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**RELATIONSHIP BETWEEN AUTHENTIC LEADERSHIP AND
COUNTERPRODUCTIVE WORK BEHAVIOURS**

Research Paper

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I have written this Research independently. Any ideas or data taken from other authors or other sources have been fully referenced.

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(Signature of the author and date)

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Introduction

In the modern-day organizations are seeking ways to manage their workforce along with paying particular attention to behaviours, attitudes, and psychological states of their employees. The fundamental aim of any organization is to hire only competent candidates with positive work attitudes and productive behavioural manners. Furthermore, it is expected that such organizations continuously develop and encourage productive work behaviours while eliminating any counter-productive behaviours (CWB). CWB is commonly known as voluntary manners and behaviours intentionally or inadvertently aimed at violating important social and organizational rules and values, as well as creating undesirable work environment (Runge et al. 2020). CWB involves series of acts directed against other organizational members in form of disturbance, violence, gossip, or even theft from co-workers. It may also include series of inappropriate acts directed towards the organization itself such as damaging company's property, deliberately working slowly, or sharing confidential company information, which all result in direct and indirect losses. Although the cost of CWB is difficult to estimate, researchers have calculated that resulting damage of CWB in the United States reaches billions of dollars annually (Runge et al. 2020; Bellora-Bienengräber, Radtke & Widener 2022).

To achieve sustainable development and attain successful growth pattern organizations need authentic leaders. Authentic leaders are sophisticated, mindful, and self-aware and they are guided by a strong set of ethical values that drive their actions. Authentic leaders create a strong and positive climate of trust encouraging personal development of their subordinates and boosting organizational performance (Zu 2019; Corriveau 2020).

Leadership is at the central role of running an organization. Leadership refers to the ability of an individual or a group of individuals to influence and guide followers or other members of an organization, interact with a particular group in a distinct situation to achieve goals and engage in the role modelling of needed behaviours.

Authentic leadership stands out as a leadership typology which attracts a lot of interest in the modern day, as it is seen as a leadership behaviour which enhances

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Positive work environment in the organizations, uses positive climate in line with organizational purposes, adopts and stimulates transparency in the relationships with the subordinates in the work environment and contributes to the development of positive image of the organization at hand (Ayc  2019).

Authentic leaders are described as those having a clear understanding and self-awareness, as well as acknowledging their qualities and flaws, values, and general principles. They are consistent in implementing principles, regardless of external circumstances, and such consistency earns those leaders a great deal of loyalty from their subordinates, which helps build working relationships that are based on assurance, trust and confidence (George 2003).

The distinctive features that separate authentic leaders from others are: a) purpose: they are motivated based on their goals and they are passionate about their work; b) values: they understand their values and manage their behaviour towards others; c) relationships: they build, develop and maintain a relationship filled with trust and closeness; d) self-discipline: they are easy to communicate with as their behaviour is predictable; e) heart: they express certain level of sensitivity to others by being open to others and willing to help others. (McLaughlin & Kunk-Czaplicki 2020). The aim of this bachelor's thesis is to investigate the relationship between authentic leadership and counterproductive work behaviours.

In the first part theoretical foundation of research on leadership and counterproductive work behaviour based on vast literature review and analysis is examined. Literature review contains 85 articles encompassing the subject of authentic leadership and counterproductive work behaviour across different disciplines and contexts.

In the second part a survey was developed within the framework of which 82 questionnaires were administered to the respondents. The questionnaires consisted of questions directly and indirectly related to competent leadership and CWB, where all questions were designed to be rated on a five-point Likert scale. The first part of the questionnaire consisted of questions related to leadership competence including separate sections for rational transparency, self-awareness, balanced processing, internalized moral perspective and self-regulation. The second part of questionnaire consisted of questions related to counterproductive work behaviours including separate sections for abuses against others, interference at work, sabotage, thefts and avoiding work.

The third part provides result analysis of the gathered responses. And is going to discuss the authors hypothesis - there is a statistically significant relationship between

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authentic leadership and counterproductive work behaviors. Conclusions and recommendations are provided in the final chapter of this work.

Theoretical foundations of research on leadership and counterproductive behaviours

Leadership theories and the essence of authentic leadership

The world today is changing rather swiftly, constantly challenging the existing organizations and individuals, yet one thing remains unchanged – the human capital recognition as the most significant asset of our time (Fulmer & Ployhart, 2014). Only when there are opportunities for implementation of ideas and a comfortable working environment, employees can achieve maximum results (Newman et al., 2018).

Leadership is a central element of working with human capital. Leadership refers to the ability of a specific person to interact with a particular group in a distinct situation to achieve goals and engage in the role modelling of needed behaviours. (Newman et al., 2018). The development of ideas about leadership and empirical studies have formed four main approaches to its understanding (Hunt & Fedynich, 2019). Thus, today one can highlight four fundamental leadership approach tactics:

1. Approach based on personal qualities.
2. Behavioural approach.
3. Situational approach.
4. Approach based on emotional intelligence.

According to the Trait theory (or the great man theory), outstanding leaders have a particular set of personal qualities, for example, the level of intelligence, initiative, self-confidence, reliability, activity that enable them to be great leaders (Andriukaitienė et al., 2017).

However, several studies have shown that leaders are mutually different in personal qualities and may declare themselves differently depending on the situation (Jankurová, Ljudvigová & Gubová, 2017).

Criticism of personal qualities approach leads to the emergence of a behavioural one, in which it is assumed that the effectiveness of a leader is determined by the style of leadership, in other words, the usual behaviour of the leader with regards to their

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subordinates (Uslu, 2019). In 1939, Kurt Lewin was the first to describe three basic leadership styles: Authoritarian (Autocratic), Participative (Democratic), and Delegative (Laissez-Faire) (Gandolfi & Stone, 2017).

