for interpersonal relationships. (Chandrasekaran, A., & Mishra, A. 2012)

4. Psychological safety enables individuals to face challenges better, thus enabling individuals to cope with and withstand pressures and make sound decisions, with less negative impact (Jha, S., 2018)

5. It helps enhance emotional stability by reducing anxiety and stress, thus making the individual more capable, resilient, and stable (O'Donovan & McAuliffe, 2020, p. 2)

6. When individuals feel psychological safety, this is reflected in job satisfaction, and thus their performance levels in the tasks assigned to them are very high, stemming from their sense of belonging to the organization. This leads to a decrease in employee turnover (Liu et al., 2024).

2-7- Dimensions of Psychological Safety

There are many dimensions of psychological safety that researchers have used, each from their perspective, as indicated by the researchers (Deng et al., 2019), which are represented by (collective fear of failure, motivation, work, group voice behavior, group learning behavior, and control variables. Frazier et al. (2017) relied on the dimensions (learning orientation, positive relationships with leaders, work design characteristics, supportive work context, task performance, learning behavior, satisfaction, information sharing, task conflict, relationship conflict, conflict, participation, creativity). In contrast, our study relied on the dimensions (Liu et al., 2024), which were (job satisfaction, leadership, organizational belonging, performance, risk tolerance, support, team climate, trust).

1. Job Satisfaction

In 1996, Motowidlo defined job satisfaction using a self-reported method as: the judgment of the suitability of the work environment. Vice described job satisfaction as an individual's positive, measurable judgment of their working conditions. He considered job satisfaction an internal state, an emotional evaluation of the job through liking or disliking, and the degree of satisfaction. Therefore, job satisfaction is related to In organizations, it can be described as employee work attitudes (Zhu, 2013).

In general, it is an attitude that results from many specific situations in three areas: job-specific factors, individual characteristics, and group relationships outside the job. These

factors cannot be isolated from each other. Therefore, it is the positive or negative perception individuals have of their jobs. This results when the job requirements match the desires and expectations of employees. However, there are many additional factors to gain a complete understanding of job satisfaction. These factors must be considered, such as an employee's age, health, mood, desires, and level of ambition. Furthermore, their family relationships, social status, recreational outlets, and organizational activity—political or purely social—ultimately contribute to job satisfaction. (Mishra, P.K., 2013)

2. Leadership

Leadership is one of the most important topics in the humanities, and historically one of the least understood. It is important for two reasons. First, leadership addresses the problem of how to organize collective effort and is therefore key to organizational effectiveness. With good leadership, organizations thrive. Second, and more importantly from an ethical perspective, bad leaders inflict severe misery on those who work for them. They are subject to their authority. The leader's personality affects team performance. Hogan, R. & Kaiser, R. B., 2005.

Leadership involves the process of influence, and the common denominator among all leaders is the presence of one or more followers. If there is no follower, the person cannot lead. The concept of leadership is limited to intentional influence and refers to the ability or capacity to influence, motivate, and direct others to achieve specific goals. A leader is not just someone who manages things; they must also set a clear vision, make wise decisions, and motivate their team to accomplish work in a collective spirit (Vroom, V. H., & Jago, A. G., 2007).

3. Organizational Belonging

Organizations seek employee commitment despite persistent exclusionary practices. This case illustrates how practical belonging can enable organizations to become more inclusive and "viable." The desire to "belong," to gain a sense of social acceptance, and to build lasting, deep bonds with others, according to anthropological research, may provide a deeper explanation. Because it motivates, unites, and fulfills individuals, compared to traditional individualist theories such as "homo economicus." Anthropologists typically associate the achievement of belonging with positive and transformative human effects. Under the concept of organizational belonging, individuals tend to express their aspirations, feel more energy and enthusiasm, and are more likely to unite and share resources with others through their belonging. Bryer, A., 2020) is defined as "the experience of recognition of one's talents, interests, and expertise, and of finding full acceptance for the self-expression of these talents." Fostering a sense of organizational belonging includes: "having a connection, feeling valued as a team member, knowing that one can be one's true selves at work, and believing that one's organization is one in which everyone can succeed to their fullest potential, regardless of who they are. Organizational belonging is linked to perceived organizational support, organizational culture, and organizational commitment" (Blau, G., 2023).

