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INTRODUCTION

List of papers

The thesis is made up of a book chapter and two articles.

I.   Akuffo, I.N., and Kivipõld, K. (2018). "*Leadership behaviour in the context of nepotism, cronyism, and favouritism: A review of the literature*" in Morison, S. (Ed), Leadership for Improvement Perceptions, Influences and Gender Differences, NOVA Publishers: New York, NY, pp. 255–282.
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Motivation for the research

This study seeks to explore the relationship between authentic leadership (AL) competences and nepotism, favouritism, and cronyism (NFC). It also seeks to examine the extent of attention that has been granted to leadership within the context of NFC studies. AL is defined by Avolio et al. (2009, p. 423) as "a pattern of transparent and ethical leader behaviour that encourages openness in sharing information needed to make decisions while accepting followers' inputs". Therefore, AL is a form of leadership rooted in ethics, where leaders act in accordance with their moral standards, have the welfare of the employees as well as the organization at heart and consider every facet of a situation before the final decision. Over the last decade, some researchers in the field of leadership have channelled their effort in understanding the attributes of authentic leadership behaviour (Wang et al., 2014). The reason for seeking to understand the attributes of AL stems from the recent reporting of corporate scandals, management malpractice and societal engagement in behaviours that exhibit a disregard for ethical standards (Walumbwa et al., 2008), which, in turn, negatively affect the operations and the fortunes of the organization and societies involved (Cooper, Scandura, and Schriesheim, 2005). However, findings from AL studies have showed that authentic leaders possess the ability to uphold ethical standards (Avolio and Gardner, 2005; Walumbwa et al., 2008). Given this assertion, this study explored the relationship between AL and NFC since both are relevant in questions of integrity, fairness, and openness.

Nepotism is defined by Pelletier and Bligh (2008, p. 828) as: "The practice of showing favouritism to family members during the hiring process or promotion deliberations". Similarly, Tikkanen (2016, p. 254) defined favouritism

"as favouring a person not on the basis of merit, but because he or she belongs to a favoured group, or solely on the grounds of the personal likes and dislikes of the superior". Finally, cronyism is defined by Arasli and Tumer (2008, p. 1239), "as giving preference to politicians' particularly to cronies (close friends of long-standing), especially as evidenced in the appointment of hangers-on to the office without regard to their qualifications." NFC is mostly referred to as a set of unethical behaviours in the literature (see Palermo, Carnaz and Duarte, 2019; Pelletier and Bligh, 2008; Arasli, Bavik and Ekiz, 2006). Collins dictionary (n.d.) defines unethical behaviour as an act which is considered wrong and unacceptable concerning the society's rules or people's beliefs. The differences among NFC are that nepotism and favouritism occur mostly at the micro-level, while cronyism occurs at the macro-level. Therefore, nepotism and favouritism offer undue favours to relatives and friends, respectively, mostly at the micro-level (organizational level), while cronyism offers help to political party members at the macro-level (national level).

Brown and Treviño (2006) argued that leader integrity behaviour leads to organizational effectiveness. Hassan and Ahmed (2011) added that leaders ought to be authentic to ensure the effectiveness and success of the organization. Similarly, Dartey-Baah and Addo (2018) established in their study that leaders who exhibit exemplary behaviours tend to build trust in employees and cause them to adhere to established norms within the organization. Li (2012) pointed out that if organizations neglect the use of free and fair means in managing employees and instead rely on blood and school ties, regional identities, and patron-client relations, it may affect healthy competition among the employees which, in turn, affects the competitiveness of the organization and the country at large (Safina, 2015). From these, the thesis further explored how AL competences compared with NFC could either increase or decrease organizational effectiveness.

Therefore, this thesis is motivated by the desire to add to the literature on the potential influence of AL on NFC and how both variables would interact to influence employees and their organizations. NFC has been linked negatively and positively with job satisfaction and turnover intentions, respectively (Arasli et al., 2006). By contrast, AL has been found to increase positive work behaviours (Read and Laschinger, 2015; Walumbwa et al., 2008) and decrease negative work behaviours (Lee, Chiang, and Kuo, 2019). However, the connection between AL and NFC and how they both influence employee work behaviours and the organization is yet to be explored; and this study is the first to do so.

The second motivation also stems from the desire to broaden the knowledge of AL and NFC by understanding how they operate in different cultural environments. NFC is a complex phenomenon and it is important to study it in different culture settings because behaviours that may be classified as ethical in one culture may be unethical in another. Similarly, most studies on AL were conducted in developed and individualistic cultures (Owusu-Bempah et al., 2014; Gardner et al., 2011; Neider and Schriesheim, 2011; Avolio and Gardner, 2005). However, studies from collectivist cultures are missing in the literature.

Due to the cultural differences between individualistic and collectivist cultures, it is vital to test the underlying assumptions about AL in different cultures to see if the assumptions hold. Evidence from existing studies acknowledges that culture employed in nurturing people, as well as individual life experiences have the potential to shape underlying assumptions about AL (Wassenar et al., 2015; Shamir and Eilam, 2005). This suggests that behaviours that may be seen as authentic may differ from one culture to another. In other words, the current assumptions about AL may not hold in collectivist societies. Therefore, it is crucial to test this empirically to see if the assumptions hold in different cultures.

The third motivation for this study is the desire to understand leadership behaviours in the Ghanaian banking sector as far as authenticity is concerned. Most leadership studies from the Ghanaian banking sector have centred on transformational and transactional leadership (Mekpor and Dartey-Baah, 2020; Dartey-Baah, 2020). However, authentic leadership has not been explored in the Ghanaian banking sector, and it is essential to understand the leadership behaviour of Ghanaian managers within the context of authenticity. Ghanaian banks were used in this study because they serve as the engine for all economic transactions in Ghana, and therefore play a significant role in the economic development of the state. Further, Ghana was chosen as the study area because of the recent banking sector scandals, which led to investment funds of 1.6 billion dollars being frozen (PYMNTS, 2019), the loss of six thousand direct jobs (Sarpong, 2019) and the collapse of sixteen banks (Ghanaweb, 2019), and which were attributed to the unethical practices and lack of adherence to the regulatory framework (Acquah, 2020). Other factors which were listed by the Bank of Ghana in 2017 include weak management and poor corporate governance (Acquah, 2020). The factors mentioned above rest on the leader's ability to uphold authentic behaviours or eschew the practice of NFC. It is, therefore, prudent to explore potential connections between AL and NFC, and how AL competences and NFC might interact to predict positive and negative organizational effectiveness.

The final motivation for this study is to explore the extent of attention to the practice of NFC among leaders, since NFC behaviours are observed to be the foundation for corruption (Arasli and Tumer, 2008). Given the many ethical scandals being reported around the world – even in developed countries such as the United states (Neider and Schriesheim, 2011). It is prudent to examine how studies of NFC have considered the role of leadership in the practice of these unethical behaviours. Leaders are in charge of managing the day to day operations of the organization; therefore, their behaviours could either support or weaken the practice of these unethical behaviours within the organization.

Research objective and tasks

This thesis seeks to fill the gaps identified in the literature regarding the variables in this study. From the literature, it has been observed that no study has so far explored the connection between AL and NFC, and how they interact to predict organizational effectiveness. Therefore, the main objective of this thesis is to find out how AL relates to NFC and how AL and NFC together relate to organizational effectiveness. This broad objective will be achieved through the research questions employed in the three studies that make up the thesis.

The four tasks listed below served as a guide to accomplishing the objective above.

Task 1. To review existing studies on the relationship between AL, NFC, and organizational effectiveness (resolved in Chapter 1).
Task 2. To review studies on AL and NFC from the Ghanaian banking context (resolved in Chapter 1).
Task 3. To describe the sample and methods employed in the thesis (Chapter 2).
Task 4. To present the three studies that make up this thesis (Chapter 3).
Task 5. To discuss the findings of the three studies and outline the study limitations, contributions, and managerial and theoretical implications (Chapter 4).

It is important to note that the tasks listed above do not include the data analysis because this has been explained in the empirical papers.

Novelty of the thesis

The thesis contributes greatly to the literature. The novelty of each of the three studies are stated below.

Study 1. Study one has contributed to the literature by being the first to uncover the huge research gap in studies on leadership behaviours and NFC (Akuffo and Kivipold, 2018). For instance, out of the forty-one studies and three news reports accessed, only eight studies considered specific leadership behaviours such as transformation leadership (Mattar, 2016; Banerji *et al.*, 2000), destructive leadership (Uymaz, 2013), individual leadership (Dasborough *et al.*, 2009), task and relational (Mäkilouko, 2004) and ethical leadership (Sam, 2020; Asencio, 2019; Adnan and Shams, 2018). Furthermore, none of the studies considered authentic leadership. Finally, the synthesis showed that studies of NFC from Africa were scant even though it is one of the major problems on the continent. It is important to add that the first study looked at broad leadership behaviours within the context of NFC (see Figure 1).

Study 2. The second study has contributed to the literature by being the first study to explore the connection between AL competences and NFC empirically.

To date, only two studies (Adnan and Shams, 2018; Banerji *et al.*, 2000) have empirically investigated the connection between ethically oriented leadership behaviours and NFC (Akuffo and Kivipold, 2020a). Adnan and Shams (2018) studied the relationship between ethical leadership behaviour and organizational cronyism, while Banerji *et al.* (2000) examined the connection between transformational leadership behaviour and favouritism. Furthermore, recent findings by Asencio (2019) have shown that ethical leadership behaviour decreases favouritism and bribery, while Sam's (2020) study of the downside of ethical leadership found that favouritism, abuse of power and the realization of personal interests are factors that account for unethical leadership. The study also contributes to the literature by showing that not all the five competences of AL fulfilled the underlying assumptions of the theory, which state that authentic leaders are selfless, morally inclined and objective (Kernis, 2003).

It also added to the literature by being the first study to break nepotism, favouritism and cronyism into different dimensions compared to most existing studies (e.g. Altındağ, 2014; Büte, 2011; Arasli and Tumer, 2008), which do not consider the dimensions of these variables. For instance, nepotism and favouritism were separated into recruitment nepotism and favouritism, operation nepotism and positional favouritism (Akuffo and Kivipold, 2020a). Furthermore, cronyism was broken into recruitment and operational cronyism (ibid). This contribution was derived from the empirical analysis of data from this thesis. It is critical to acknowledge that Study 2 centred on a narrow form of leadership behaviour (AL competences – comprising self-awareness, internalized moral perspective, self-regulation, balanced processing and relational transparency) after Study 1 revealed that no relationship had been established between AL competences and NFC (see Figure 1 below).

Study 3. The novelty in this study stems from the fact that it is the first study to explore the combined effect of AL internal and external competences, and PF (positional favouritism) on positive (job satisfaction and organizational performance) and negative organizational effectiveness (turnover intentions and organizational politics) (Akuffo and Kivipold, 2020b). It also contributes to the literature by being the first study to explore the direct influence of internal and external AL competences, and PF on perceived organizational performance and organizational politics. It also brought out one significant novelty by showing that internal and external AL competences increased positive organizational effectiveness, but negatively influenced negative organizational effectiveness, while PF increased negative organizational effectiveness and decrease positive organizational effectiveness. This contribution was derived after the analysis of the data. The research gap for this study was identified from the findings of studies 1 and 2 (see Figure 1). For instance, Study 1 revealed that NFC has been studied less from the individual and organizational level (Arasli and Tumer, 2008), while Study 2 showed that AL competences had a mixed influence on NFC. This, therefore, led to the division of AL competences into two broad competences (internal and external) to explore how each relate to organizational effectiveness.

The Figure 1 below presents the connection between the three studies that make up this thesis. From Figure 1 below, the connection between leadership behaviours and NFC was the first study conducted and it served as the foundation for this thesis. It included a systematic review paper, which examined the broad perspective of leadership behaviours within the context of NFC. The essence of this synthesis was to find out how studies on NFC consider the likely influence of leadership behaviour in the practice of these unethical behaviours. The results from the systematic review and the first empirical study led to Study 3.

Contribution of individual authors

The book chapter and the two articles were authored by the primary author (student) and the co-author (supervisor – University of Tartu). The sections below describe the contributions of each author.

Study 1. The principal author and the co-author agreed on the topic, the research objectives, and the questions together. The principal author downloaded the studies from the databases. The primary author also put the draft (writing all parts) together, while the second author read, corrected, and provided comments. The principal author then worked on the comments and submitted it to the publisher. The principal author worked on the comments from the editor under the guidance of the co-author.