The situational approach relates to the case when the leader's effectiveness is defined not only by personal qualities and leadership style, but also by various situational factors (Thompson & Glasø, 2018). These factors include, for example, the needs of subordinates, the nature of the task, the influence of the environment, and the manager's information. In other words, the leader-leader must be able to behave differently in different situations. This approach is represented by four situational models (Tang, 2019):

- The Fiedler's Contingency Theory of Leadership.
- The Path-Goal model.
- The Hersey and Blanchard Situational Leadership Model.
- The Vroom-Yetton model.

The generation of baby boomers is followed by generations X and Y, that have different values. Combined with globalization and environmental concerns, this creates a basis for the diffusion of a different approach to leadership based on social responsibility and relationships. Even though this approach may seem a little subtle, today it has transformed into a powerful theory that interests both theorists and practitioners of management, psychology, and other areas of human activity.

The ideas expressed in scientific publications and speeches by leading practitioners and researchers in economics and management at the end of the 20th century indicate a particular trend. The following phrases are common: -gaps or management problems| (Sternberger, 2002; Lee, 2002), -conditions of uncertainty or uncertain environment| (Waldman, 2001; Griffin, Shaw & Stacey, 1999)), -new directions| (Waite, 2002).

These are not the only signs of concern of the professional community with regards to the current situation in management issues, but also with regards to an understanding of the need to transform the existing theoretical basis.

Finally, the most recent concept of leadership approach is called authentic leadership. This concept is at the core of this work, so it will be discussed in a more detailed manner in the next section.

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Authentic leadership

The need of authentic leadership began to be actively discussed in scientific literature at the turn of the 20th and 21st centuries (Fox, Davis & Baucus, 2020). As a complex theory it was discussed by Bill George in his book –Authentic Leadership, that was published in 2003. However, as it will be discussed later, the concept of a leader's authenticity has been discussed in the scientific world before. Interest in it is associated with the leadership crisis in various fields, including political, state, business, education, and religion due to lack of adherence to ethical standards (Beddoes-Jones & Swailes, 2015).

Trust in leaders has been in a steady decline, especially for political and business leaders. According to 2000 Gallup polls, only 6-12% of Americans perceived trust in political leaders (Gallup, 2021). Loss of trust is a risk to the entire political and socioeconomic system and is a new challenge for leading researchers in psychology and organizational sciences. This crisis of leadership has prompted a resurgence of both theoretical work (Luthans & Avolio, 2003; Seligman, 2002) and practical research (George, 2003) of new theory. Widespread acclaim sparked the first Gallup Leadership Institute Summit, held in Omaha, Nebraska, in June 2004, followed by the Gallup Leadership Institute's special issue on Developing Authentic Leadership (2005).

According to some scholars and practitioners, it is possible to restore a positive attitude towards leaders through the formation of authentic leadership (Gardner et al, 2021).

Authentic leadership is seen as a reaction to criticism of the theory of transformational leadership, namely its idealized influence component (Yue, Men & Ferguson, 2019). Idealized influence (Charisma-based leadership) implies that the leader becomes so attractive to followers that they tend to emulate him (Gunasekare, 2018). However, critics of this approach argue that encouraging imitation can create dependence on the leader and be used by unethical leaders to manipulate employees (Akhtar & Nazarudin, 2020). The concept that provides answers to the challenges of the new millennium is the concept of authentic leadership.

The concept of authenticity first has been developed in humanistic psychology and psychotherapy; it consists of discrepancies between the true self, the noticed self, and the expressed self (Rowan & Glouberman, 2017). An authentic personality is characterized by a consistent, holistic, interconnected manifestation of the main

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psychological processes and mechanisms, the ability to refuse social roles in communication and demonstrate their emotions and behaviour. Synonyms for authenticity can be such concepts as a fully functioning personality, self-actualization, selfhood, congruence (Cha et al, 2019).

Concerning leadership, the concept of authenticity was first applied in sociology and education, with the focus of researchers on the negative aspects due to the lack of authenticity (Weiss et al, 2018). Sociologist Seeman viewed the lack of authenticity as the exceptional plasticity of a leader who adapts to the demands of social roles (Caldera, 2018). Henderson and Hoy defined inauthentic leaders in education as those who demonstrate excessive adherence to social stereotypes and who demand a leadership role. (Henderson & Hoy, 1982).

Researchers are now looking at a more positive approach to understanding leadership authenticity. George describes authentic leaders as having a clear understanding of themselves, realizing their merits and demerits, values, and principles. They are consistent in implementing principles, despite the pressures of external circumstances, and such consistency makes authentic leaders attractive to other people. (George, 2010).

George identifies five dimensions of leadership authenticity: purpose, values, relationships, self-discipline, and heart (Figure 1.1).

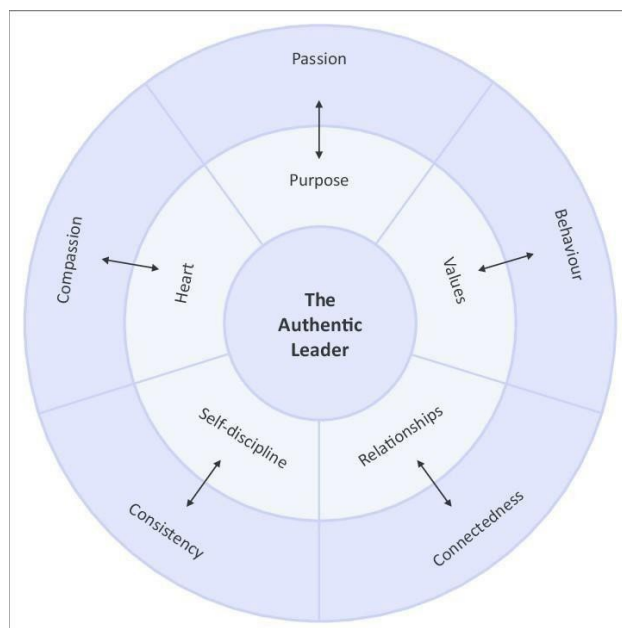


Figure 1.1. Features of an authentic leader (Gulikers, Bastiaens & Kirschner, 2021)

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According to this model, every leader has a purpose, values, relationships, self-discipline, and a heart. Each of these characteristics has a particular indication that influences the leader, their followers, and their joint work. So, the purpose reveals itself as passion, which is manifested by an interest in what the leader is doing, his inspiration (and ability to inspire), and internal motivation.