4. Performance

Performance is the primary, if not the sole, prerequisite for future career development and success in the labor market. Although there may be exceptions, high performers are more easily promoted within an organization and generally have better career prospects than low performers. Performance can be narrowed down from a behavioral perspective to what an individual does in a work situation. Not all behavior falls under the concept of performance, but only behavior that relates to the organization's goals. Performance is what the organization hires the person to do, and to do it well." Performance through Evaluation (Arvey, R. D., & Murphy, K. R., 1998)

Individual performance is a fundamental concept in occupational and organizational psychology. Over the past few years, researchers have made progress in clarifying and expanding the concept of performance. Furthermore, progress has been made in identifying the key factors and processes associated with individual performance. With the ongoing changes we are witnessing within organizations today, the concepts and requirements of performance are also changing. In order to succeed, provide customers with the goods and services they need, and get an edge over the competition, businesses rely on high-performing workers. When you accomplish goals and perform to your best, you may feel accomplished, proud, and satisfied. Dissatisfaction or even failure on an individual's part could result from poor performance or unmet objectives. Also, when other people in the company see your hard work and provide you cash or other incentives, you're more likely to keep going. (Sonnetag, S., & Frese, M., 2002)

5. Risk Taking

Risk taking is defined in the development literature as engaging in behaviors associated with the potential for undesirable outcomes. The concept of risk can be defined as "a human activity that causes losses." It can range from loss of life, health, property, or, in the case of combined disruptions, even economic losses. It can also extend to environmental degradation. Risk can be of two types: natural or human. The ability to deal with difficult situations and avoid excessive risks is one of the most important skills an individual can acquire (Boyer, 2006). Life is full of risky decisions. The level of danger that people are willing to take (or even consciously embrace) varies greatly. Nevertheless, risk-taking is not a personal quality but rather a behavior that can be shaped by factors such as the situation (the nature of the decision and how much weight to give to emotions vs rational thought), the decision-maker's age and gender, and the interplay between the two. If you want to change people's behavior, you need to know how risk works, when people take risks, and why. From leisure choices to social, health/safety, financial, and ethical dilemmas, we are often confronted with scenarios requiring us to select between acts with varied degrees of risk. In conclusion, being willing to take risks is not a fixed characteristic of a particular personality type. A person's perspective on risk (their "risk appetite") is only one of several possible motivating factors. A 2011 publication by Figurer and Weber

6. Support

One such theory is the direct effects hypothesis, which states that having someone to lean on in times of stress or not is good for your mental and physical health. According to another theory called the buffering hypothesis, the positive effects of support on one's physical and mental health are most noticeable when one is under a great deal of stress. Support may have positive effects on health, both physically and psychologically, when stress levels are low. This theory proposes that social support is less important for an individual's mental and physical health than other resources, such as a buffer that lessens the impact of stress or helps one cope with it better. According to House (1988),

It is seen as a person's feeling of belonging to a helpful social network and being cared for and valued. Your emotional and physical well-being will benefit from it. A person's social network may consist of their spouse, family, friends, coworkers, and community members. There are often a number of distinct types of support. A person provides informational assistance when they explain a difficult situation to another and then advise them on how to deal with it. Giving services, money, or other specialized help or items is an example of instrumental support. Giving another individual the comforting embrace of a caring person and affirming them of their worth is one example of emotional support. Thus, assistance may encompass direct exchanges in which one party gains advantages at the expense of another. (Taylor, S. E., 2011)