Studies 2 and 3. The principal author and the co-author agreed on the topic, research questions and objectives, and the research design and statistical tool to analyse the data, and the instruments for data collection. The principal author collected and entered the data. The principal author analysed the data under guidance from the co-author. The principal author downloaded the studies and put the initial drafts (writing all parts) of both articles together. The co-author provided comments on the draft and corrected some aspects of the draft. The main author submitted the papers to the publishers and worked on all the comments from the reviewers under the guidance of the co-author.
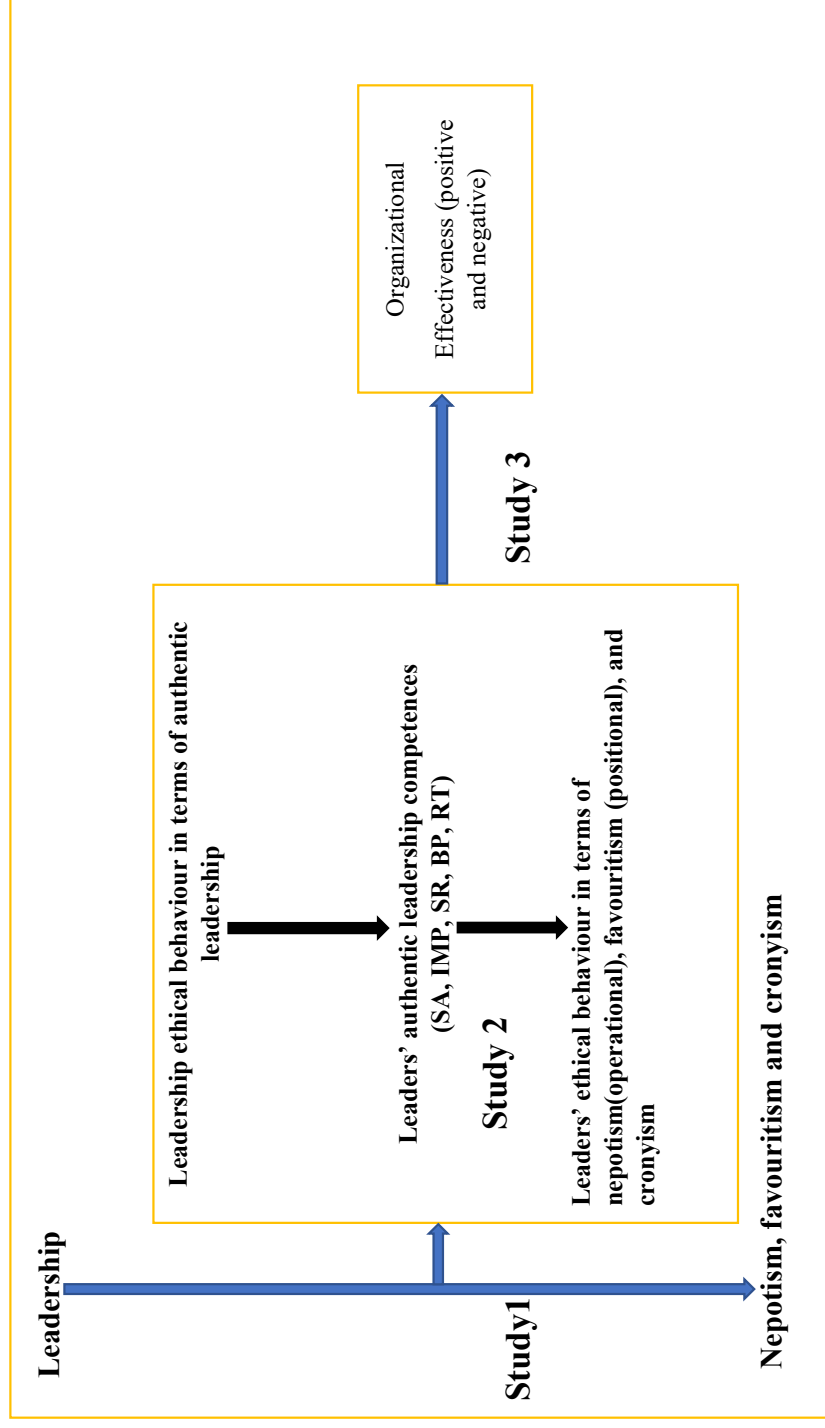
Figure 1: Connection between studies in thesis. Note: SA – self-awareness, IMP – internalized moral perspective, SR- self-regulation, BP – balanced processing, RT – relational transparency. Source: Prepared by the author

ACKNOWLEDGEMENTS

1. LITERATURE REVIEW AND RESEARCH QUESTIONS

1.1 Authentic leadership

AL draws from different fields, such as humanistic psychology (Avolio and Gardner, 2005) and positive psychology (Luthans and Avolio, 2003). Avolio and Gardner (2005, p. 320) indicated that "ideas from humanistic psychology provide the intellectual heritage for thinking about authentic leadership development". Positive psychology is described by Seligman and Csikszentmihalyi (2000) as a field that builds contentment and satisfaction, hope, optimism, courage, interpersonal skills, perseverance, spirituality, and altruism. In a nutshell, these two fields encourage people to have self-belief, trust in their abilities, and to yearn for higher growth. In addition, Avolio and Gardner (2005, p. 319) indicated that, "the concept of authenticity has its roots in Greek philosophy (to thine own self be true)". It means that authentic leaders are true to themselves or act according to their professed beliefs.

Brown and Treviño (2006) have noted that AL has some similarities with other positive leadership behaviours such as transformational, ethical, and spiritual, and therefore they conducted research to establish the differences and similarities in these leadership behaviours. Positive leadership behaviours are forms of behaviours that essentially elicit positive responses from followers which, in turn, enhance positive self-concepts from leaders and followers (Hannah et al., 2009 in Emuwa, 2013). Table 1 below presents the similarities and differences among these positive leadership behaviours.

Table 1. Similarities and differences between ethical, spiritual, authentic, and transformational leadership behaviours

Leadership behaviour	Key similarities with ethical leadership	Differences from ethical leadership
Authentic leadership	Concern for others (Altruism), ethical decision making, integrity, role modelling	Ethical leaders emphasize moral management (more Transactional) and awareness of the "other". Authentic leaders emphasize authenticity and self-awareness
Spiritual leadership	Concern for others (Altruism), integrity, and role modelling	Ethical leaders emphasize moral management Spiritual leaders emphasize visioning, hope/faith; work as a vocation
Transformational leadership	Concern for others (Altruism), ethical decision-making, integrity, and role modelling.	Ethical leaders emphasize ethical standards, and moral management (more transactional) Transformational leaders emphasize vision, values, and intellectual stimulation

Source: Brown and Treviño (2006)

From Table 1 above, it can be seen that all positive leadership behaviours are potentially part of being a role model, possess integrity and involve decisions that do not solely benefit the leader. Differences are also apparent; authentic leaders remain true to themselves and exhibit an understanding of their strengths and weaknesses. In contrast, ethical leaders lay much emphasis on moral management (transactional), where leaders established specific standards and reward employees who meet such standards (Brown and Treviño, 2006). It could also be observed that transformational leaders lay much emphasis on the future state of the organization, as well as motivating and inculcating values in employees, but they lack authenticity and self-awareness. Similarly, spiritual leadership also shares in the future state of the organization in addition to building hope in employees, but most importantly they see leadership as a call to duty or service to God or humanity (Brown and Treviño, 2006). Additionally, Avolio and Gardner (2005, p. 330) indicated that "charismatic leaders employ rhetoric to persuade, influence, and mobilize followers, but authentic leaders energize followers by creating meaning and positively constructing reality for themselves and followers". In the same vein, they added that servant leadership could not develop employees who are able to understand their strengths and weaknesses as well as managing their emotions (ibid). From the analysis above, it is clear that AL possesses certain attributes which set it apart from other forms of positive leadership. This assertion is supported by Walumbwa et al. (2008), who indicated that AL consists of competences such as self-awareness, relational transparency, and balanced processing which sets it apart from other forms of leadership. This explains why AL was considered in this study.

It is important to point out that AL is competence-based leadership. Competence is defined by Quinn et al. (1996) as the possession of knowledge and the behavioural capacity to act appropriately in complex and different situations, and leadership is defined by Yukl (1994), as the process of influencing follower behaviour. Therefore, the author defines leadership competence in this study as the knowledge and unique behaviours employed by leaders in influencing their follower's behaviours in different situations. Beddoes-Jones and Swailes (2015) assessed AL using three competences – self-awareness, ethics, and self-regulation, while Walumbwa et al. (2008), Neider et al. (2011), Kernis (2003) and Ilies et al. (2005) assessed AL using four competences – self-awareness, internalised moral perspective, balanced processing and relational transparency. In this thesis, five competences were employed for the first time to measure AL, due to the weakness of the three or four-competence measure of AL. The five competences are: self-awareness, internalised moral perspective, self-regulation, balanced processing, and relational transparency. The thesis also introduced two broad competences, which were obtained by merging self-awareness, self-regulation, and internalised moral perspective to form AL internal competence, while balanced processing and relational transparency were merged to form AL external competence. AL internal competence concerns the leader, while AL external competence concerns the leader and how they interact with their subordinates (Akuffo and Kivipõld, 2020a). AL internal competence

is defined by Akuffo and Kivipõld (2020a, p. 373) as the "leader's ability to be aware of their strengths and weaknesses, regulate emotions and make judgements based on one's moral and ethical background". Self-awareness, as the name denotes, is the ability for leaders to be aware of the events in their surroundings, trust in their judgements, feelings, values and cognitions, which together indicates the strengths and weaknesses of each individual (Ilies *et al*., 2005; Kernis, 2003). The internalised moral perspective is also explained by Kernis (2003) as behaving in alignment with one's morals, values, and beliefs. Here, the moral beliefs, values and preferences of leaders are reflected in their behaviours during interactions with others. The third component of internal competence is self-regulation, and it is also explained by Beddoes-Jones and Swailes (2015) as the leader's tenacity to be resilient even in the face setbacks or environmental pressure, the ability to be in control of one's emotions, ability to adjust to different situations and stick to established rules and procedures.

External competence is defined by Akuffo and Kivipõld (2020a, p. 374) as "as leader's ability to be objective and fair in their interactions with employees in order not to harm any employee". A leader's external competence was measured using two competences – *balanced processing* and *relational transparency* (Walumbwa *et al*., 2008). Kernis (2003) described *balanced processing* as when a leader remains objective and considers every aspect of a situation before the final decision is made. The author adds that such leaders do not distort, deny, or exaggerate information emanating either internally or externally for personal gain (ibid). Finally, *relational transparency* is also explained as achieving openness and truthfulness in the leader's interaction with subordinates or stakeholders of the organization (Kernis, 2003). Leaders who are transparent do not hide information from some subordinates while others are made aware just to form in-group and out-group members within the organization. The categorisations of AL into internal and external competence stems from the definition by Walumbwa et al. (2008). Walumbwa *et al.*, (2008, p. 94) defined AL as "the pattern of leadership behaviour that draws upon and promotes both positive psychological capacities and a positive ethical climate to foster greater self-awareness, an internalised moral perspective, balanced processing of information, and relational transparency on the part of the leaders working with followers, fostering positive self-development". In light of the AL attributes outlined above, this study explored the association between AL and NFC to see if leader authentic behaviour can decrease the practice of NFC.

1.2 Nepotism, favouritism, and cronyism

Nepotism is a form of unethical behaviour (Arasli and Tumer, 2008) where families or relatives are given some undue advantage over non-family members during appointment or recruitment, promotion, internal management of employees and salary determination. This phenomenon has been described as unprofessional even though it has become part of business life (Abubakar *et al*.,

2017). Safina (2015) argued that nepotism leads to simulations of superior positions and in some cases entire departments for close relatives. The author added that this situation degrades organizational effectiveness and also causes brain drain (Safina, 2015). *Favouritism* is another unethical behaviour (Kara-kose, 2014) that was examined in this study. Favouritism is explained as giving opportunities and preferential treatment to childhood friends, school mates and in-group members within the organization. Safina (2015) points out that favouritism as unethical behaviour is a worldwide problem. Similarly, Usongo (2012) affirmed that favouritism is a common problem across Africa. The assertion by these two authors (Safina, 2015; Usongo, 2012) indicate that favouritism is a global problem that demands great attention from all since it serves as the foundation for corruption (Erdem and Karatas, 2015).

Cronyism is the last unethical behaviour that was considered in this thesis. Pelletier and Bligh (2008, p.828) defines cronyism as "showing partiality to long-standing friends, especially when appointing them to public office without regard for their qualifications". Tikkane (2016) also adds that cronyism is another form of unethical behaviour where friends and associates usually political by nature are given preferential treatment as against established procedures during appointment or promotion, especially in public organizations.

From the literature, NFC has been observed to occur under different activities. Table 2 below presents the activities where NFC occurs and the exact forms of NFC which emerge from the NFC activities.

Table 2. Activities where NFC occurs and forms of NFC that emerge from these activities

Activities where NFC occur	Forms of NFC that emerge from the NFC activities
Hiring or recruitment of employees (Arasli and Tumer (2008), Ezzedeen and Swiercz (2001), Safina (2015), Erdem and Karatas (2015),	Recruitment nepotism, favouritism and cronyism
Management of employees (job assignment, promotion, performance appraisal and promotion, transfers) ((Elbaz et al. 2018; Sabbi, 2015; Safina, 2015; Cingoz and Akilli, 2015)	Operational nepotism and cronyism
Employees establishing association with top leaders to gain favours (Abubakar et al. 2017; Fu, 2015; Safina, 2015),	Positional favouritism

Source: prepared by the author

Although these are the common forms of NFC that were observed, the author does not rule out the existence of other forms of NFC. However, from the literature these are the common activities where NFC are known to occur.

It is critical to point out that most studies on NFC studied these unethical behaviours without segregating them. For instance, Arasli and Tumer (2008)

analysed nepotism and favouritism together without looking at the other dimensions. Therefore, even though they mention activities under which NFC occur; they did not test the dimensions mentioned above separately. So far, only Turhan (2014) considered the dimensions of cronyism (in-group bias, paternal cronyism, and reciprocal exchange). However, the dimensions identified and employed in this thesis are different from Turhan's as far as cronyism is concerned. From the literature, r*ecruitment in terms of NFC* explains offering job opportunities or appointments to relatives, friends (childhood friends or classmates or members of an association) and members who belong to the same political network without due regard for qualifications, experience and skill (Arasli et al., 2006; Khatri et al., 2003; Ezzedeen and Swiercz, 2001). Nepotism in terms of operations means that relatives are given preferential treatment as far as this daily management of employees are concerned while cronyism in terms of operation offers preferential treatment to political cronies or friends in the daily management of employees. This could be related to how jobs are assigned, training opportunities, internal transfers, the formation of teams and promotional opportunities. Finally, favouritism in terms of position involve the scheming behaviours used by employees to obtain unmerited favours from top managers. Employees who engage in PF employ all sorts of machinations just to get connected to the top leaders to help obtain favours. This view is also shared by Safina (2015), who argues that due to the desire for PF, some employees destroy co-workers through gossip, false information about co-workers as well as concealing key information from co-workers to make them look bad in the presence of managers.

1.3 Relationship between AL, NFC, and organizational effectiveness

The relationship between authentic leadership competences and NFC is less covered in the literature. However, findings from other ethics oriented leadership studies showed a decreased influence on NFC. For instance, Asencio (2019) explored the relationship between ethical leadership and favouritism using data from the United States; and found that ethical leadership decreases bribery, favouritism, and corruption in government agencies. Similarly, Adnan and Shams (2018) confirm that ethical leadership decreased organizational cronyism. Palermo et al. (2019) also note that one major factor that is important in understanding leadership interaction is favouritism. They added that favouritism is a hidden aspect of leadership that plays a relevant role in understanding leadership behaviours (ibid). In addition, a study by Sam (2020) using teachers from the United States revealed that among the factors classified as unethical leadership behaviour by the teachers were favouritism and abuse of power. From these studies, it is clear that ethically oriented leadership behaviour has the potential to decrease unethical behaviours such as NFC from organizations

because such leaders build trust which, in turn, cause employees to be committed to be the organization (Hassan and Ahmed, 2011).