Below are listed distinctive features that separate authentic leaders (Northouse, 2016):

- they are motivated based on their goals and they are passionate about their work (purpose);
- they understand their values and behaviour towards others (values);
- they build, develop and maintain a relationship filled with trust and closeness (relationships);
- they are easy to communicate with as their behaviour is predictable (selfdiscipline);
- they express certain level of sensitivity to others by being open to others and willing to help others (heart).

The values of a leader are manifested in commitment and behaviour. An authentic leader cannot betray his values and always follows a path that is consistent with these values. Relationships involve making connections with others based on your own experiences and learning from the experiences of others. A leader speaks openly about future and current processes and demonstrates respect for all followers. As the leader communicates, he gains feedback and commitment to common goals and ideas. Self-discipline gives leaders the ability to stay focused and move forward towards their goals, even in the face of crises and challenges. It is consistency. (Northouse, 2016): In conclusion, leaders have a heart that manifests itself in their compassion. In the work process, this manifests itself in an understanding of the needs of others and a willingness to help.

Berkovich (2014) characterized authentic leaders as follows:

- growth of self-awareness: to improve knowledge about themselves, leaders need reliable feedback from other people.
- following their values: values are recognized notably when circumstances hinder them.

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- a balance of extrinsic and intrinsic motivation: the predominance of external reward in the structure of motivation is sooner or later fraught with personal deformations; the desire for recognition and material achievement must be combined with a desire to help others and change the world for the better.

- creation of a support team: to begin with, at least one person with whom the leader can be completely open and honest is a good start - this can be either a best friend, a mentor, or a psychotherapist.

- preserving the integrity of the person: it is necessary to remain yourself (maintain your composure) in various situations, including the execution of leadership roles.

- understanding their aspirations and goals of leadership: understanding your aspirations stemming from your own life story clarifies the leadership goals.

It follows that the authenticity of a leader is a multi-parameter construct. At the same time, as many authors note, authentic leadership is not only a multi-parameter but also a multi-level phenomenon that can be considered at the individual, group, and organizational levels (Peus et al, 2012, Gill et al., 2018). Authentic leadership presupposes the existence of a special relationship between the leader and his subordinates - open, honest, and trusting. (Liden et al., 2008; Schriesheim et al., 2009; Taggar & Ellis, 2007).

The conceptualization of authentic leadership was developed in recent papers (Mircetic, 2018; Makhmoor, 2018). Thus, several researchers in this field examined the individual and contextual antecedents of authentic leadership (Petersen and YoussefMorgan, 2018; Walumbwa et al., 2008; Avolio et al., 2013). Alvesson and Einola (2019) studied authentic leadership as a prominent but problematic example of a positive leadership. They proposed a model that includes four variables (Idris & Suleiman, 2021):

- internal (internalized) moral approach;
- self-awareness.
- transparency in relationships.
- balanced information processing.

An internal moral approach means that the leader, in the decision-making process and actions, is guided by his/her moral norms and values. It is assumed that an

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authentic leader, in comparison with an inauthentic one, has a higher level of moral development, he is characterized by a clearer understanding of what is right or wrong in any situation (Alvesson & Einola, 2019).

Authentic leaders are perceived by followers as being high in moral perspective and self-awareness, as well as practicing balanced and fair approach. Such a moral approach is associated with the self-awareness of the leader, in which the authors distinguish two elements. The first is characterized by the volume of the leader's exact knowledge about him or herself; the second - by the awareness of his influence on others. Thus, there can be different levels of self-awareness. The first level of self-awareness is about understanding your strengths and limitations. A higher level involves understanding your goals, values, morals, and beliefs. Of course, self-awareness provides significant information about oneself, but an authentic leader uses it in reflections on the pressing problems of leadership and organization and in his daily activities. (Steffens et al, 2021).

Business daily activity in a certain way influences the other parameter of authentic leadership - transparency in relationships. An authentic leader implements behaviour that results in the development of relationships of trust with colleagues (Gill et al, 2018). In this case, the leader can share information about him or herself and the organization, demonstrate honesty and openness. Authentic leaders also have developed mechanisms of self-regulation, through which the leader constantly evaluates loyalty (Emuwa & Fields, 2017). A high level of self-awareness determines the perception of a leader as a carrier of a positive role model, which leads to the development of genuine trust, involvement, and well-being of subordinates (CalderonMafud & Pando-Moreno, 2018).

The next characteristic of a positive role model implemented by an authentic leader is balanced information processing. It is assumed that the leader takes time to decide, looks for the necessary information, considers possible consequences. The authors associate this process with the possibility of applying ethical standards when evaluating decisions (Nasab & Afshari, 2019).

Authentic leadership has a pronounced dynamic aspect. To emphasize the dynamic procedural nature of the discussed phenomenon, researchers use the concept of developing authentic leadership. It is shown schematically in Figure 1.2.