7. Team Climate

Organizational theory has postulated that climate mediates the relationship between the work environment and work-related attitudes and behaviors at the team level. Climate provides a shared representation of the team, enabling team members to assign a shared meaning to events important to the team and identify actions that will lead to positive outcomes. These ideas have led researchers to hypothesize that team climate is linked to team performance. Work performance includes clarity of goals and the motivation to achieve them, and through effort, which is the means by which motivation is translated into completed work. Goal achievement refers to the extent to which team members invest effort in achieving team goals. Therefore, it is expected that the higher the goal achievement climate in a team, the higher the team's performance. The climate was positively related to organizational performance (González, 2009). Team climate significantly influences individuals' perceptions, normative beliefs, and use of technology. Therefore, researchers assert that a desirable team climate can create an environment that encourages knowledge sharing (Xue, Y et al., 2011).

8. Trust

Trust has been defined in various fields, including sociology, as the subjective probability that another party will perform an action that will not harm one's interests in the face of uncertainty and ignorance. In philosophy, it is defined as the risky action resulting from interpersonal and ethical relationships. Economics explains the expectation of risky action under uncertainty and ignorance based on calculated incentives. Psychology explains the cognitive learning process gained from social experiences based on the consequences of trust behaviors. Organizational management: the willingness to risk and exposure to relationships based on competence, integrity, and benevolence. International relations: the belief that the other party is trustworthy, with a willingness to cooperate in return. Sapienza & Zingales, 2013

Trust has been the subject of substantial research across several fields and has served as a foundation for decision-making in numerous settings. Accurately assessing trust as a strong foundation for decision-making and a drive to sustain long-term relationships based on collaboration and sharing are universal goals across disciplines, despite differences in how trust is defined. Building trust is essential for thriving in social interactions. The anticipation of beneficial consequences is the driving force for people's persistence in interacting within civilizations. When people engage in these kinds of exchanges, they provide the groundwork for trusting relationships in which people put the needs of others above their own, acting in ways that are more likely to result in continued good encounters. This indicates that when two entities trust each other after cooperating to maximize utility, it can encourage them to work together even more effectively, which in turn can lead to mutual gain. (Cho & Adali, 2015).

3- The Applied Aspect of the Research

3-1- Measures and Scales

To determine the sample's responses, the researchers used measures tested in previous studies, enhancing confidence in their ability to explore the research model within the applied environment. The five-point Likert scale was used to examine the sample's beliefs regarding the variables and dimensions of the research model. Table (2) provides a detailed explanation of these measures.

1. Research Scale Reliability Test

To verify the scale's ability to measure the research model at different points in time, or what is known as the reliability of the scale used in studying the research variables, Cronbach's alpha coefficient is used to ensure the consistency and reliability of the

research scales, as shown in Table 2. Cronbach's alpha coefficient values ranged between 0.83-0.70. These values are considered statistically acceptable in management research because their value is greater than (0.70). These ratios indicate that the scales are characterized by internal consistency.

Table (2). Summary of Research Scales

Variable	Cronbach's alpha	Dimension	Number of paragraphs	The symbol	Cronbach's alpha
Enlightened Leadership	0.77	Role Model	4	Rol	0.74
		Developer	4	Dev	0.70
		Servant	4	Ser	0.73
		Communicator	4	Con	0.71
		Visionary	4	Vis	0.70
Psychological Safety	0.83	Job Satisfaction	4	Sat	0.70
		Leadership	5	Lea	0.79
		Organizational Belonging	3	Bel	0.71
		Performance	6	Per	0.72
		Risk Tolerance	4	Ris	0.80
		Support	4	Sup	0.75
		Team Climate	3	Cli	0.72
		Trust	5	Tru	0.76

Authors' work, based on existing literature and SPSS V.26 results.