It is important to point out that AL and NFC thrive on trust, bonds, and social networks that exist between leaders and their subordinates. Thompson (2003, p. 29) defined a network as a "form of conduct of social relations that organize and sustain the basic social structure of any society". Furthermore, Zhang *et al (*2019), Thompson (2003) and Barnes (1954) point out that networks mostly consist of interconnected chains or points that interlink people in a specific community or society with some hierarchy among those points. Dirks and Ferrin (2002) explain that trust between a leader and their subordinate is mostly built when leaders exhibit behaviours which depict honesty, integrity, dependability, respect, and fairness (cited Wong and Cummings, 2009). Thompson (2003) outlines three forms of social capital out of which network and bonds emerge. They are bonding social capital (consisting of strong bonds which exist among relatives or ethnic group), bridging social capital (which consists of weaker bonds that exist among friends, acquaintances, and friends from other ethnic groups) and linking social capital (which entails connections between people at different levels of power or social status) (Thompson, 2003). This study rests on bonding and bridging forms of social capital, which describes the bonds and networks between relatives, friends and political cronies or friends. The study argues that even though the strength of bonds differs between bonding and bridging social capital, both bonds serve as the foundation for building NFC and corruption, which in turn weakens the trust between the majority of employees without such connections or bonds and their leaders (Pelletier and Blige, 2008).

Arasli and Tumer (2008) have argued that NFC builds weak trust between the leader and out-group subordinates; as well as strong bonds between the leader and in-group subordinates, respectively. In contrast, Qiu et al (2019), Gardner et al (2005), and Wong and Cummings (2009) have also argued that AL builds strong trust and weak bonds between the leader and all subordinates. It implies that authentic leaders do not build in-group and out-group relationship with their subordinates. Strong bonds occur when the ethically oriented behaviours of the leaders are weak, and therefore leads to weak adherence to structures and standards which, in turn, benefit the people within the group bonded by blood, friendship or cronies. However, ethically oriented leadership behaviours build a strong climate of trust that reduces bonds and social networks, which in turn, erase segregation of employees into in-group and out-group. This study, therefore, explores how ethics oriented leadership behaviours would help decrease unethical leadership behaviours such as NFC. Figure 2 below explains how bonds and trust between leaders and their subordinates are formed.
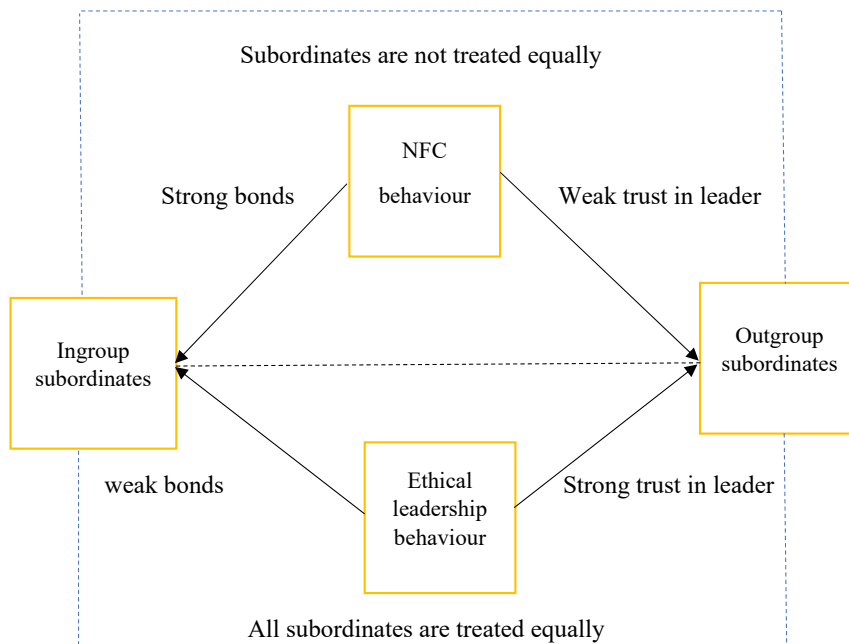
Figure 2. Bonds and trust between leaders and subordinates in the context of AL and NFC. NFC – nepotism, favouritism, and cronyism.

Figure 2 above captures how NFC and ethically oriented leadership behaviour builds trust and bonds between leaders and their subordinates. In-group employees are relatives, friends and political cronies where strong bonds exist. By contrast, out-group employees are the majority of the employees where the relationship between the leader and the subordinates is only work based, and therefore no special or strong bonds exist between them. As a result of the strong bonds between relatives, friends, and cronies, they enjoy preferential treatment through promotions, job assignments, and recruitment without due process or qualification. Employees in the out-group are subordinates who believe the leaders are not giving them fair opportunities to compete within the organization, and this, in turn, causes employees to lose trust in the leadership. The leader may consider his/her behaviour as fulfilling his/her moral obligation to ensure the survival of family genes as well as friendship bonds (Bellow, 2005; Khatri et al., 2003), but such acts build lower trust in the out-group subordinates, which may affect organizational effectiveness negatively. Figure 2 also shows that leaders who uphold ethics and integrity do not engage in behaviours that lead to the in-group and out-group segregation of employees. Such leaders build trust and desist from building any special bonds since they believe that trust between employees and leaders is a key ingredient for the effectiveness of the organization (Wong and Cummings, 2009). Given this view, ethically oriented leaders build strong trust and weak bonds between

themselves and their subordinates to ensure the effectiveness of the organization. Such leaders take fair decisions that benefit the entire organization and not themselves and their in-group – family, friends, and cronies (May et al., 2003; Gardner et al., 2005). Thompson (2003) pointed out that organizations that build higher trust incur lower transaction costs while lower trust builds higher transaction costs. Moreover, Bramoullé and Goyal (2016), Debardeleben (2003) and Gyimah-Boadi (2000) have confirmed that leader engagement in behaviours that thrive on relational bonds, such as NFC only benefit the few people within the network while the masses suffer.

As a result of these assertions above, the author explored the connection between AL and NFC to see if ethically oriented leaders are less likely to engage in NFC. It is also important to explain that there are other forms of unethical behaviour that are engaged in by managers around the world, such as discrimination or racism, stereotypes, and patron client relations. However, discrimination or racism and stereotypes occur more in advanced countries, where people of African origin, Hispanics and some Asians complain about unfair treatment. However, in this thesis, NFC was considered because these three unethical behaviours have been established to be connected to collectivist societies (like Ghana) underpinned with a strong network and the interdependences among them (Arasli and Tumer, 2008).

The thesis further explored how AL competences and NFC together relate to organizational effectiveness. Organizational effectiveness has been measured using different variables. For instance, Rahmawati, Haerani, Taba and Hamid (2016) outlined three major perspectives on measuring organizational effectiveness as follows: optimal achievement of a worthy goal, the system perspective, which is the interaction of various factors, such as input, conversion, output and feedback, as well as interaction with the eternal environment, and finally, the perspective of human behaviour – people's behaviour that affects the organization's long-term success (Rahmawati et al., 2016). According to Chinoperekweyi (2019), F. W. Taylor measured effectiveness with production maximisation, efficient technology, and minimisation of cost. Henri Fayol also indicated that effectiveness consists of a clear authority structure and discipline within the organization, while Elton Mayo also acknowledged that effectiveness is a function of productivity emerging from employee satisfaction (Chinoperekweyi, 2019). Table 3 below captures different criteria employed to measure organizational effectiveness.

Table 3. criteria for measuring organizational effectiveness

Author(s)	Criteria for measuring effectiveness
Oghojafor et al. (2012)	Satisfaction of employees, realisation of organizational goals and interaction with the external environment
Kahn (1956) and Kahn and Morse (1951) – (cited in Georgopoulos and Tannenbaum, 1969)	Organizational effectiveness could be measured on the basis of employee work attitudes, such as employee morale, commitment, turnover intentions, absenteeism, and job satisfaction
Rahmawati et al. (2016)	Optimal goal attainment, systems perspective, and human behaviour perspective
Eydi (2015)	Goal attainment, system resource approach, internal process approach and strategic constituencies approach (human resources)

Source: compiled by the author.

This thesis took the perspective that centres on how the leader manages employees and how he or she influences employee behaviour and the resulting effect on the effectiveness of the organization. From Table 3 above, the criteria for measuring organizational effectiveness was divided into positive and negative organizational effectiveness. Positive organizational effectiveness are behaviours that enhance the growth of the organization, while negative organizational effectiveness are behaviours that reduce the growth of the organization. Table 4 below presents different forms of variables that can measure effectiveness based on various perspectives outlined in Table 3.

Table 4. Variables for measuring positive and negative organizational effectiveness

Positive organizational effectiveness	Negative organizational effectiveness
Job satisfaction**	Turnover intentions**
Organizational citizenship behaviour	Organizational politics**
Employee engagement/commitment	Counterproductive work behaviours
Employee motivation	Absenteeism

Source: prepared by the author. Note: variables with asterisks measured organizational effectiveness in this study.

It is important to point out that only a few studies have explored how ethically oriented leadership and unethical behaviours relate to organizational effectiveness. For instance, Hsiung, and Bolino (2018) observed that leader-member exchange interacted with leader favouritism to reduced positive organizational effectiveness (organizational citizenship behaviour). Similarly, Arasli *et al.* (2019), examined how authentic leadership and favouritism interact with negative organizational effectiveness (turnover intentions). Finally, Arici, Arasli, and Arici (2020) found that authentic leadership and nepotism together decreased negative effectiveness (workplace incivility). The number of studies

reviewed shows that there is a dearth of studies of this connection and this study helps fill this gap. Figure 3 below explains the interactive relationships between concepts in the thesis.
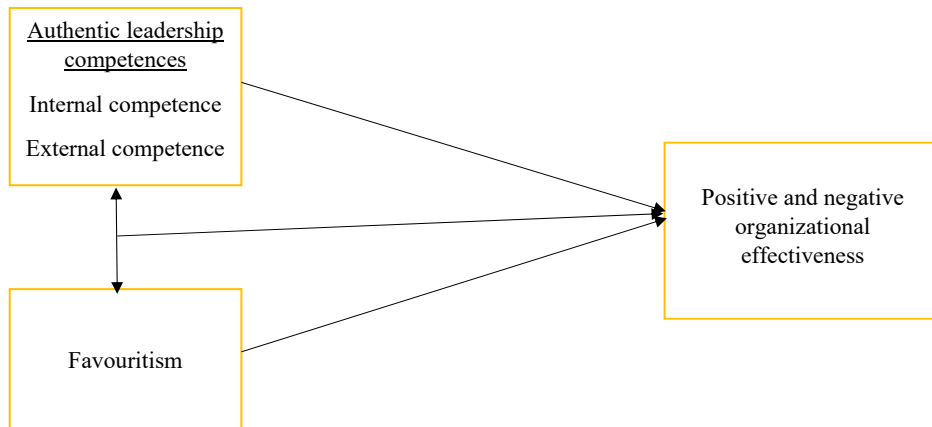
Figure 3. Interaction effects

Two interaction effects were tested. In the first interaction, favouritism served as the moderator between AL competences, and positive organizational effectiveness. In the second interaction, AL competences served as the moderators between favouritism and negative organizational effectiveness.

1.4 AL and NFC in the Ghanaian banking sector

The final section of the literature explains the rationale for selecting Ghana as a study area and the Ghanaian banking sector as the population for the study, respectively. The decision for selecting Ghana stems from the findings of the systematic review paper, which served as the foundation for this thesis. From the systematic review, only thirty-six studies and three news reports (Akuffo and Kivipõld, 2018) considered leadership behaviour within the context of NFC studies, and none of the studies were retrieved from Ghana, and studies from Africa in general were scant even though NFC is one of the major problems (Akosa et al., 2019; Amankwah-Amoah, Ifere, and Nyuur, 2016; Yanga and Amoako, 2013). Again, a recent search through databases led to five more studies, but none of those studies were conducted in Africa showing that studies on leadership and NFC were lacking in the literature from an African perspective. As a result of this gap, Ghana was selected because it meets the factors that serve as the foundation for NFC to thrive such as collectivist culture and interdependence (Beugré and Offodile, 2001). This assertion is supported by Anning-Dorson (2018) and Mmieh, Mordi, Singh and Asiedu-Appiah (2011)

who assert that Ghana and the cultures of most African countries are under-pinned by collective and power distance beliefs. Anning-Dorson (2018) argued that in collectivist societies, cultural beliefs have the potential to exert influence on the activities of the firm because the organization is considered part of society, and therefore the practices of society, such as adherence to in-group solidarity and the status quo are exhibited within the organization. This, in turn, serves as the foundation for NFC to thrive. This view is shared by Amankwah-Amoah, Ifere, and Nyuur (2016) who studied Ghana and Nigeria to established why firms continuously retain underperforming workers, and they found that favouritism through tribalism and externally imposed constraints are the main reasons.

Moreover, very few studies have been conducted on AL from Ghana. So far, only two studies on AL were seen from Ghana (Sanda and Arthur, 2017; Owusu-Bempah, Addision, and Fairweather, 2014). However, none of these studies explored it in connection with NFC or how AL interacts with PF to influence positive and negative organizational effectiveness. Also, none were conducted in the banking sector. Interestingly, most studies on leadership in Ghana centred on transformational and transactional leadership with little attention was paid to AL. For instance, Tuffour et al. (2019) established that transactional leadership contributed 4.8 per cent while transformational leader-ship contributed 51 per cent of the variance in employee commitment. The authors further concluded that transactional leadership was the most used leadership behaviour in the Ghanaian banking sector. Similarly, Mekpor, and Dartey-Baah (2020) observed that leader emotional intelligence mediated the relationship between transformational leadership and organizational citizenship behaviour (OCB) from the banking sector. Again, Dartey-Baah (2020) found that transactional and transformational leadership significantly moderated the relationship between emotional intelligence and job satisfaction among bank employees. Gyensare, Kumedzro, Sanda, and Boso (2017) observed that trans-formational leadership had a positive influence on employee engagement, but decreased employee turnover intentions negatively in a public sector organi-zation in Ghana. Finally, Dartey-Baah and Ampofo (2016) found that trans-actional leadership is positively related to overall job satisfaction among em-ployees in a manufacturing firm in Ghana. From the evidence above, it is clear that AL is under researched not only in Ghana, but Africa in general; and this view is shared by Muchiri (2011), who acknowledged that even though positive leadership behaviours such as AL and servant leadership have the potential to elicit positive work outcomes, this is yet to receive the needed attention from the African perspective. As a result of this gap in the literature, this study was conducted in Ghana to explore the universality of the underlining assumptions about AL and NFC to see if leadership behaviours underpinned with authen-ticity could reduce the practice of NFC in a collectivist society like Ghana.

Finally, the Ghanaian banking sector was selected over other sectors, such as education or construction, because it is one of the reputable places to work in Ghana with an average salary about 18 per cent higher than the average in

Ghana (Ghana statistical service, 2015). Given this, family and friends use their networks in top positions in banks to obtain favours without considering the impact of such behaviours on the effectiveness of the organization. Such acts, therefore, put pressure on the managers of these banks to engage in unethical behaviours to help one of their own to fulfil the societal demands or norms and this in turn, serves as the foundation for NFC (Beugré and Offodile, 2001). Failure by the managers to help relatives and friends may lead to alienation from the family or being classified as a selfish person because such behaviour is considered normal within African societies irrespective of the repercussions on the organizations (Beugré and Offodile, 2001).