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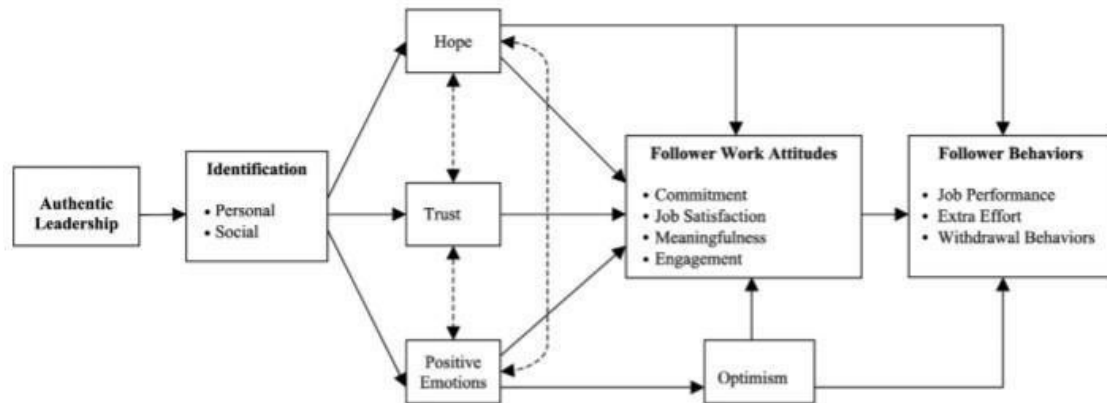


Figure 1.2. Proposed framework linking authentic leadership to followers' attitudes and behaviours (Dimovski et al, 2012)

As it can be seen, the authenticity of a leader is significantly influenced by the interpretation of his/her experience. Researchers point out the importance of critical moments, called trigger events, which act as a push, trigger in the further development of the individual. Awareness of such events contributes to the development of an authentic leader. (Dimovski et al, 2012)

Also, the formation of authentic leadership is influenced by the organizational climate, which provides opportunities for authentic leadership development. A positive climate exists when leaders in organizations freely share information and resources and foster the ongoing learning and growth of all employees (Zeb et al, 2019).

Nevertheless, it can be stated that most of the work is still devoted to defining the concept of authentic leadership. Although there is not much empirical research proving the impact of authentic leadership on improving the organizational climate and employee well-being, it is essential to establish connection between authentic leadership and CWB, as studies suggest that poor leadership leads to propensity towards counterproductive work behaviour (Hershcovis et al., 2007), while it is also suggested that followers of authentic leaders are noticeably less engaged in counterproductive work behaviours such as taking longer breaks, absenteeism and stealing official belongings (Bedi, Alpaslan, & Green, 2016).

As a rule, the research is based on individual self-reports data (according to the questionnaires of authentic leadership) or assessments of their immediate managers. Similar studies have documented a link between the practice of authentic leadership and increased levels of positive emotion, satisfaction, and commitment to the organization,

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civic behaviour, and job performance (Bedi, Alpaslan, & Green, 2016; Bouzari et al. 2020).

There is evidence of a positive impact of authentic leadership on employee creativity, the development of their psychological capital, and subjective well-being. In addition, authentic leadership reduces absenteeism, dissatisfaction, and hostility. However, as this concept is new, many gaps need to be filled. For further work, we can formulate a conceptual model (Fig.1.3.)

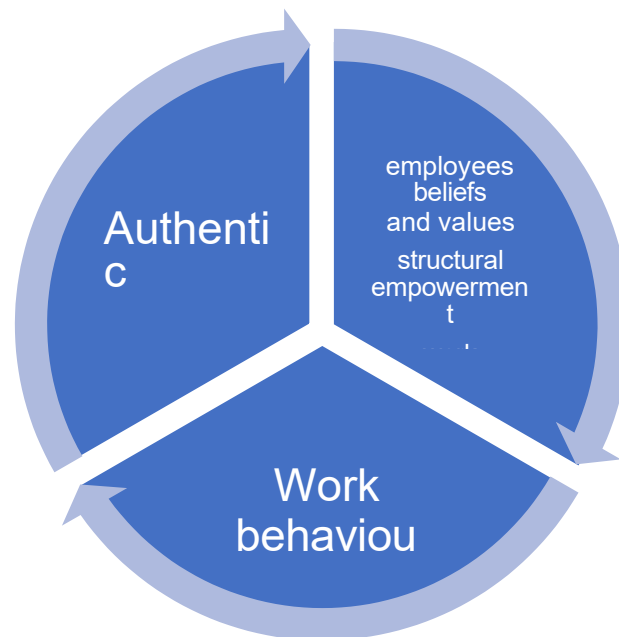


Figure 1.3. Conceptual research model. (Compiled by author)

As you can see, authentic leadership interacts with the distribution of powers, engagement, employee proactivity and their values and beliefs, thus having a direct impact on behaviour (productive or counterproductive).

Considering all the above definitions and the proposed model, it can be argued that an authentic leader is a leader whose goal is to obtain a mutual benefit based on shared experience and personal responsibility stemming from values and beliefs.

Further in the work, the essence of counterproductive work behaviour will be determined and the relationship between authentic leadership and counterproductive behaviour will be studied.

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Counterproductive work behaviour in the organization: definition, types, factors

In today's highly competitive environment, factors that determine the organization's effectiveness are meaningful questions. These questions include the forms of employee behaviour that affect a company's performance (Black & Venture, 2017). For a long time, researchers have been interested mainly in behaviour that increases work efficiency. These include, for example, motivation, responsibility, etc. Recently, however, management, organizational behaviour experts and industrial and organizational psychologists are increasingly turning to the study of employee behaviour, which negatively affects the firm's functioning (Plomp, 2019). Thus, another important category for this work is the so-called counterproductive work behaviour. Three main terms are used in the scientific literature to denote the activity of employees, which negatively affects the effectiveness of the organization's work (Sahi & Ahmad, 2019):

- counterproductive work behaviour;
- workplace deviance behaviour;
- destructive behaviour

In this paper, the author will consider the first category (counterproductive work behaviours), which is most widespread.

Over the past ten years, researchers have formulated several definitions of counterproductive work behaviour (CWB). According to one of the broadest definitions, CWB is behaviour directed against the organization and interpersonal aggression (Czarnota-Bojarska, 2015). However, according to some researchers, such definitions focus exclusively on the consequences of counterproductive behaviour for the organization, which narrows the category and complicates interdisciplinary research. Therefore, narrower definitions have become more widespread. According to one of them, counterproductive work behaviour is understood as any intentional actions of employees that violate the norms and values prevailing in the organization and harm both the entire and its employees (Khokhar & Zia-ur-Rehman, 2017).