3-2- Statistical Description of the Research Variables and Dimensions

A statistical description of the variables and dimensions of the research model is essential for determining the level at which the variables and dimensions are present in the application environment. To determine this, the arithmetic mean and standard deviation are used as basic statistical methods within the research. The model variables, as shown in Table (3), for each of the enlightened leadership (role model, developer, servant, communicator, visionary) and psychological safety (job satisfaction, leadership, organizational belonging, performance, risk tolerance, support, team climate, and trust), were calculated using mathematical methods by classifying them into any of the available categories. The mathematical means fall into one of five groups since the study questionnaire uses a five-point Likert scale (fully agree - entirely disagree). Finding the range length ($4 = 1-5$) and then dividing it by the number of categories (5) ($0.80 = 5/4$), yields the category. Subtract 0.80 from the higher limit of the scale (5) or add 0.80 to the lower limit of the scale (1). According to Dewberry (2004: 15), the following are the categories:

1) 1.80 is extremely low, 1.81 to 2.60 is moderate, 3.40 to 4.20 is high, and 4.21 to 5.0 is very high.

For the research's statistical analysis, the statistical tool SPSS V.26 was utilized. The consistent responses from the sample members are shown in Table 3, which shows a maximum weighted arithmetic mean of 4.11 for the enlightened leadership variable and a standard deviation of 0.349. In terms of this variable, the average represented a higher percentage than the second-place arithmetic average of the psychological safety variable. The standard deviation was 0.325 and the average was 4.10, indicating that the study sample was quite consistent in its responses to the research variables. The servants dimension had the highest arithmetic average of the dimensions at (4.32) with a standard deviation of (0.418), while the communicator dimension had the lowest at (3.88) with a standard deviation of (0.658) and a high response rate. All of the other averages were within the high response range, which indicates that the research sample is well-informed about the characteristics of enlightened leadership and psychological safety.

Table 3: Arithmetic means and standard deviations of the research variables and their dimensions

	Variable and Dimension	arithmetic mean	standard deviation	Answer level	Dimensions arrangement
1	Enlightened Leadership	4.11	.349	High	First
2	Role Model	4.27	.536	Very High	2
3	Developer	4.07	.629	High	3
4	Servant	4.32	.418	Very High	1
5	Communicator	3.88	.658	High	5
6	Visionary	4.01	.557	High	4
6	Psychological Safety	4.10	.325	High	Second
7	Job Satisfaction	3.90	.612	High	8
8	Leadership	4.17	.679	High	3
9	Organizational Belonging	4.04	.672	High	7
10	Performance	4.18	.517	High	2
11	Risk Tolerance	4.07	.471	High	5
12	Support	4.15	.431	High	4
13	Team Climate	4.06	.610	High	6
14	Trust	4.20	.519	Very High	1

Authors' work, based on existing literature and SPSS V.26 results.

3-3- Hypothesis Testing:

Testing the hypotheses of association and influence is an essential goal because it reveals the nature of the influence between these variables. Through this, it is possible to interpret the applied reality and provide logical conclusions and appropriate recommendations, on the one hand. On the other hand, it tests the ability of its independent variables to explain and influence the dependent variable. In this regard, it is worth noting that the scientific model the researcher seeks to test is simple, consisting of the independent variable represented by (enlightened leadership) and the dependent variable represented by (psychological safety), as follows:

A. The first main correlation hypothesis: (There is a statistically significant correlation between enlightened leadership and psychological safety). To demonstrate the extent of the correlation between the independent and dependent variables, In order to verify the primary hypothesis, the researcher employed the Pearson test. The psychological safety and enlightened leadership characteristics are correlated with one another, as shown in Table 4 using the basic Pearson correlation coefficient matrix. The sample size (50) and method of test (2-tailed) are shown in Table 4, which must be reviewed before delving into the sub-hypotheses of this hypothesis. The significance test of the correlation coefficient is indicated by the acronym (Sig.) in the table. It compares the computed (t) value with the tabular value, but does not display the values themselves. A correlation coefficient with a (**) mark indicates that the computed (t) value is higher than the tabular value. According to the following table (4), the correlation coefficient's strength is evaluated using the Cohen & Cohen (1983) rule:

Table 4: Values and levels of the correlation relationship

	Correlation coefficient value	Correlation level
1	Less than (0.10)	Low correlation
2	From (0.10) to (0.30)	Moderate correlation
3	Greater than (0.30)	Strong correlation

Source: Prepared by the researcher based on the literature

According to Table 5, there is a strong and positive relationship between the factors of psychological safety and enlightened leadership. They obtained a simple correlation coefficient of (.596**). The higher this number is, the stronger their direct link is. At the 99% confidence level and 1% significance level, there was a substantial association, lending credence to this. There was a small but statistically significant association between the servanthood dimension of enlightened leadership and psychological safety, while the other aspects showed a substantial correlation. Table (5) illustrates this relationship, as it clearly shows the acceptance of the first main hypothesis, which states that (there is a statistically significant correlation between the dimensions of enlightened leadership and psychological safety) at a significance level of (1%), meaning that the decision outcome is acceptable with a confidence level of (99%).

Table (5) Matrix of correlation coefficients between the dimensions of enlightened leadership and psychological safety

		Correlations						
		role model	Developer	The servant	The caller	visionary	Enlightened leadership	DEP
psychological safety	Pearson Correlation	.324*	.485**	.220	.342*	.512**	.596**	1
	Sig. (2-tailed)	.022	.000	.039	.015	.000	.000	
	N	50	50	50	50	50	50	50
**. Correlation is significant at the 0.01 level (2-tailed).								
*. Correlation is significant at the 0.05 level (2-tailed).								

Authors' work, based on existing literature and SPSS V.26 results.

B- Testing the influence relationships between research variables:

This section's major goal is to put the study variables' effect hypotheses to the test, with an emphasis on the direct influence between them. Simple regression analysis, which finds the direct influence between the variables, was utilized for this goal by the researcher. The significance of the simple linear regression model, which incorporates a F test, can be determined by comparing the calculated F value to the table F value. If the calculated F value is greater than the table F value, then there is a significant effect. This procedure is carried out using SPSS v.26, and it is applicable at the 0.01 level.

1. The second main hypothesis states that there is a significant relationship between enlightened leadership and psychological safety in all its dimensions. To verify its validity, the researcher must conduct a regression test as follows:

First: Table (6) shows the value of the F statistic, which shows that its calculated value for the estimated model reached (26.487) at a significance level of (0.01). Accordingly, the regression model is considered statistically acceptable, which paves the way for accepting the hypothesis. This means that there is a significant statistical effect of enlightened leadership on psychological safety with a confidence level of 99%. Second, the value of the coefficient of determination (R²) of 0.36 shows that enlightened leadership is able to explain 36% of the changes in psychological safety in the public sector research sample. The remaining 64% is attributed to the contribution of other variables not included in the study model.

Third: The value of the marginal slope coefficient (β) of 0.60 shows that increasing the levels of enlightened leadership availability by one standard deviation will lead to an increase in psychological safety by 60% of one standard deviation. Therefore, the hypothesis is accepted.

Table (6) Calculated B value for the relationship between enlightened leadership and psychological safety (n=50)

Model		Coefficients ^a					R ²	F	Sig
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.			
		B	Std. Error	Beta					
1	(Constant)	1.816	.445		4.076	.007	.356	26.487	.000
	Enlightened leadership	.557	.108	.596	5,147	.000			

a. Dependent Variable: Psychological Safety

Authors' work, based on existing literature and SPSS V.26 results.