Another critical reason for using the banking sector is that the author wanted views from all the regions in Ghana and the banking sector is one of the few sectors that have branches across all the regions. So, it met the requirements. The banks employed in the survey are the leading banks in both the public and private banking sector, and cumulatively they have over 250 branches. The state owns the largest bank employed in this study with over 100 branches. The hierarchy in society is seen in the banks as well. Apart from the board and the executive ranks, the banks have regional and zonal managers within the regions depending on the branches they have in the region. The banks also have branch managers, who take charge of the daily management of employees in the various branch levels. The branch manager reports to the zonal manager or the regional manager, who then reports to the executive directors. Most bank branches are in the two largest commercial cities in Ghana, which are in the Greater Accra and Ashanti regions. In other words, some regions have more bank branches than others. The location of the number of branches depends on the economic activity of the regions. The regions in the southern part of Ghana have more bank branches than the north. The branch managers oversee employee performance appraisal and the assignment of daily tasks for the employees under their supervision. Even though there are private and public banks in Ghana, they both support government and private projects. For instance, one of the private banks (GN bank), which collapsed, cited the government non-payment of the amount owed them as the reason for the difficulties that led to the collapse of the bank (Ghanaweb, 2020). The hierarchical structure of the banks suggests that leaders are likely to use their position to make decisions, and lower rank employees cannot question them due to the requirement to respect people in high positions, and this could be the genesis for the disregard for integrity. For instance, one of the problems that led to the collapse of GN bank is alleged to be illegal money transfers to a subsidiary's company account (Ghanaweb, 2020). It is possible that the junior officer may have received orders from the executive officer for such an unethical transaction, but the junior officer may not be able to question the manager's decisions, even if he/she viewed it as unethical, due to the power the superior officer wields. From these arguments above, the author submits that Ghanaian banks are fit to respond to the questions in this study, since the variables in this thesis are familiar to them and related to recent events in the banking sector.

1.5 Research questions

The research questions were formulated on the basis of the gaps observed in the literature in the three studies that make up this thesis. The research questions have broadly been categorised into three. However, each broad research question has sub-research questions. Table 5 below presents the main and sub-research questions that guide this thesis.

Table 5. Main and sub-research questions for the thesis

Main/sub-research questions	Research questions	Covers
Main RQ 1	How are different leadership behaviours considered within the context of nepotism, cronyism and favouritism (NFC) studies?	Study 1
Main RQ 2	How do managers' authentic leadership (AL) competences such as self-awareness, internalised moral perspective, self-regulation, balanced processing and relational transparency relate to NFC?	Study 2
Sub-question RQ2a	How do managers' AL internal competences such as self-regulation, self-awareness, and internalised moral perspective influence their behaviour in terms of NFC?	Study 2
Sub-question RQ2b	How do managers' AL external competences, such as balanced processing, and relational transparency, influence their behaviour in terms of NFC?	Study 2
Main RQ 3	How do managers' AL internal and external competences together with positional favouritism (PF) relate to positive and negative organizational effectiveness?	Study 3
Sub-question RQ3a	How do managers' AL internal competence together with PF influence positive organisational effectiveness such as: a) job satisfaction b) perceived organisational performance	Study 3
Sub-question RQ3b	How do managers' AL external competences together with PF influence positive organisational effectiveness such as: a) job satisfaction b)perceived organisational performance	Study 3
Sub-question RQ3c	How do managers s' AL internal competences together with PF influence negative organisational effectiveness such as: a) turnover intention b) organisational politics	Study 3
Sub-question RQ2d	How do mangers' AL external competences together with PF influence negative organisational effectiveness such as: a) turnover intention b) organisational politics	Study 3

2. METHODS

2.1 Research outline

This thesis explores the relationship between AL and NFC, and how AL and NFC together relate to organizational effectiveness. It also reviews leadership behaviour in the context of NFC. The research rationale is based on how ethically oriented leadership behaviour influences unethical behaviours and organizational effectiveness. Figure 4 below explains the research focus, methods, and the sample description employed in the three studies that make up the thesis.

Study one focuses on establishing the research gap between leadership behaviours and NFC. The study was conducted through the systematic review method, where different databases (Web Science, Science Direct, Scopus, EBSCO Discovery, E-books and Google Scholar) were searched for studies on different leadership behaviours and NFC to find out how studies on NFC considered the potential influence of leadership behaviours in the practice of NFC. The studies obtained from these databases were analysed to respond to research question one (RQ1).

Study two focuses on establishing the relationship between specific leadership behaviours – AL and NFC. The research was conducted after the first paper established that only a handful of studies have considered the role of leadership behaviours within the context of NFC. The study sampled 127 managers from private and public banks across the regions of Ghana using a survey instrument. The study used exploratory and confirmatory factor analyses as well as descriptive analysis for the preliminary analyses of the data. Multiple regression was employed to test the proposed research questions (2a and 2b), which guided the study.

Study three also explores how AL competences and NFC together influence organizational effectiveness. The study also used the same sample as in study two. Like study two, second order confirmatory factor analysis, descriptive analysis and correlational analysis were used for the preliminary analysis of the data, while hierarchical multiple regression was used to test the proposed research questions (3a–3d).
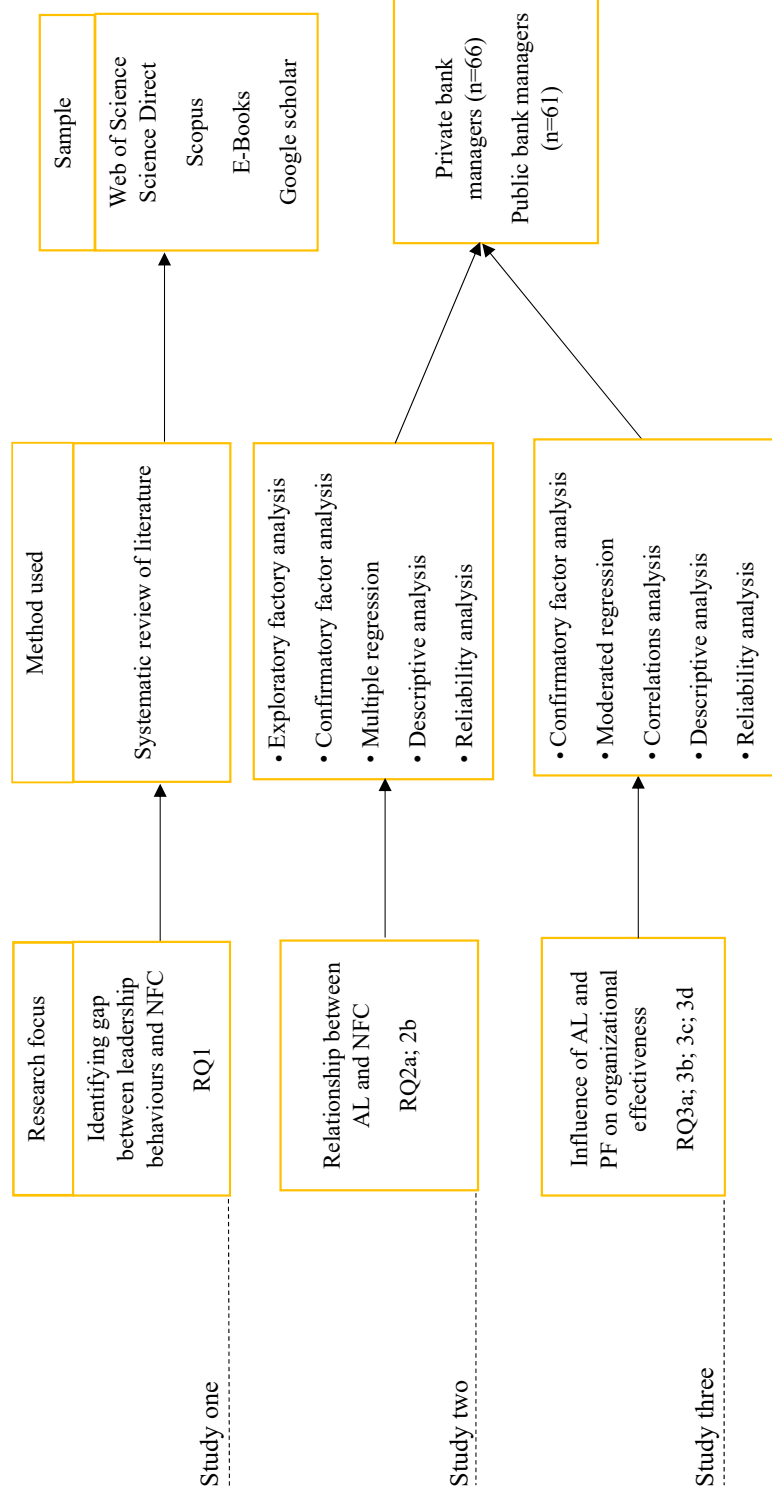
Figure 4. Research focus and corresponding research methodology

2.2 Sample description

This section describes the sample employed in this study. The first study employed a systematic literature review (Snyder, 2019), which means that the study was entirely based on the analyses of existing literature within the context of leadership behaviours and NFC. Hence, different databases were searched for studies from different disciplines such as political science, organizational behaviour, economics, management, psychology, public administration, and sociology. In the same vein, different databases such as EBSCO Discovery, Web of Science, Science Direct, Scopus, E-journals and E-books and Google scholar were searched to gather studies that fit the question posed. These databases were searched in relation to different leadership behaviours and their relationship with NFC to examine the extent to which different leadership behaviours have been considered in the context of NFC. For instance, the databases were searched with keywords such as nepotism, cronyism, and favouritism individually against different leadership behaviours such as authentic, transformational, transactional, ethical, team, organizational and democratic. The databases were ultimately searched with these keywords between 1980 to 2020. No specific preference was given to specific journals on the basis of the impact factor or rankings of the journal. Again, priorities were not given to any specific type of study. Consequently, any study – empirical or theoretical or news report – was added so long as it fitted the theme of the research. The searched also covered qualitative and quantitative studies. Table 6 below summarises the systematic review method.

   Table 6 below explains the method employed in undertaking the systematic review. The thesis is also made up of two empirical studies. Therefore, this section describes the sample employed in the analysis of the two empirical studies. Fritz and Morgan (2012) explained sampling as the process of selecting a section of people from a larger population and generalise the results of the sample to the population the sample was taken from. The study employed convenience sampling to gather the respondents. Battaglia (2011) explained that convenience sampling is a type of non-probability sampling where respondents who are available and willing to respond to the questionnaire are sampled. Therefore, with convenience sampling, the questionnaire was distributed to all employees in each branch apart from the managers. Table 7 below describes the sample in this study.

Table 6. Summary of systematic review method

Review type	Sources of data	Years	Keywords used for the search	Study types reviewed	Disciplines reviewed
Systematic	Web Science, Science Direct, Scopus, EBSCO Discovery, E-books, and Google scholar	1980–2016 2017 to 2020	NFC against leadership, AL, TFL, transactional, ethical, team, and organizational leadership	Empirical Theoretical News reports	Political science, organizational behaviour, economics, management, psychology, public administration, and sociology

Source: prepared by the author.
Note: NFC=nepotism, favouritism, cronyism; AL=authentic leadership; TFL= transformational leadership.

Table 7. Sample description

No. of managers in the sample	Age range	Gender	Education categories	No. of subordinates in the sample from private and public banks
Private banks branch managers: **66**	33 to 44=92.42% (61) 45 to 59=7.58% (5)	Female=18.2%(12) Male=81.8%(54)	HND=1.5%(1) Bachelors=37.9%(25) Masters=57.6%(38) PhD=3%(2)	Private banks respondents: **510**
Public banks branch managers: **61**	33 to 44 =19.67% (12) 45 to 59 =80.33% (49)	Female=19.7%(12) Male=80.3%(49)	Bachelors=37.7%(23) Masters=62.3%(38)	Public banks respondents: **487**
Total:127				**Total: 997**

Source: prepared by the author.
Note: No.=number, HND= Higher national diploma, PQ=professional qualification (ACCA, CIM, CIMA)

From Table 7 above, one hundred and twenty-seven branch managers were included from seven banks across the then ten regions of Ghana. Sixty-six branch managers were included from five private banks and sixty-one from two public banks. Managers were included from one hundred and forty bank branches. Nine hundred and ninety-seven subordinates were cross-sectionally surveyed across the ten regions of Ghana using convenience sampling in the same banks. Five hundred and ten respondents were contacted from the private bank branches while four hundred and eighty-seven were contacted from the public bank branches. In all one thousand, four hundred and fifty questionnaires were distributed to one hundred and forty bank branches. Nine hundred and ninety-seven responses were retrieved and used for the analysis making the response rate sixty-nine per cent. Both the private and public banks were accessed across the then ten regions of Ghana. The sample characteristics of managers are as follows – the average of age managers was 44 years (SD=8.3); the gender of managers showed that 81.1 per cent were male, while 18.9 per cent were female, indicating most managers were men. Finally, the analysis showed that 38.6 per cent of the managers had education below master level, while 61.4 per cent had an education equivalent to masters or higher (professional qualification, masters, and PhD).

2.3 Methods description

An exploratory factor analysis (EFA) was conducted to split the nepotism-favouritism questionnaire (Arasli and Tumer, 2008) into nepotism and favouritism, since the questionnaire merged the two factors. The EFA was conducted using the principal axis factoring extraction method and Oblimin with Kaiser normalisation rotation. Loading values below 0.6 were deleted. Two factors obtained are positional favouritism (four-items) and operational nepotism (four-items). The benchmarks according to Hauben *et al.* (2017) are (KMO >0.8) and significant Bartlett's test of Sphericity. KMO values greater than zero point eight indicate that the sample employed in the analysis was adequate and the significant Bartlett's test of sphericity suggests that the correlation matrix significantly differs from the identity matrix, which indicates that the construct was factorable (Hauben *et al*., 2017).

   A confirmatory factor analysis (CFA) was conducted because the study combined questionnaires from Walumbwa *et al*. (2008), Neider and Schriesheim (2011), and Beddoes-Jones and Swailes (2015). Similarly, a second order CFA was conducted because the study merged the competences measuring AL into internal and external competences. Therefore, it is important to conduct the CFA to find out if the data is fit to test the proposed research questions. The results obtained showed that the competences were fit to measure AL. Amos version 25 was used to conduct the CFA. Table 8 below describes the CFA fit indices with their benchmarks.