Thus, counterproductive behaviour includes a wide range of different violent and non-violent behaviours. In recent years, several attempts have been made to classify them.

For example, Sackett and Devoir divided all forms of counterproductive behaviour according to two criteria: the object (individual employees or the entire organization) and the nature of the actions (related to work (for example, intentionally reducing productivity, reducing the productivity of colleagues) and non-related ones (for example, destruction of company property, sexual harassment) (Levine, 2010).

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A slightly different approach was used by Robinson and Bennett, who divided the forms of counterproductive behaviour along two dimensions: minor versus serious and interpersonal versus organizational. Based on these two dimensions, employee counterproductive behaviour appears to fall into four distinct categories: production deviance, property deviance, political deviance, and personal aggression. Thus, they identified four types of counterproductive employee behaviour (Robinson & Bennett, 1995):

Low productivity (production deviance): misdemeanours against the organization, associated with irrational use of working time and causing relatively little harm (absenteeism and tardiness, slowing down the pace of work, reading books and magazines not related to work, gambling, and solving personal problems during work hours, personal use of organizational equipment, long lunch breaks, early departures from the workplace, feigning illness and unnecessary sick leave; alcohol consumption in the workplace). (Robinson & Bennett, 1995):

Property deviance: misdemeanours directed against the organization and causing great damage (theft and destruction of the organization's property, kickbacks). (Robinson & Bennett, 1995):

Disrespect for employees (political deviance): misconduct directed against individual employees and causing relatively small damage (spreading rumours that tarnish the reputation of employees, deceiving colleagues, blaming colleagues for failure). (Robinson & Bennett, 1995):

Personal aggression: misconduct directed against individual employees and causing great harm (verbal abuse, sexual harassment, stealing money from employees and damage to their property, physical assault on colleagues). (Robinson & Bennett, 1995):

The main problem with such classifications is that the specific forms of counterproductive behaviour partially depend on firm specifics and the norms and values prevalent in the organization. That is why, in many studies, the authors use their list of CWB types that match the organization. It, on the one hand, increases the validity of studies, but, on the other hand, complicates generalizing the results of the studies.

Despite this, researchers agree that various forms of CWB reduce labour productivity and thus affect the financial and psychological well-being of the organization (Imam & Chambel, 2020).

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Today, scientists (Zhang et al, 2011; Harold, Hu & Koopman, 2021; Nakasi, 2019)) distinguish two main types of motivation for counterproductive activity: job insecurity and lack of supervisor support.

Proponents of instrumental motivation believe that by harming an organization, people seek to achieve personal goals, eliminate existing inequities, and improve their situation. At the same time, supporters of expressive motivation believe that counterproductive behaviour is a means of expressing (releasing) negative emotions, first, anger that has arisen concerning the organization. In particular, people with strong negative and weak positive emotions are more likely to exhibit counterproductive behaviour.

According to Van Staden, different factors affect CWB, as follows (Van Staden, 2018):

- factors describing the relationship between employees and the manager (i.e., emotional connections with colleagues, interaction with them, the fairness of manager's actions, etc.)
- factors related to work conditions in the organization, for example, the presence of obstacles that make it difficult to complete work tasks and a high workload.
- the third group is formed by individual characteristics, first, the personality traits and values of employees. In particular, counterproductive behaviour is more often demonstrated by people with a low level of readiness for consent, conscientiousness, and emotional stability (the big five), a high level of aggressiveness, and a strongly pronounced orientation toward social dominance (support for the existing social hierarchy in society).

Thus, counterproductive behaviour is a complex phenomenon with many manifestations that make it laborious to study and requires special attention from the author.

authentic leadership and counterproductive work behaviour

Considering the essence of both concepts, it should be noted their mutual influence on the company's performance. However, in the previous paragraph, it was shown that authentic leadership influences behaviour. How and to what extent is an issue affecting a firm's ultimate productivity, highlighting the need for further research.

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Most of the works exploring the interactions between these concepts is based on a quantitative approach using questionnaires as a tool. Thus, Akuffo and Kivipõld (2021) investigated how authentic internal and external leadership competencies, together with positional favoritism, influence positive organizational performance, based on a survey of 997 subordinates and 127 managers surveyed from public and private banks across Ghana. According to the results obtained, authentic leadership, internal and external competencies grow positive organizational effectiveness while negative organizational effectiveness is decreased. CWB, as established earlier, decreases workers' productivity and motivation, which translates into damaging impact to the organization's work environment and, thus, growth. Yet, in big organizations CWB is oftentimes overlooked and therefore stems out when there is a lack of strong leadership presence.

Similar results were obtained by researchers Erkutlu and Chafra (2013) in Turkey. The purpose of their work was to research the relationships between authentic leadership and organizational deviance. Based on a survey of 848 lecturers and their department chairs chosen randomly, the authors concluded that authentic leadership is negatively and significantly correlated with organizational deviance. In addition, the conclusions of the hierarchical multiple regression examination confirm the moderating effects of worker trust and psychological contract violation concerning the relationship between authentic leadership and organizational deviance.

Within the framework of this study, of particular interest is the work of Seo, which is devoted to the study of the interaction of the studied concepts (2016). The study aimed to investigate the effect of authentic leadership on team outcomes. The research was based on data collected from hard-copy questionnaires completed by 192 team leaders and 586 team members in a total of 192 teams in South Korea. The authors examined the role of authentic leadership on CWB through value congruence and team climate.