At the level of testing the impact of the dimensions of enlightened leadership and psychological safety, the results of Table 7 show the value of the impact between the role model dimension and the psychological safety variable, which reached 0.32, a highly positive level of impact. This effect is supported by its significance, as the calculated F value for the linear regression model reached 5.626. The significance results indicate the significance of the effect with a confidence level of 95%. This indicates the stability of the significance of the effect, i.e., a change in the role model dimension by one unit will lead to a change in psychological safety by 32%. Table 7 also shows the value of the impact between the developer dimension and the psychological safety variable, which reached 0.49, a highly positive level of impact. This effect is supported by its significance, as the calculated F value for the linear regression model reached 14.732. The significance results indicate the significance of the effect with a confidence level of 99%). This indicates the stability of the significance of the effect, i.e., a change in the developer dimension by one unit will lead to a change in psychological safety by 49%. Table 7 also shows the value of the effect between the service dimension and the psychological security variable, which reached .22, a moderately positive level of effect. This effect is supported by its significance, as the calculated F value for the linear regression model reached 2.537. The significance results indicate that the effect is significant with a confidence level of 95%. This indicates that the effect is significant, meaning that a change in the service dimension by one unit will lead to a change in psychological security by 22%.

Table 7 also shows the value of the effect between the continuum dimension and the psychological security variable, which reached (.34), a highly positive level of effect. This effect is supported by its significance, as the calculated F value for the linear regression model reached (6.341). The significance results indicate that the effect is significant with a confidence level of (95%). This indicates that the effect is significant, meaning that a change in the continuum dimension by one unit will lead to a change in psychological security by (34%). Table (7) also shows the value of the effect between the visionary dimension and the psychological safety variable, which reached (0.51), which is a high positive effect level. This effect is supported by its significance, as the calculated (F) value for the linear regression model reached (17.053), as the significance results indicate the significance of the effect with a confidence level of (99%). This indicates the stability of the significance of the effect, meaning that a change in the visionary dimension by one unit will lead to a change in psychological safety by (51%).

Table 7 : Estimating the parameters of the simple linear regression model to measure the impact of the dimensions of enlightened leadership: psychological safety n = 50

	psychological safety			
	B	R2	F	Sig.
After the role model	.324**	.105	5.626	.022
After the developer	.485**	.235	14.732	.000
After the servant	.220**	.048	2.537	.035

After the communicator	.342**	.117	6.341	.015
After the visionary	.512	.262	17.053	.000

Authors' own work, based on existing literature and SPSS V.26 results.

4-Conclusions and recommendations

4-1- Conclusions:

Based on the theoretical review related to both aspects (practical and theoretical), the researchers reached a set of conclusions that included the philosophical logic of the study variables (enlightened leadership, psychological safety). The results of the variables were analyzed and related to hypothesis testing.

1. Enlightened leadership influences psychological safety at the directorate level of the study sample. This means that the more the directorate emphasizes enlightened leadership, the more positively it impacts employee job satisfaction, reduces stress and anxiety, and thus enhances psychological safety.

2. From the results, it becomes clear that the most influential dimension of enlightened leadership is the visionary leader, followed by the developing leader, then the communicative leader, followed by the role model leader, and finally, the servant leader.

3. Through the results of the statistical analyses, it was found that the enlightened leadership variable had the highest mean and a high standard deviation, indicating the consistency of the sample members' answers. The psychological safety variable ranked second in terms of mean and standard deviation, which also indicates consistency in the level of answers.

4. The "Servant Leader" dimension had the highest mean and standard deviation, while the lowest mean was for the "Communicative Leader." The remaining averages were within a high response range, reflecting the sample's awareness of what enlightened leadership and psychological safety are.

4-2- Recommendations:

There is a set of recommendations that contribute to providing suggestions that the directorate can benefit from and develop solutions to future problems, including:

1. Developing leadership skills among leaders enhances the psychological safety of their employees.
2. Enhancing trust and respect through effective communication between leaders and employees through psychological support and performance support.
3. Periodically assessing the level of psychological safety and identifying areas that need improvement.
4. Encouraging creativity and innovation, providing a supportive work environment that motivates employees to perform better.
5. Working to build a positive organizational culture that encourages performance, thereby increasing employee productivity and loyalty to the organization, and motivating employees through rewards.

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