Table 8. CFA indices, benchmarks and descriptions

Indices	Benchmarks	Index descriptions
x2/df (Chi-square)	≤3 (Schreiber et al., 2006)	Chi-squared – Chi-squared fit index explains the degree of difference between expected and observed covariance metrics (Suhr, n.d.)
CFI (comparative fit index)	≥0.95 (Hu and Bentler, 1999)	CFI describes the discrepancy between the data and the hypothesized model while adjusting for the sample size (Gatignon, 2010; Suhr, n.d.)
RMSEA (root mean square error of approximation)	≤0.06 (Hu and Bentler, 1999)	RMSEA also helps to accommodate large sample sizes or adjust large sample sizes where Chi-square statistics are used (Steiger and Lind, 1980; www.rasch.org)
NFI (normed fit index)	≥0.95 (Hu and Bentler, 1999)	The Normed fit index tries to identify the discrepancies in the Chi-square statistics, but it tends to be negatively biased
TLI (Tucker-Lewis index)	≥0.95 (Hu and Bentler, 1999)	The Tucker-Lewis index resolves the negative bias in the NFI (Bentler, 1990; Bentler and Bonett, 1980)

Source: compiled by the author.

The study also assessed the *reliability* of all the questionnaires employed in the data collection. Reliability of the questionnaires was tested using Cronbach's alpha. The benchmark for reliability testing is 0.70 according to Nunnally (1978). All the factors of the questionnaires in this study met the benchmark.

Multiple and *moderated regressions* were employed to explore the relationship between AL competences and NFC; and how AL competences and NFC together influence organizational effectiveness in studies two and three, respectively. The regression analysis helps to determine how an independent variable influences a dependent variable. The benchmarks used in assessing regression model fit indices are the F-value significance from the analysis of variance (ANOVA) and the R-squared as well as change in R-squared in the case of moderated regression. According to Thorne and Giesen (2003, p. 314), when a regression analysis is conducted with a data or sample size of at least 400 then the R-squared is more important to interpret than the level of significance of the regression. Again, the authors above pointed out that R-squared values range from 0 to 1 and values between 0.05 and 0.1 indicate "good" model fit (ibid). R-squared change explains the change in R-squared due to the addition of a new predictor in the step or the hierarchy in the case of a moderated regression. A significant change in the R-squared indicates that the new predictor has either increased or decreased the variances in the dependent variable by the independent variable.

Correlation analysis was employed to conduct a preliminary analysis and assess how leader demographic variables, such as age and leadership competences influence organizational effectiveness. The sign in front of the correlation coefficient indicates the direction of the relationship (positive or negative) between the independent and dependent variables. The strength of the correlation also determines how strong the independent and the dependent variable is related. According to Parring, Vähi and Käärik (1997, p.190), a correlation coefficient of 0.3 or less indicates a weak correlation, while coefficients between 0.3 and 0.7, and 0.7 and above were considered medium and strong correlations, respectively.

The study also used different questionnaires for measuring organizational effectiveness. The job satisfaction questionnaire was designed by Schriesheim and Tui (1980) and the organizational politics questionnaire was designed by Kacmar and Ferris (1991). The turnover intentions questionnaire was designed by Mobley, Horner, and Hollingsworth (1978) and finally, the perceived organizational performance questionnaire was designed by Kivipõld and Vadi (2010).

3. SYSTEMATIC REVIEW (BOOK CHAPTER) AND EMPIRICAL STUDIES

4. DISCUSSION OF FINDINGS AND MANAGERIAL IMPLICATIONS

This section of the thesis discusses the key contributions of this study in relation to Figure 1. The discussion is divided into two main parts. The first part discusses leadership behaviours within the context of NFC and the association between managers' AL competences and NFC. The final part also discusses managers' AL competences, NFC, and organizational effectiveness. The section concludes with managerial implications, limitations, and recommendations for future studies. Table 9 below summarizes the key findings obtained in the study.

Table 9. Summary of key findings

Main research questions	Findings
RQ1. How are different leadership behaviours considered within the context of nepotism, cronyism and favouritism studies?	Few NFC studies have examined specific leadership behaviours, but AL is yet to be studied. Findings from developing and developed countries suggest the existence of NFC in both regions.
RQ2. How do managers' authentic leadership competences, such as self-awareness, internalised moral perspective, self-regulation, balanced processing and relational transparency influence nepotism, favouritism and cronyism?	Managers' self-awareness and balanced processing decreased NFC, while managers' internalised moral perspective and relational transparency increased NFC.
RQ3. How do managers' authentic leadership internal and external competences together with positional favouritism influence positive and negative organizational effectiveness?	Managers' AL internal competences interacted with favouritism to decrease positive organizational effectiveness, while the combined effects between favouritism, and managers' AL internal and external competences influenced turnover intentions positively.

Sources: prepared by the author.

4.1 Leadership behaviours within the context of NFC and the association between managers' AL competences and NFC

The systematic review analysis of broader leadership behaviour in the context of NFC highlighted that only eight studies have established a relationship between specific leadership behaviours and NFC. Studies that examined specific leadership behaviours highlighted ethical leadership (Sam, 2020; Asencio, 2019; Adnan and Shams 2018), Transformational leadership (Mattar, 2016;

Banerji and Krishan, 2000), destructive leadership (Uymaz, 2013), individual leadership (Dasborough et al., 2009) and task and relational oriented leadership (Makilouko, 2004). However, the author observed that the relationship between AL competences and NFC is yet to be established. Given this, the first empirical study explored this connection using data from Ghana. The aim was to find out whether leadership behaviour underpinned with authenticity could reduce these unethical behaviours from a collective and power distance society like Ghana. Evidence from the literature proves that countries that share so much inter-dependence (Arasli and Tumer, 2008) and social networks (Barnes, 1954) are more likely to engage in these unethical behaviours.

The empirical analysis of data on the influence of specific leadership behaviours (AL competences) on NFC from the Ghanaian banking sector brought out some interesting results. First, the findings showed that managers' self-awareness was negatively associated with nepotism. Interestingly, Elbaz *et al.* (2018) established the same results in their study. This finding shows that bank branch managers who understand their weaknesses and strengths and how that influences and drives the people around them (Walumbwa *et al*., 2008) are less likely to engage in nepotism where family members are given exclusive priority in the day to day operations of the organization. Such leaders would not promote their relatives without following established procedures or allow their relatives to be undisciplined.

The results also showed that managers' balanced processing tended to decrease favouritism. This finding is inconsonant with the assertion by Kernis (2003), who indicated that authentic leaders are objective, do not deny, distort or exaggerate, but consider other opinions before arriving at a final decision. Such leaders show their willingness to involve everyone in decision-making to help ascertain various views before a final decision could be made. This view is also shared by Owusu-Bempah *et al*. (2014), who acknowledge that leaders who share in balanced processing attributes consider the inputs of employees in every step they take, and this yields quality decision-making. This, in turn, builds an effective organization because views from various levels of the organization are taken on board. Given this, authentic leaders are less likely to engage in favouritism because they know such unethical behaviour could cultivate in-group and out-group members which can affect the effectiveness of the organization negatively.

The findings further provided that managers' internalised moral perspective was positively associated with favouritism. However, Elbaz *et al.,* (2018) have established that ethical competence has a negative influence on nepotism-favouritism even though their result was not significant. The result obtained shows that an internal moral perspective rather increases favouritism. This finding is contrary to the tenets of authentic leadership. For instance, Kernis (2003) argued that authentic leaders act in accordance with their morals, values, and beliefs professed in accordance with the ethics of the organization. It is important to point out that in this study managers' morals are looked at from the perspective of morals within the organization and not that of society. Therefore,

from the organizational perspective, managers are expected to adhere to the beliefs, values, norms and morals within the organization that gives equal opportunity to all and not societal morals or norms that expect managers (people) to offer opportunities to friends and family first before considering the people who are not in the network (Arasli and Tumer, 2008). The results obtained show that managers who exhibit high moral principles in accordance with organizational ethical standards are more likely to engage in unethical behaviours such as favouritism. It therefore suggests that outward moral behaviour of managers may seem to adhere to the moral standards of the organization but their inward moral behaviours are contrary to the organizational morals, which confirms why leaders who appear to be morally inclined rather engage in favouritism.

The reason for this finding could be attributed to the cultural beliefs of the country the data was gathered in and the deliberate creation of in-groups and out-groups. According to Anning-Dorson (2018) and Mmieh et al. (2011), Ghana is a society with high cultural levels of collectivism and power distance, which lays considerable emphasis on interpersonal relationships and social networks (Karakose, 2014; Arasli and Tumer, 2008; Khatri et al., 2003; Barnes, 1954). These social networks and interpersonal relationships create some bonds among people living within the same communities, and this serves as a platform to help one another with the intention of helping the community to grow. As a result, the philosophy of one good deed deserves another is inculcated into the people from childhood. Therefore, managers (people) who occupy high positions within the organizations see it as a responsibility to help friends with the belief that such individuals would return the same favour when the need arises. This assertion may cause a moral dilemma for leaders as to whether they should satisfy the norms of society or that of the organization (Cushman and Young, 2009). However, from the results obtained it is clear that leaders would rather satisfy the norms of the society than organizational norms. This view is supported by Beugré and Offodile (2001), who pointed out that most collectivist societies place responsibility on relatives and friends to offer help to one another and this, in turn, serves as the root cause for these unethical behaviours.

Furthermore, some managers deliberately create two groups of employees within the organization – in-group and out-group. This creation of groups is underpinned by the principles of leader-member exchange (Hsiung and Bolino, 2018), where employees the managers see as reliable and dependable are added to the in-group, while employees who are perceived as unreliable or not dependable are added to the out-group. This unfair classification may not be scientific but rather based on mutual benefits between the manager and the subordinates. In most cases in-group employees oblige every request of the leader and in return the manager offers undue help to the in-group to ensure the continuous existence of the association. This association becomes cyclical in terms of mutual benefits and causes the manager to build two groups of employees – the untouchable or in-group (who receive preferential treatment) and the out-group (who are treated unequally in terms of opportunities within

the organization) (Hsiung and Bolino, 2018; Bolino and Turnley, 2009). Managers who condone this behaviour again do not act in accordance with the morals of the organization. This categorisation increases trust and bonds between the manager and the in-group while the trust between the manager and the out-group weakens.

Again, the results of the analysis revealed that the relational transparency of managers had a positive relationship with favouritism and nepotism. These are interesting findings because the author expected a negative relationship. This finding is supported by Alvesson and Einola (2019), who argued that inter-actions within organizations are mostly not transparent. The authors added that managers mostly adjust their behaviours to suit the situation at stake (Alvesson and Einola, 2019). The result suggests that irrespective of how transparent managers may be with information to their subordinates, the leader may keep some information away from the out-group members to prevent them from meeting their goals. For instance, the leader may keep an opportunity for pro-motion or training away from some employees so that such opportunities may be given to the in-group who may be relatives or associates within the organi-zation. Following from the arguments by Alvesson and Einola (2019), the author submits that managers who offer undue favour to family and friends may have adjusted their behaviour to suit the mutual benefits they and their in-group may enjoy. This suggests that managers could maintain a double face – the manager may present their true self to the in-group and in a fake self to the out-group.

These findings contradict the underlying principles of AL that suggest that authentic leaders tend to have a genuine relationship with the people around them instead of faking their relationship (Kernis, 2003). This author also added that such leaders build mutual trust among themselves and their subordinates (ibid). Similarly, Wang *et al*. (2014) have argued that authentic leaders share information needed to make decisions for all and sundry. Also, Kalshoven *et al.* (2011) acknowledged that leaders who are open and genuine to everyone are less likely to engage in favouritism. However, the result obtained shows that the underlining principles of authentic leadership do not hold in Ghana as far as relational transparency is concerned. This finding could be attributed to the collective nature of the country where the data was gathered. It suggests that even though managers may act genuinely in their interactions with subordinates, when the need arises for certain key information to be supplied to every em-ployee, the managers may consider their relatives and friends within the bank before considering the out-group. Consequently, societal norms and beliefs, and the power of social networking may outweigh the transparent beliefs professed by the leader in critical situations. In other words, leaders in such positions fake their behaviour in the presence of their subordinates, but in quiet moments, they neglect their professed beliefs and act in accordance with the demands of society by keeping certain vital information away from certain employees to give undue favours to their in-group. For instance, managers may keep infor-mation about promotional opportunities away from non-connected employees

or people the leader shares weak bonds with until a few days before the dead-line, while the connected employees may have been informed in advance.

Finally, self-regulation did not have a significant relationship with NFC. This is not surprising because factors that underpin self-regulation seem to be quite broad (Beddoes-Jones and Swailes, 2015) compared to the moral perspective, which measures specific moral behaviours in managers. Furthermore, decision-making in the banking sector follows a deliberate process compared to the, for example, the security sector (armed forces), where critical decisions must be made in a split second to either retreat or fight on with junior officers. Thus, whether to be resilient on the battlefield or not may depend on self-regulation. This may explain why self-regulation was not related to NFC.

Another interesting finding that emerged from this study is that NFC exists in both collectivist and individualistic societies. The finding is contrary to the argument that these unethical behaviours are more prevalent in collectivist societies due to the interdependence (Khatri et al., 2003) and social network (Gong et al., 2020) among the collectivist societies, which includes the sharing of resources to ensure the continued existence of the network. This argument is founded on the fact that studies of NFC were seen from both collectivist and individualist countries, suggesting that NFC is a worldwide phenomenon (Safina, 2015; Asencio, 2019) and not limited to developing countries or collectivist societies only. For instance, Asencio (2019) argued that in the United States, corruption has been present since the country was founded. The United States has the hallmark of strong institutions, which suggests that these unethical behaviours may not occur there. However, the assertion by Asencio (2019) contradicts this widely held notion and rather supports the argument of Safina (2015) that NFC which serves as the foundation for corruption is a universal canker that demands stringent measures to curtail its negative consequences on individuals and organizations.

4.2 Authentic leadership competences, favouritism, and organizational effectiveness

The final section of the discussion centres on how internal and external AL competences together with favouritism influence organizational effectiveness. This part of the study draws from the first two research questions discussed above. For instance, the reviews of the first two studies highlighted that no study has explored this interaction effect in the literature.