The authors examined team processes and dynamics by which authentic leaders can contribute to positive team outcomes. The results of this study highlighted the importance of value congruence and team climate, as well as emphasized the team processes and dynamics by which authentic leaders are able to enforce organizational behaviour and significantly reduce the likelihood of counterproductive work behaviour, which have been linked to the level of team effectiveness. The findings of the study provided information for organizations, managers, and team leaders in relation to the

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impact and mechanisms of effect for inclusive and authentic leadership practice as an important contributor to productive team outcomes.

A narrower study by Laschinger and Fida (2014) looked at counterproductive work behaviours such as bullying, burnout, and occupational turnover intentions. Based on a survey of 205 new registered nurses working in emergency departments in Ontario, the authors developed a model that measures the impact of authentic supervisor leadership and counterproductive behaviour at work. The results showed that the more leaders were perceived to be authentic, the less likely nurses were to experience subsequent bullying and burnout at work and want to leave their jobs and careers.

Thus, the studies examined allowed the author to draw the following conclusions: the central way to study leadership and its consequences is a quantitative approach, as it emphasizes the objective measurements and the statistical analysis of data collected through questionnaires.

Authentic leadership is studied through its intermediaries: loyalty, job satisfaction, trust, etc. – elements that are part of the rendered concepts and influence behavior. It confirms the correctness of the chosen research methodology and the formulated conceptual model. A few studies have examined the connection between authentic leadership and counterproductive work behavior and it is the foundation of this study. Therefore the author is suggesting the following hypothesis and will work on proving it on the research part of the thesis – there is a statistically significant relationship between authentic leadership and counterproductive work behaviors.

Methodology

Population and research design

The sampling population used in this study were employees of one of the largest banks in Latvia – SEB Bankl.

The method employed in this research was convenient and purposive sampling.

Purposive for sampling employees who work under a manager.

Convenient sampling because the questionnaires were distributed to employees who are willing and available to respond to the questionnaires.

For this purpose, a survey was developed within the framework of which 2 questionnaires related to AL and CWB were administered to the 1034 employees of SEB bank companies.

Out of 1034 distributed questionnaires, 82 were retrieved for further analysis.

The questionnaires consisted of questions directly and indirectly related to

RELATIONSHIP BETWEEN AL AND CWB authentic leadership and CWB.

The AL questionnaire consisted with a combination of items from Walumbwa et al. (2008), Neider and Schriesheim (2011), and Beddoes-Jones and Swailes (2015). The questionnaire had 27 questions, with items scored as: 0 = not at all, 1 = once in a while, 2 = sometimes, 3 = fairly often, and 4 = frequently, if not always. The questionnaire had five factors: relational transparency (6 items), self-awareness (6 items), balance processing (4 items), internalised moral perspective (6 items) and self-regulation (5 items):.

The CWB questionnaire designed by Bennett and Robinson (2000) consisted with eleven items scored on a five-point scale (never=1, seldom=2, sometimes=3, often=4, always=5).

It is important to note that the survey method used also made it possible for respondents to remain anonymous that served as a means for an increase of willingness to participate in the survey and, thus, obtain results of higher reliability. It was extremely important due to the sensitive character of the subject of measurement. That was a particularly essential factor with regards to CWB questionnaire which, given the survey's profound and genuine-based character, might otherwise not result in trustworthy and honest answers.

Another benefit of using an online survey was that it allowed for collection of a relatively large number of responses in a comparatively short period of time.

The data for each survey question was collected to represent the percentage scale distribution of collected responses across each of the Likert-scale rating (1-5).

As such, the number of answers of a given type for a given category was divided by the number of questions in a given category.

The author concludes that there is a potential direct link between authentic leadership and the reduction of CWB. Based on the literature review we can conclude that authentic leaders are distinguished by their values, relationships, self-discipline, they are passionate about their work, they see a purpose in what they are doing, they are easy to communicate with they express care and sensitivity and build relationships towards their subordinates. This leads to having a direct impact to employee's behavior and

Decreases the chance of an employee developing CWB. CWB as based on the literature review is understood as any intentional actions of employees that violate the norms and values prevailing in the organization and harms both the entire company and its employees. Based on the examined literature, the author concludes that the following relationship between Authentic Leadership and CWB are best to be researched using quantitative approach and the data will be collected through questionnaires as it emphasizes the objective measurements and the statistical analysis of data collected

RELATIONSHIP BETWEEN AL AND CWB using SPSS program.

Characteristics of the respondents

Demographic data is an effective tool for understanding a specific audience. In his survey, the author chose to find out the following demographic data about the respondents: gender, nationality, education, age, and years of work experience in SEB.

Using these demographic data, it is possible to characterize the average statistical respondent and also explore the relationship between the demographic information, AL and CWB.

Table 1 below presents the respondents' gender. It can be concluded that two most pronounced groups in terms of percentage are respondents aged 16-25 (of whom 11 are women, 18 are men, but one respondent did not want to reveal his gender) and those aged 26-35 (of whom 9 are women, 16 are men). A smaller group of respondents aged 36-45% - of which 9 are women, 3 are men, and one respondent did not want to reveal his gender).

There are significantly fewer respondents in the other age groups - in the age group 46-55 years there are 8.5% of all respondents who took part in the survey (of which 5 are women, 2 are men). Respondents aged 56-65 are 7.3% (of which 5 are women, 1 is a man). A very small group of respondents belongs to the age group 66-75 years (1.2%). 48.8% of women took part in the survey, the same number of men, and 2.4% of respondents did not want to reveal their gender.

According to the calculations, it can be concluded that the average statistical respondent is a woman or a man with a mean age of 23.4 years (SD=1.41). There is no statistically significant relationship between the respondents' gender and age.