The findings obtained showed that internal and external AL competences increased organizational effectiveness. However, internal AL competence and favouritism together decreased organizational effectiveness. A similar finding also shows that the interaction between leader-member exchange (LMX) and favouritism had a negative influence on employee organizational citizenship behaviour (Hsiung and Bolino, 2018). This finding implies that the positive association between internal AL competence and positive organizational

effectiveness could be decreased or weakened once the leader begins to show signs of favouritism. Therefore, once employees begin to perceive the leader to be engaging in favouritism, it negatively affects employee levels of satisfaction and perceived organizational performance. For instance, Gill *et al*. (2018) indicated that authentic leaders employ open, fair, and objective means in recruitment, selection and promotion and this, in turn, positively affects job satisfaction and perceived organizational performance. However, if leaders employ unethical means which neglect authentic principles, they even know in advance whom they would appoint (Pelletier and Bligh, 2008); and this, in turn, prevents the smooth advancement of employees to higher levels within the organization (Safina, 2015). Given this, authentic leaders are less likely to engage in favouritism due to its negative repercussions on employee satisfaction as well as the competitive nature of the organization. This argument is supported by Othman *et al*. (2010) and Arasli and Tumer (2008), who have argued that leaders who engage in favouritism tend to negatively influence work cohesiveness, harmony, perceptions of justice and OCB. Therefore, leaders who, on the one hand, pretend to act in accordance with their professed values, norms, beliefs and morals, and on the other hand, allow some employees to destroy other hard-working employees just to get favours they do not merit, tend to negatively affect organizational effectiveness. It is also important to point out that favouritism did not influence external AL competences because the manager can keep a double face to pretend to share information or consult subordinates in decision-making and that may convince the subordinates that the leader is open and fair to all in their daily interactions even though the managers may be faking. However, with internal competence the manager's actions may not be seen in daily activities, and therefore it is quite easy to identify any undue favours from the managers when an employee who is a relative or a friend is promoted without due process. The action may suggest that the manager is not acting in accordance with their professed morals.

The study adds to the literature by showing that favouritism had a positive influence on organizational effectiveness (turnover intentions and organizational politics). This implies that organizational effectiveness is decreased when managers engage in favouritism. The interaction between favouritism and internal and external AL competences had a significant positive influence on turnover intentions but not organizational politics. In other words, the moderator variable strengthens the positive relationship between favouritism and turnover intentions. Similarly, Hsiung and Bolino (2018) have also concluded in their study that the interaction effect between LMX and favouritism had a positive influence on employee withdrawal behaviours. In contrast, Arasli *et al*. (2019) found that AL decreased the positive relationship between favouritism and turnover intentions. However, the authors also observed that when AL behaviour is low, the relationship between favouritism and turnover intentions is positive (Arasli *et al.*, 2019), which supports the finding in this study partially (see Figures in Study 3 on pages 29, 30). Similarly, Arici, Arasli and Arici (2020) have found that authentic leadership decreased the positive association between

nepotism and tolerance of workplace incivility. The reason for the current finding could be that leaders who believe in the practice of favouritism have low belief in the tenets of AL. As such, irrespective of how much they try to show signs of authenticity, their unethical behaviours override their authentic principles which, in turn, cause employees to quit their jobs. In other words, showing signs of AL behaviour may not be enough to weaken the strong positive relationship between favouritism and intentions to quit one's job. Therefore, leaders must try to embrace AL principles fully and do away with favouritism to ensure employee retention.

From the results, the author argues that leaders of organizations in Ghana and the world at large must employ procedural and distributive justice in managing employees and activities in the organization to help elicit positive employee behaviours.

4.3 Conclusions

This thesis reports on the empirical study of the relationship between AL competences and NFC, and how AL competences interact with favouritism to influence organizational effectiveness. It also draws from the literature by analysing leadership behaviours within studies of NFC. This was conducted to broaden the understanding of ethically oriented leadership behaviour in terms of AL, and unethical leadership behaviour such as NFC. It was observed from the study that not all AL competences have the potential to reduce NFC, thereby questioning the universality and the underlying principles of AL.

This thesis also concludes that societal norms and beliefs play a significant role in leaders' adherence to their professed beliefs and norms. The reason is that societal culture has the potential to influence an organization's culture because the people in the organization transfer their cultural beliefs from the society to the organization (Mmieh et al., 2011), and this view is also shared by Anning-Dorson (2018), who argued in his study that in Ghana the culture of the organization's environment influences the activities of the organization. These factors play a fundamental role in leaders neglecting their professed beliefs and morals to embrace societal norms which run contrary to the ethical standards of organizations and laws of Ghana.

4.4 Study implications

The thesis offers some implications for practice. First, managers in both collectivist and individualist cultures must endeavour to be balanced and be aware of their strengths and weaknesses, since such behaviour assists in reducing NFC. Similarly, managers must be objective during the selection or promotion of employees to make sure the most qualified employee is selected or promoted to build a cooperative work climate rather than favouring only relatives and friends. The latter may cause employees to entertain the thought of quitting their jobs as well as perceiving that the organization's work environment is submerged in politics.

Family businesses must also strive to employ free and fair opportunities for all qualified members within the organization to compete for higher positions and help equip the organization with more qualified staff members who may contribute immensely to the growth of the organization. As pointed out by Arasli *et al.* (2019), favouritism in a family business leads to psychological contract violation and the greater potential of non-beneficiaries quitting because employees consider the activities within the work environment unfair (Spranger *et al*., 2012). For instance, the owner of a family business may decide to appoint a son or daughter to manage the enterprise without the requisite skills and these behaviours affect the depth of the quality of human resources because most qualified employees may look for an organization that offers an opportunity for growth openly and fairly.

Moreover, unethical behaviours are the genesis of corruption, and can spread across the world (Safina, 2015). Therefore, there must be education on behavioural change especially in collectivist societies like Ghana due to the interpersonal relationship among relatives and friends (Arasli and Tumer, 2008), and the desire for the survival of the family genes (Bellow, 2005). There must be education on behavioural change as far as NFC is concerned in all collectivist societies to offer genuine help to relatives, friends, and cronies without any expected reciprocation.

4.5 Limitations and recommendations for future research

The first limitation in the study is that the empirical studies were conducted via a cross-sectional survey, and therefore do not have the power to predict cause and effect relationships. It is recommended for future studies to employ an experiment or longitudinal research designs to see if a similar relationship between AL competences and NFC could be obtained and also help to establish cause and effect relationships.

Second, the author recommends cross-country studies on AL from different cultures to see if the underlying assumptions of AL are universal. Owusu-Bempah *et al*. (2014) have already found some differences in factors that account for the perception of AL behaviours between New Zealand and Ghana. In addition, Petan and Bocarnea (2016) found no differences in the follower perceptions of AL between respondents from the United States and Romania. However, studies comparing AL are scant. It is, therefore, prudent to explore comparative studies on AL between individualist and collectivist cultures to see if perceptions of AL may be different in these societies.

The final limitation of this study is that even though the study gathered data from different branch managers and different geographical locations, a multi-level analysis was not conducted. Therefore, future research that intends to gather data from different bank branches or different organizations across different geographic regions must conduct a multi-level analysis.

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SUMMARY IN ESTONIAN

Tõelise juhtimise omaduste ja nepotismi, subjektiivse soosimise ning tagatoapoliitika vahelised seosed. Ghana pangandussektori näide

Uurimuse motivatsioon

Selles töös otsitakse tõelise juhtimise (TJ) omaduste ja nepotismi ehk onupoja-poliitika, subjektiivse soosimise ning tagatoapoliitika (NST) vahelisi seoseid. Samuti püütakse hinnata, mil määral on NST uuringutes pööratud tähelepanu juhtimise uurimisele. TJ on Avolio *et al.* (2009, lk 423) sõnul järgnev: „läbipaistva ja eetilise juhtimiskäitumise muster, mis julgustab otsuste tegemiseks vajalikku teavet jagama, samal ajal ka juhtnööride saajate omapoolset panust aktsepteerides“. Niisiis on TJ sellist laadi juhtimine, mil on seoseid eetikaga, kus juht tegutseb vastavalt oma moraalsetele tõekspidamistele, muretseb alluvate ja kogu organisatsiooni käekäigu pärast ning kaalub enne otsuse langetamist iga olukorra kõiki aspekte. Viimase kümnendi jooksul on mõned juhtimise uurijad pannud väga suurt rolli tõelise juhtimiskäitumise osiste mõistmisele (Wang *et al.*, 2014). Põhjus, miks püütakse mõista TJ osiseid, tuleneb viimasel ajal ilmsiks saanud korporatiivsetest skandaalidest, vääratest juhtimispraktikatest ja sellest, et inimesed tegutsevad eirates eetilisi standardeid (Walumbwa *et al.*, 2008), see omakorda mõjub negatiivselt organisatsioonide ja ühiskonna tegevusele ja hüvedele (Cooper, Scandura ja Schriesheim, 2005). Seevastu näitavad TJ uurimused, et tõelistel juhtidel on võime eetilisi standardeid alal hoida (Avolio ja Gardner, 2005; Walumbwa *et al.*, 2008). Arvestades selle väitega uuriti käesolevas töös TJ ja NST vahelisi suhteid, kuna mõlemad käitumised tuginevad aususel, õiglusel ja avatusel.

Nepotismi on Pelletier ja Bligh (2008, lk 828) defineerinud kui „pereliikme vastu soosingu üles näitamist tööle võtmise protsessis või edutamise kaalumisel“. Sarnaselt on subjektiivset soosimist defineerinud Tikkanen (2016), kui „isiku soosimist mitte tema teenete põhjal, vaid sellepärast, et ta kuulub soosingus olevasse rühma, või ka üksnes ülemuse isikliku meeldimise või mitte-meeldimise baasil“ (lk 254). Viimaseks, tagatoapoliitikat on Arasli ja Tumer (2008, lk 1239) määratlenud kui „poliitikute, eelkõige semude (pikaajaliste lähedaste sõprade) eelistamist, seda tõendab eriti kaasajooksikute ametisse määramine vaatamata nende kvalifikatsioonile.“ Peamiselt on erialakirjanduses NST-le viidatud kui ebaeetilisele käitumisele (vt Palermo, Carnaz ja Duarte, 2019; Pelletier ja Bligh, 2008; Arasli, Bavik ja Ekiz, 2006). Collinsi sõnaraamatus selgitatakse ebaeetilist tegevust kui tegu, mida peetakse halvaks ja mitte-aktsepteeritavaks võttes arvesse ühiskondlikke seadusi või inimeste uskumusi. NST osade vahel leidub erinevusi, nepotism ja subjektiivne soosimine leiab peamiselt aset mikrotasandil, samal ajal kui tagatoapoliitika toimub makrotasandil. Seega tähendab nepotism ja subjektiivne soosing teeneid sugulastele ja sõpradele, seda

enamasti mikrotasandil (organisatsioonilisel tasandil), samal ajal kui tagatoa-poliitika tähendab abiosutamist erakonna liikmetele makrotasandil (riiklikul tasandil).

Brown ja Treviño (2006) väitsid, et juhi aus käitumine tagab organisatsiooni tulemuslikkuse. Hassan ja Ahmed (2011) lisasid, et organisatsiooni tõhususe ja edukuse tagamiseks peaksid juhid olema tõelised. Samuti tegid Dartey-Baah ja Addo (2018) oma uuringus kindlaks, et eeskujuliku käitumisega juhid suuren-davad töötaja usaldust enda vastu ja motiveerivad organisatsioonis kehtestatud normidest kinni pidama. Li (2012) juhtis tähelepanu sellele, et kui organisat-sioonid lõpetavad personalijuhtimisel tasuta ja õiglaste vahendite kasutamise ning toetuvad selle asemel vere- ja koolisidemetele, piirkondlikule identiteedile ja käsi-peseb-kätt klientidele (ingl *patron-client*), võib see mõjutada töötajate-vahelist ausat konkurentsi, mis omakorda mõjutab organisatsiooni ja kogu riigi konkurentsivõimet (Safina, 2015). Neist punktidest lähtudes uuriti, kuidas TJ pädevused koos NST-ga võivad suurendada või vähendada organisatsiooni tõhusust.

Uurimuse esimeseks ajendiks oli soov lisada erialakirjandusse andmeid TJ võimaliku mõju kohta NST-le, ja kuidas need kaks koos üldiselt mõjutavad töötajaid ja organisatsioone. Juba on NST-d seostatud negatiivselt ja positiiv-selt, vastavalt töörahulolu ja töökoha vahetuse kavatsustega (Arasli *et al.*, 2006). Vastupidiselt sellele on leitud, et TJ suurendab positiivset töökäitumist (Read ja Laschinger, 2015; Walumbwa *et al.*, 2008) ja vähendab negatiivset töökäitumist (Lee, Chiang ja Kuo, 2019). Kuid seoseid TJ ja NST vahel ning seda, kuidas nad mõjutavad töötajate töökäitumist ja organisatsiooni laiemalt, ei ole veel uuritud – see uurimus ongi esimene, mis sellega tegeleb.

Teine ajend tulenes soovist laiendada teadmisi TJ-st ja NST-st, püüdes aru saada, kuidas need erinevates kultuurikeskkondades toimivad. NST on keeru-line fenomen ja seda on vajalik uurida erinevates kultuurikontekstides, sest käi-tumist, mida ühes kultuuris või ühiskonnas peetakse eetiliseks, võidakse teises pidada ebaeetiliseks. Sarnane probleem seisneb selles, et enamik TJ-uuringuid on läbi viidud arenenud ja individualistlikes ühiskondades (Owusu-Bempah *et al.*, 2014; Gardner *et al.*, 2011; Neider ja Schriesheim, 2011; Avolio ja Gardner, 2005). Teaduskirjanduses napib uurimusi kollektivistlikest-kogukondlikest ühiskondadest. Sellest hoolimata on individualistlike ja kollektivistlik-kogu-kondlike ühiskondade kultuuriliste erinevuste tõttu oluline uurida suhtumist TJ-i just erinevates ühiskondades, et eelmainitud oletuste kehtivuses veenduda. Olemasolevatest uurimustest selgub, et inimest ümbritsev kultuur ja ka isiklikud elukogemused võivad kujundada TJ-i suhtumise eeldusi (Wassenar *et al.*, 2015; Shamir ja Eilam, 2005). Sellest on võimalik järeldada, et käitumine, mida pea-me ausaks võib ühiskonniti ja kultuuriti erineda. Teisisõnu, praegused oletused TJ-i kohta ei pruugi kollektivistlikes-kogukondlikes ühiskondades kehtida. Seetõttu on tähtis uurida empiiriliselt, kas eelnimetatud oletused kehtivad erinevates ühiskondades ja kultuurides.

Selle uuringu kolmas ajend oli soov mõista Ghana juhtimiskäitumise ausust pangandussektoris. Enamik Ghana pangandussektori juhtimisalaseid uurimusi on

keskendunud perspektiivse[1] (ingl *transformational*) ja pragmaatilise juhtimise (*transaction leadership*) uurimisele (Mekpor ja Dartey-Baah, 2020; Dartey-Baah, 2020). Ghana pangandussektoris pole aga tõelist juhtimist uuritud ja on oluline mõista Ghana juhtide juhtimiskäitumist aususe kontekstis. Selles uurimuses kasutati Ghana panku, kuna need on kõigi Ghana majandustehingute käivitajateks ja seetõttu mängivad need olulist rolli riigi majanduslikes arengutes. Ghana valiti uurimispiirkonnaks ka viimasel ajal toimunud pangandussektori skandaalide tõttu, mis viisid 1,6 miljardi dollari väärtuses investeerimisfondide lukustumise (PYMNTS, 2019), kuue tuhande töökoha kadumise (Sarpong, 2019) ja kuueteistkümne panga kokku kukkumiseni (Ghanaweb, 2019), kõik see oli tingitud ebaeetilisest käitumisest ja reguleeriva seadusraamistiku ignoreerimisest (Acquah, 2020). Ghana pank nimetas 2017. aastal muid tegureid, nagu nõrka ja halba ettevõtte juhtimist (Acquah, 2020). Eespool nimetatud tegurid toetuvad juhi võimel säilitada aus käitumine või hoiduda NST-st. Seetõttu on otstarbekas uurida võimalikku seost TJ-i ja NST vahel ning seda, kuidas TJ-i pädevused ja NST võivad suhestuda, ennustades organisatsiooni positiivset ja negatiivset toimivust pidades silmas skandaalis ilmsiks tulnud aususe piiri.

Selle uuringu viimane ajend püüdis uurida, kui suurt tähelepanu on juhtimiskäitumise uurimisel NST-praktikatele pööratud, kuna neid peetakse korruptsiooni alustaladeks (Arasli ja Tumer, 2008). Arvestades paljusid eetilisi skandaale, millest räägitakse kogu maailmas – isegi arenenud riikides, näiteks Ameerika Ühendriikides (Neider ja Schriesheim, 2011). On paslik uurida, kuidas NST-uuringud käsitlesid juhtimise rolli ebaeetilise käitumiste korral. Põhjus on selles, et juhid vastutavad organisatsiooni igapäevase toimimise eest, mistõttu võiks nende käitumine toetada või vähendada ebaeetilist käitumist kogu organisatsioonis.

Uurimuse eesmärk

Selle töö peamine eesmärk on välja selgitada, kuidas TJ on seotud NST-ga, ning kuidas TJ ja NST on organisatsiooni tõhususega seotud.

Lõputöö uudsus

Uuring 1. Esimene uuring lisas uut materjali erialakirjandusse, avastades esimesena tohutu uurimislünga juhtimiskäitumise ja NST uuringute vahel (Akuffo ja Kivipõld, 2018). Näiteks neljakümne ühest uurimusest ja kolmest kasutatud uudise raportist käsitlesid ainult kaheksa uuringut spetsiifilist juhtimiskäitumist, näiteks perspektiivset juhtimist, kuid mitte ükski ei käsitlenud tõelist juhtimist.

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[1] Eestikeelne terminoloogia Kaur Kiviräha magistritööst „Tegelik ja ideaalne juhtimisstiil organisatsioonis ning nende seosed soorituse ja kohesiivsusega", https://dspace.ut.ee/bitstream/handle/10062/4856/kivirahk_kaur.pdf

Kokkuvõttes selgus, et Aafrikast pärit NST uuringuid on napilt, kuigi need on mandri ühed märkimisväärsemad probleemid.

Uuring 2. Teine uuring panustas erialakirjandusse, olles esimene uuring, mis uuris empiiriliselt TJ-i omaduste ja NST vahelisi seoseid. Lõputöö annab samuti oma panuse erialakirjandusse, näidates, et kõik viis TJ-i omadust ei täitnud teooria aluseks olevaid eeldusi, mille kohaselt tõelised juhid on isetud, moraali kalduvad ja objektiivsed (Kernis, 2003).

Uuring 3. Selle uuringu kasu tuleneb asjaolust, et see on esimene uuring, kus uuritakse TJ-i sisemiste ja väliste omaduste ning PS-i koosmõju organisatsiooni positiivsele (töörahulolu ja organisatsiooni tulemuslikkus) ja negatiivsele toimivusele (töökoha vahetuse kavatsused ja organisatsiooni poliitika) – (Akuffo ja Kivipõld, 2020b). Samuti annab see erialakirjandusse oma panuse sellega, et on esimene uuring, mis uurib TJ-i sisemiste ja väliste omaduste ning PS-i otsest mõju organisatsiooni tajutavatele tulemustele ja organisatsiooni poliitikale.

Seosed uuringute vahel
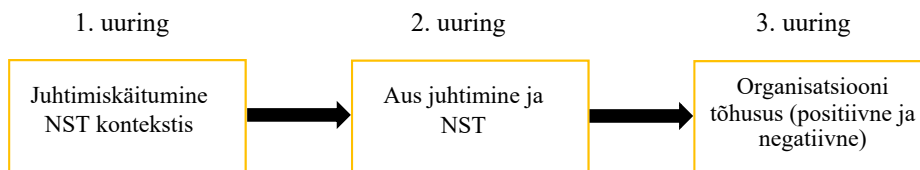
Joonis 1: Seosed uuringute vahel
Märkus: N – nepotism, S – subjektiivne soosing, T – tagatoapoliitika.

Nagu ülaltoodud joonisel nr 1 näha, vaadeldi esimeses uuringus, kuidas NST-uurimustes on käsitletud juhtimiskäitumise mõju. Neis käsitleti juhtimiskäitumist üldiselt. Esimese uuringu tulemused viisid teise uuringu juurde. Selgus, et üheski varasemas uuringus ei ole uuritud seost tõelise juhtimise ja NST vahel, kuigi mõlemad toetuvad eetilistele standarditele (Akuffo ja Kivipõld, 2020a). Selles uuringus kõrvutati kaht spetsiifilist juhtimiskäitumist esimese uuringu üldise juhtimiskäitumisega. Esimese ja teise uuringu tulemused viisid kolmanda uurimuseni. Leiti, et üheski uuringus ei ole vaadeldud, kuidas TJ-i sisemised ja välised pädevused ja subjektiivne soosimine (positsioonist lähtuv) mõjutavad koos organisatsiooni toimivust (positiivset ja negatiivset).

Ülevaade erialakirjandusest ja uurimisküsimused

TJ on pädevuspõhine juhtimine. Pädevuse määravad Quinn *et al*. (1996) sõnul teadmised ja võime keerukates ja erinevates olukordades õigesti tegutseda. Juhtimist määratleb Yukl (1994) järgijate-alluvate käitumise mõjutamise protsessina. Seetõttu määratles autor selles uuringus juhtimispädevust kui juhi teadmiste ja uudsete käitumisviiside kasutamist oma alluvate käitumise mõjutamiseks erinevates olukordades. Beddoes-Jones ja Swailes (2015) hindasid TJ-i kolme omadusega: eneseteadvus, eetika ja eneseregulatsioon, aga Walumbwa *et al.* (2008); Neider *et al.* (2011); Kernis (2003); Ilies *et al.* (2005) hindasid TJ-i nelja omadusega: eneseteadlikkus, sisemine moraalne perspektiiv, tasakaalukas mõtlemine ja suhete läbipaistvus. Selles doktoritöös kasutati TJ-i mõõtmiseks esimest korda viit omadust, kuna kolme või nelja omadusega TJ-i mõõtmine osutus ebapiisavaks. Viis omadust on: eneseteadlikkus, sisemine moraalne perspektiiv, eneseregulatsioon, tasakaalukas mõtlemine ja suhete läbipaistvus. TJ-i sisemist pädevust mõõdetakse *eneseteadlikkusega* – selle abil on võimalik selgitada, kuidas juhid mõistavad oma tugevust ja nõrkust ning töökeskkonda (Ilies *et al*., 2005; Kernis, 2003). *Sisemist moraalset perspektiivi* selgitab ka Kernis (2003) kui käitumist, mis on kooskõlas inimese enda moraali, väärtuste ja veendumustega. Beddoes-Jones ja Swailes (2015) selgitasid *eneseregulatsiooni* kui juhi võimet pidada vastu ka tagasilöögi puhul või keskkonnast tuleneva surve korral ning võimekust kontrollida oma emotsioone. Leader´i välist pädevust mõõdeti kahe omaduse olemasoluga – *tasakaaluka mõtlemise* ja *suhete läbipaistvuse* abil (Walumbwa *et al*., 2008). Kernis (2003) kirjeldas, et *tasakaalukas mõtlemine* on juhil, kes jääb objektiivseks ja arvestab olukorra kõiki aspekte enne lõpliku otsuse tegemist. Autor lisab, et sellised juhid ei moonuta, eita ega liialda, samuti ei lekita teavet organisatsiooni sees või sellest välja isikliku kasu saamise eesmärgil (*ibid*). Viimaseks selgitatakse *suhete läbipaistvust* kui juhi avatuse ja tõepärasuse saavutamist suheldes alluvatega organisatsioonis või selle huvirühmadega (Kernis, 2003). Selle uuringu eesmärk on uurida TJ-i ja NST suhteid. Selle seose uurimise põhjus tuleb asjaolust, et nii TJ kui ka NST tuginevad aususele, eetikale ja õiglusele (Akuffo ja Kivipõld, 2020a). Kuigi TJ toetab ausameelsust, eetikat ja õiglust, NST ignoreerib neid (Arasli ja Tumer, 2008; Avolio ja Gardner, 2005; Cassar ja Buttigieg, 2013). Võttes neid väiteid arvesse uuris autor seost TJ-i ja NST vahel, et näha, kas eetikale mõtlevad juhid tegelevad vähem NST-ga.

On oluline välja tuua, et enamikes NST-ga seotud uuringutes vaadeldi ebaeetilist käitumist ühtsena, erinevusi välja toomata. Näiteks analüüsisid Arasli ja Tumer (2008) onupojapoliitikat ja subjektiivset soosimist koos, ilma neid eraldi mõõtmata. Selles lõputöös eraldati NST osised üksteisest ja nende mõõtmed on esitatud allolevas tabelis.

Tabel 1: Tegevused, milles NST esineb ja NST vormid, mis neist tegevustest tulenevad.

Tegevused, milles NST esineb	NST vormid, mis NST tegevustest tulenevad
Alluvate tööle võtmine või värbamine (Arasli and Tumer (2008), Ezzedeen ja Swiercz (2001), Safina (2015), Erdem ja Karatas (2015)	Värbamis-nepotism, subjektiivne soosimine ja tagatoapoliitika
Töötajate juhtimine (tööülesanded, edutamine, töötulemuslikkuse hindamine, edutamine, muutused-üleviimised) (Elbaz *et al.* 2018; Sabbi, 2015; Safina, 2015; Cingoz ja Akilli, 2015)	Tegevus-nepotism ja tagatoapoliitika
Töötajad loovad kasusaamise eesmärgil tippjuhtidega sidemeid (Abubakar *et al.* 2017; Fu, 2015; Safina, 2015),	Positsioonist lähtuv subjektiivne soosimine

Allikas: autori loodud

Värbamis-nepotism, subjektiivne soosimine ja tagatoapoliitika avaldavad värbamisel perekonnale ja sõpradele põhjendamatult suurt mõju. Tegevus-nepotism ja tagatoapoliitika avaldavad töötajate igapäevase juhtimise käigus samuti liigset mõju poliitilistele semudele ja sugulastele. Positsioonist lähtuv subjektiivne soosimine on kavaldav käitumine, mida töötajad kasutavad tippjuhtidelt pälvimata kasu saamise eesmärgil.

Töös uuriti täiendavalt, kuidas TJ-i sisemised ja välimised pädevused ning NST on mõlemad seotud organisatsiooni toimivusega (positiivse ja negatiivsega). Akuffo ja Kivipõld (2020a, lk 373) määratlesid *sisemist pädevust* kui „juhi võimet olla teadlik oma tugevusest ja nõrkusest, valitseda emotsioone ja oma moraalsest ja eetilisest taustast lähtuvalt anda hinnanguid". Samuti määratlesid nad *välist pädevust* kui „juhi võimet olla töötajatega suhtlemisel objektiivne ja õiglane, et mitte ühtegi töötajat kahjustada" (Akuffo ja Kivipõld, 2020a, lk 374). *Positiivne organisatsiooni toimivus* on töökäitumine, mis toetab organisatsiooni arengut, *negatiivne organisatsiooni toimivus* on aga töökäitumine, mis pärsib organisatsiooni arengut (Akuffo ja Kivipõld, 2020b). On oluline märkida, et vaid vähestes uuringutes on uuritud, kuidas eetikale mõtlev juhtimiskäitumine ja ebaeetiline käitumine on seotud organisatsiooni tõhususega. Näiteks täheldasid Hsiung ja Bolino (2018), et juhivahetus oli seotud juhi subjektiivse soosimisega, mis vähendas positiivset organisatsiooni toimivust (peremehelik käitumine organisatsioonis, ingl *organizational citizenship behaviour*). Samamoodi on Arasli *et al* (2019) uurinud tõelise juhtimise ja subjektiivse soosimise vastastikust mõju organisatsiooni negatiivsele tõhususele (töökoha vahetuse kavatsused). Lõpetuseks leidsid Arici, Arasli ja Arici (2020), et tõeline juhtimine ja nepotism vähendasid koos negatiivset toimivust (probleeme töökeskkonnas). Loetud uuringute arv näitab, et neid on sellistest seostest kirjutatud napilt ja käesolev uurimustöö püüabki seda tühimikku täita.