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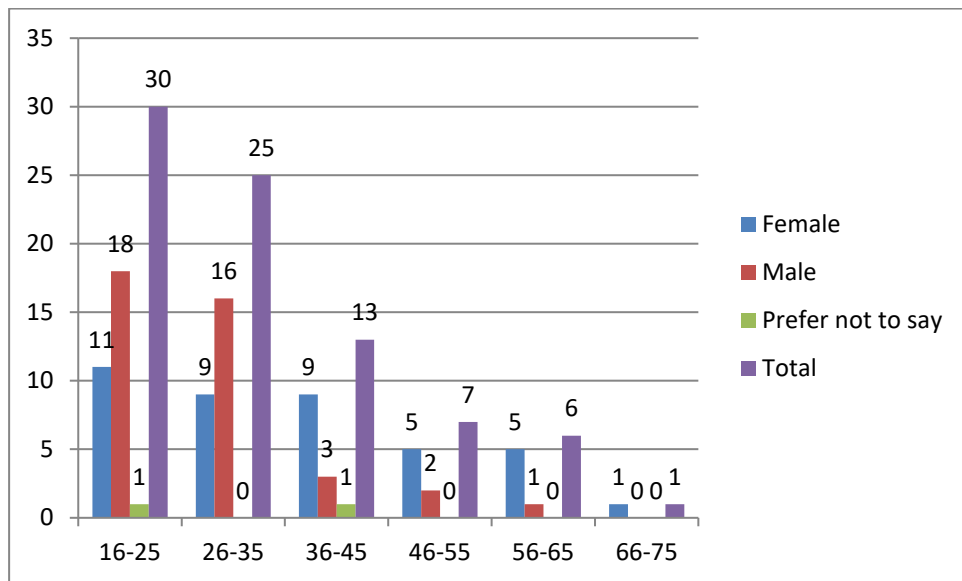
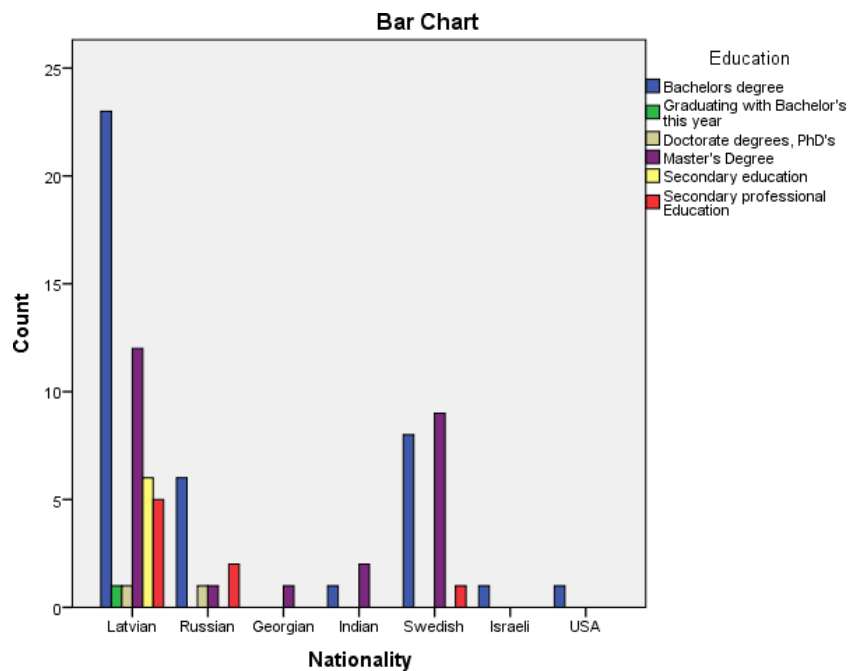


Table 1. Age and Gender distribution. (Compiled by author)

According to a similar principle, it is possible to characterize the respondents by nationality and education. There are more groups of nationalities and education levels than age and gender, so these demographic parameters should be displayed more clearly in the Bar chart (see graph 1.).

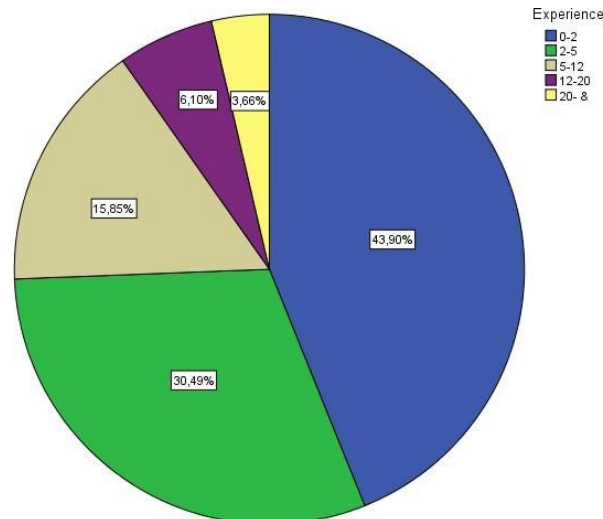


Graph 1. Nationalities and education distribution.(Compiled by author)

The bar chart shows that the most frequently noted education in all nationalities is a bachelor's degree (which is 48.8% of respondents, 1.2% of respondents will get a bachelor's degree this year). Only 2 respondents have a doctorate (of which 1 is Latvian and 1 Russian.).

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30.5% of respondents have a master's degree - this applies to all nationalities, except Israelis and Americans. 7.3% of respondents have secondary education (Latvians and Russians), and 9.8% have secondary vocational education (also Latvians, Russians, and 1 Swede).



Graph. 2. Work experience in SEB.(Compiled by author)

An important demographic indicator is the length of service of the respondents at SEB, which can be seen in the percentage circle (see Graph 2). It can be concluded that the majority of respondents have 0-2 years (43.90%) or 2-5 years (30.5%) of experience at SEB. The respondents who have worked in SEB for 20 or more years (3.66%) and 12-20 years (6.1%) took the least part in the survey. On average, respondents have 5-12 years of experience (15.85). It can be concluded that the survey data mostly represent the opinion of the respondents who have worked at SEB for less than 5 years.