Uurimisküsimused

1. Kuidas käsitletakse erinevaid juhtimiskäitumisi nepotismi, tagatoapoliitika ja subjektiivse soosimise (NST) uuringute kontekstis? **1. uuring**
2. Kuidas on juhtide tõelise juhtimise (TJ) omandused, nagu eneseteadlikkus, sisemine moraalne perspektiiv, eneseregulatsioon, tasakaalukas mõtlemine ja suhete läbipaistvus NST-ga seotud? **2. uuring**
3. Kuidas juhi TJ on seotud sisemiste ja välimiste pädevustega koos positsioonist lähtuva subjektiivse soosimisega (PS) organisatsiooni positiivse ja negatiivse toimivusega? **3. uuring**

Meetodid

Lõputöös uuriti TJ-i ja NST vahelist suhet, ning seda, kuidas on TJ ja NST seostatavad organisatsiooni toimivusega. Samuti vaadeldi juhtimiskäitumist NST kontekstis. Uurimuse küsimus tugineb sellele, kuidas eetilisust hindav juhtimiskäitumine mõjutab ebaeetilist käitumist ja organisatsiooni toimivust. *Esimene uuring* keskendus juhtimiskäitumise ja NST vahelise uurimislünga täitmisele. Uuringus kasutati süsteemse ülevaate meetodit (ingl *systematic review method*), kus erinevatest andmebaasidest (Web Science, Science Direct, Scopus, EBSCO Discovery, E-raamatud ja Google Scholar) otsiti uuringuid erinevate juhtimiskäitumiste ja NST kohta. Seda tehti selgitamaks, kuidas NST-uuringutes mõisteti juhtimiskäitumise võimalikku mõju NST-praktikatele. Nendest andmebaasidest saadud uuringuid analüüsiti, et vastata esimesele uurimisküsimusele. *Teine uuring* keskendus konkreetse juhtimiskäitumise – TJ-i ja NST vaheliste seoste leidmisele. Uuring viidi läbi pärast seda, kui esimeses töös näidati, et ainult vähestes uuringutes on juhtimiskäitumise rolli NST kontekstis arvesse võetud, kuid ühessegi neist ei olnud kaasatud TJ-i. Uuringusse valiti 127 juhti, keda küsitluse abil hindas 997 Ghana piirkondade era- ja riigipanga alluvat. Uuringus kasutati andmete esialgsete analüüside jaoks nii uurimuslikku (ingl *exploratory data analysis*) ja kinnitava teguri analüüsi (ingl *confirmatory factor analyses*) kui ka kirjeldavat analüüsi (ingl *descriptive analysis*). Uuringut vedanud uurimisküsimuste testimiseks kasutati mitmekordset regressiooni. *Kolmas uuring* tegeles muuhulgas sellega, kuidas TJ-oskused ja NST mõjutavad koos organisatsiooni toimivust. Kolmandas uuringus kasutati sama valimit, mida teises uuringus. Sarnaselt teisele uuringule kasutati andmete esialgseks analüüsiks teise järgu kinnitusfaktori analüüsi (ingl *second-order confirmatory factor analysis*), kirjeldavat analüüsi ja korrelatsioonanalüüsi, ning kolmanda uurimisküsimuse kontrollimiseks kasutati mitmekordset hierarhilist regressiooni.

Arutelu tulemuste ja järelduste üle

Selles osas käsitletakse selle lõputöö tulemusi. Allpool leitavas tabelis nr 9 (2?) on kokkuvõte selle uuringu peamistest tulemustest.

Tabel 2: Tulemuste kokkuvõte

Põhilised uurimusküsimused	Tulemused
UK1. Kuidas suhtutakse erinevatesse juhtimiskäitumisse nepotismi, tagatoapoliitika ja subjektiivse soosimise uuringute kontekstis?	Vähesed uuringud tegelesid NST uuringutes spetsiifiliste juhtimiskäitumistega, kuid TJ-i tuleb veel uurida. Arenenud ja arengumaade tulemused viitavad NST olemasolule mõlemates.
UK2. Kuidas mõjutavad tõelise juhtimise omadused, nagu eneseteadlikkus, sisemine moraalne perspektiiv, eneseregulatsioon, tasakaalukas mõtlemine ja suhete läbipaistvus, nepotismi, subjektiivset soosimist ja tagatoapoliitikat?	Juhtide eneseteadlikkus ja tasakaalukas mõtlemine vähendas NST-d, samas kui juhtide sisemine moraalne perspektiiv ja suhete läbipaistvus suurendasid NST-d.
UK3. Kuidas mõjutavad juhtide tõelised juhtimisalased sise- ja välispädevused koos positsioonist lähtuva subjektiivse soosimisega positiivset ja negatiivset organisatsiooni toimivust?	Juhtide TJ-i sisemised pädevused seostusid subjektiivse soosimisega, vähendades organisatsiooni positiivset toimivust, samal ajal kui kombinatsioon subjektiivsest soosimisest ja juhtide TJ-i sisemistest ja välistest pädevustest mõjutasid positiivselt töölt lahkumise mõtteid.

Üldise juhtimiskäitumise ülevaatlik ja süsteemne analüüs NST kontekstis tõi välja, et ainult kaheksa uuringut on märganud seoseid mingi konkreetse juhtimis-käitumise ja NST vahel. Uuringud, milles uuriti mingit konkreetset juhtimis-käitumist, on eetiline juhtimine – (Sam, 2020; Asencio, 2019; Adnan ja Shams 2018); perspektiivne juhtimine – (Mattar, 2016; Banerji ja Krishan, 2000); hävitav juhtimine – Uymaz (2013); individuaalne juhtimine – Dasborough *et al*. (2009) ning ülesannetele ja suhetele suunatud juhtimine – Makilouko (2004). Kuid autor märkis, et TJ-pädevuste ja NST-de suhe on veel välja selgitamata. Seda arvesse võttes uuriti esimeses empiirilises uurimuses seda seost Ghana and-mete põhjal. Ghana pangandussektori empiiriline analüüs spetsiifilise juhtimis-käitumise (TJ-i omaduste) mõjust NST-le andis huvitavaid tulemusi. Esiteks näitasid tulemused, et juhtide eneseteadvus oli nepotismiga seotud negatiivselt. Huvitaval kombel leidsid Elbaz *et al*. (2018) oma uuringus samu tulemusi. Teisisõnu, juhid, kes mõistavad ennast ja oma töökeskkonda, ei avalda oma sugulastele liigset mõju. Tulemused näitasid muuhulgas seda, et juhtide tasa-kaalukal mõtlemisel oli subjektiivset soosimist vähendav mõju. See järeldus on

vastuolus Kernise (2003) väitega, mille kohaselt on tõelised juhid objektiivsed, ei salga, moonuta, liialda ja arvestavad teiste arvamustega enne lõpliku otsuse langetamist. Seega pakuvad sellised juhid väiksema tõenäosusega oma sõpradele põhjendamatuid teeneid.

Tulemused näitasid, et juhtide sisemine moraalne perspektiiv oli subjektiivse soosimisega positiivselt seotud. Elbaz´i *et al.* (2018) uuring näitas aga, et eetilisust väärtustaval omadusel on negatiivne mõju nepotismile ja subjektiivsele soosimisele, kuigi see tulemus ei ole märkimisväärne. Saadud tulemus näitas, et sisemine moraalne perspektiiv pigem suurendas subjektiivset soosimist. Samuti näitasid analüüsi tulemused, et juhtide läbipaistvatel suhetel oli positiivne seos subjektiivse soosimise ja nepotismiga. Need on huvitavad tulemused, sest autor ootas negatiivseid seoseid. Tulemust toetavad Alvesson ja Einola (2019), kes väidavad, et organisatsioonisisene suhtlus pole enamasti läbipaistev. Tulemus viitab sellele, et hoolimata sellest, kuitahes läbipaistvalt võivad juhid oma alluvatega suhelda, võib juht teatud teavet grupivälistest liikmetest eemal hoida, et takistada neil oma eesmärke saavutamast. Seesuguste moraalse perspektiivi ja läbipaisvate suhetega seotud tulemuste põhjuseks võib pidada selle maa kultuurilisi tõekspidamisi, kus andmeid koguti, ning sihilikku sise- ja välisringi gruppide loomist. Anning-Dorsoni (2018) ja Mmieh *et al.* (2011) sõnul on Ghana väga kollektivistlik-kogukondlik ja võimu respekteeriv (ingl *power distance*) ühiskond, kus pannakse suurt rõhku inimestevahelistele suhetele ja sotsiaalsetele võrgustikele (Karakose, 2014; Arasli ja Tumer, 2008; Khatri *et al.*, 2003; Barnes, 1954).

Saadud tulemused näitasid, et TJ-i sisemised ja välimised pädevused suurendasid organisatsiooni tõhusust. Kuid TJ-i sisemised pädevused koos subjektiivse soosimisega vähendasid organisatsiooni tõhusust. Sarnane on ka järeldus, mis näitab, et juhi-liikme suhte vahetuse (LMX, ingl *leader-member exchange*) mõjul ja subjektiivsel soosimisel oli koos töötajate peremehelikule käitumisele (ingl *organizational citizenship behaviour*) organisatsioonis negatiivne mõju (Hsiung ja Bolino, 2018). See järeldus viitab sellele, et positiivne seos TJ-i sisemiste pädevuste ja organisatsiooni positiivse toimivuse vahel võib väheneda või nõrgeneda, kui juht hakkab kedagi subjektiivselt soosima. Uuring panustab erialakirjandusse näidates, et subjektiivsel soosimisel oli positiivne mõju organisatsiooni toimivusele (töökoha vahetuse kavatsused ja organisatsiooni poliitika). See tähendab, et organisatsiooni tõhusus väheneb, kui juhid tegelevad subjektiivse soosimisega. Subjektiivse soosimise ning TJ-i sisemiste ja väliste pädevuste vastasmõjul oli märkimisväärne positiivne mõju töökoha vahetamise kavatsusele, kuid mitte organisatsiooni poliitikale. Teisiõnu muutuja tugevdab pigem eelistuste ja töökoha vahetuse kavatsuste positiivset suhet. Samadele tulemustele Hsiung ja Bolino (2018) ka oma uuringus, LMX-i ja subjektiivse soosimise koosmõjul oli positiivne mõju töötajate loobumiskäitumisele.

Uurimuse järeldused

Lõputöö pakub praktikasse rakendamiseks mõningaid järeldusi. Esiteks peavad nii kollektivistliku kui individualistliku ühiskonna juhid püüdma olla tasakaalus ning teadlikud oma tugevusest ja nõrkusest, kuna selline käitumine aitab vähendada NST-d. Samamoodi peavad juhid töötajate valimisel või edutamisel olema objektiivsed, tagamaks, et koostööks sobiliku kliima loomiseks valitakse või edutatakse kõige kvalifitseeritumat töötajat, mitte ei eelistata sugulasi ja sõpru. Selline käitumine võib töötajatele tuua mõtteid töölt lahkumise osas, aga võib tunduda ka, et organisatsiooni töökeskkond upub poliitikasse.

Pereettevõtetes tuleb samuti püüda kasutada organisatsiooni kõigi kvalifitseeritud liikmete jaoks vaba ja õiglast võimalust konkureerida kõrgematele kohtadele, et aidata organisatsioonil pädevamaid töötajaid palgata, kes võivad organisatsiooni toimimisele väga palju kaasa aidata. Nagu osutasid Arasli *et al*. (2019) subjektiivne soosimine pereettevõttes toob kaasa psühholoogilise lepingu rikkumise ja suurema võimaluse, et mitte-pereliikmed loobuvad tööst, kuna nad peavad töökeskkonnas toimuvat ebaõiglaseks (Spranger *et al*., 2012). Näiteks võib pereettevõtte omanik määrata ilma vajalike oskusteta poja/tütre firmat haldama ja see käitumine mõjutab inimeste kvaliteeditunnetust, sest enamik kvalifitseeritud töötajaid otsib pigem organisatsiooni, mis pakuksvõimalust areneda avalikult ja õiglaselt.

Ebaeetiline käitumine on korruptsiooni tekkeks ideaalne alguspunkt ja see on levinud kogu maailmas (Safina, 2015). Seepärast peab käitumismuutuste alane haridus olema eriti kollektivistlikes ühiskondades nagu Ghana, hästi kättesaadav, eriti, kuna sugulaste ja sõprade suhed on väga tihedad (Arasli ja Tumer, 2008) ja on soov perekonna geene edasi anda ja säilitada (Bellow, 2005). Kõigis kollektivistlikes ühiskondades peab olema NST-alane koolitus, et käitumine võiks muutuda, et sugulastele, sõpradele ja semudele ehtsat abi pakkuda ilma eeldatavate vastastikkuste teeneteta.

Kitsendused ja soovitused tulevaseks uurimistööks

Esimeseks kitsenduseks on see, et empiirilised uuringud viidi läbilõikeuuringu (ingl *cross-sectional survey*) abil ja seetõttu pole neil pädevust põhjuse ja tagajärje seost ennustada. Tulevaste uuringute puhul on soovitatav kasutada katsepõhiseid või longituudiuuringud (ingl *employ experiment* ja *longitudinal research*), et näha, kas TJ-pädevuste ja NST vahel on võimalik leida sarnaseid seoseid ja kas see aitab ka põhjuse ja tagajärje vahelist seost tuvastada.

Teiseks soovitab autor teha TJ-i kohta erinevate riikide vahelisi uuringuid erinevatest kultuuridest, et näha, kas TJ-i eeldused on universaalsed. Juba Owusu-Bempah *et al.* (2014) leidis mõned erinevused teguriteseoses Uus-Meremaa ja Ghana TJ-käitumise tajumisega. Samuti ei leidnud Petan ja Bocarnea (2016) erinevusi Ameerika Ühendriikide ja Rumeenia vastajate seas TJ-i vaatlejate arusaamades. TJ-i võrdlevaid uuringuid on siiski vähe. Seetõttu

on mõistlik uurida TJ-i võrdlevaid uuringuid individualistlike ja kollektivistlike ühiskondade vahel, et teada saada, kas TJ-i arusaamad võivad nendes ühiskondades erineda.

Selle uuringu viimaseks kitsenduseks on see, et kuigi uuringu tarbeks koguti andmeid erinevate harude juhtidelt ja erinevatest geograafilistest asukohtadest, jäi mitmetasandiline analüüs (ingl *multi-level analysis*) tegemata. Seetõttu peavad tulevased uuringud, mis kavatsevad koguda andmeid erinevatest pankadest või erinevatest organisatsioonidest, mis asuvad erinevates geograafilistes paikades, läbi viima mitmetasandilise analüüsi.

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2013–2015 Lektor ja üliõpilasküsimuste juhi asetäitja, Knutsford University College.
2008–2009 Õpetaja riikliku teenistuse raames, La Nkwantanang põhikool, Ghana.

Akadeemiline tegevus
1) Juhendamised:
Üle 20 bakalaureusetöö, 4 magistritööd
2) Retsenseerimised:
2 magistritööd
3) Loengud ja komiteed:
Olen olnud lektoriks kuuel erineval kursusel (Ghanas ja Eestis), olnud bakalaureusetööde kaitsmise, lõpetamise ja teaduskomiteede liige Knutsford University College'is Ghanas.

Peamised uurimishuvid:
Juhtimine, eetika, innovatsioon ja strateegiline juhtimine, töötajate töössesuhtumine.

Hobid:
Muusika kuulamine, spordiürituste ja filmide vaatamine, lugemine.

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