Results and interpretation

The data collected were checked to make sure questionnaires fully filled were used for the analysis. After that, the fully filled questionnaires were entered into SPSS and processed for the preliminary and main analysis – for testing the hypotheses. The preliminary analysis includes means, standard deviation, and Cronbach's alpha reliability test. In addition, the normal distribution of the data was also tested (Kolmogorov–Smirnov test) using kurtosis and skewness.

The Table 4 below presents the Cronbach Alpha values authentic leadership competencies and counterproductive work behaviours. The results shows that the reliability indicators met the benchmarks established by Nunnally (1978) signifying that the questionnaires employed in the study were reliable. These calculations prove that the data

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obtained in the authentic leadership competencies survey are reliable and can be used for various calculations and correlation searches.

Scale	Number of items	Cronbach's alpha
Relational transparency	6	0,844
Self awareness	6	0,870
Balance processing	4	0,789
Internalized moral perspective	6	0,814
Self regulation	5	0,737

Table 1: Reliability of authentic leadership competencies survey scales

On the other hand, the reliability of the data for the Counterproductive Work Behaviors (CWB) survey can be calculated at 0.937 and it also met the benchmark established by Nunnally (1978).

Therefore, it can be concluded that the data obtained was reliable and can be used for various calculations and determination of correlations.

From the obtained data, it is also possible to determine the main indicators of descriptive statistics and perform the K-S test (Kolgomorov–Smirnov test) to determine the normality of 5 distributions (see Table 2).

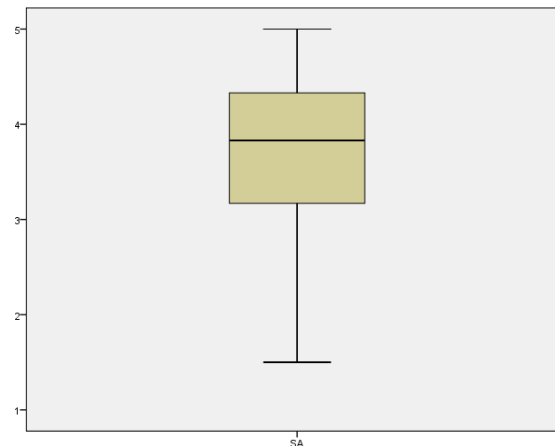
Scale	Mean	SD	Sig.
Relational transparency	3,70	0,85	0,013
Self awareness	3,53	0,96	0,001
Balance processing	3,43	0,94	0,000
Internalized moral perspective	3,64	0,78	0,018
Self regulation	3,74	0,79	0,000
CWB	2,48	0,60	0,000

Table 2 : Descriptive statistics and K-S test results of survey scales

The obtained results can be interpreted and described accordingly. The structure of the answers in the Authentic leadership competencies survey on the Likert scale is designed in such a way that the higher the average values of the answers, the more authentic leadership competencies the respondents possess. In all scales, the mean values are above 3.50, so it can be said that the respondents have above-average various Authentic Leadership competencies. Relational transparency (M=3.70) and Self-regulation (M=3.74) are characteristic to the greatest extent. Competencies such as Self-awareness (M=3.53) and Balance processing (M=3.43) are the least characteristic.

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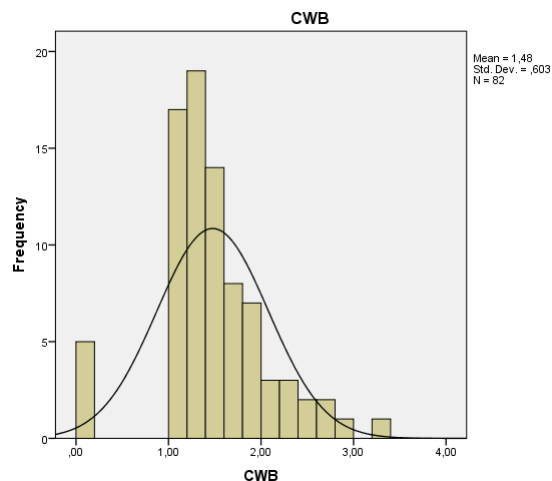
The standard deviation indicators indicate that in none of the authentic leadership competencies' SD exceeds 1.



Graph 3. The results of the Self-awareness scale

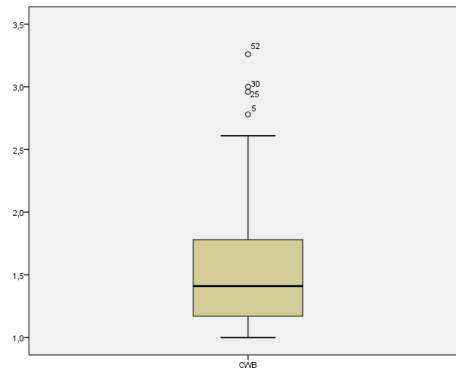
One standard deviation means 68.28% of the results centered around the mean axis – 34,14% to each side of it (Hopkins, 2017). Histograms of the frequency of responses for these scales clearly show that the respondents' responses on leadership competencies are concentrated above the 3-point mark. As an example, in Figure x are the results of the Self-awareness scale.

The results obtained for the CWB scale are exactly the opposite. The average indicator shows that the respondents have low Counterproductive Work Behaviors ($M=1.55$). SD also indicates that the results are concentrated around the mean values. In both surveys, the SD indicates that the results are relatively cohesive; there is no concentration of responses to distinctly low or high values. However, the CWB histogram shows a higher concentration of responses below 2.



Graph 4: CWB histogram (CWB results)

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Graph 5. The results of the CWB scale

Determining that the data are reliable and can be used in calculations, it was also found that CWB do not correspond to a normal distribution. However, each of the surveys can be characterized in more detail by the results of descriptive statistics (see Table 3).

Scale	Mean	SD	Mode	Skewness	Kurtosis
Relational transparency	3,70	0,85	3,67a	-1,079	1,199
Self awareness	3,53	0,96	4,17	-0,952	0,135
Balance processing	3,43	0,94	4,25	-0,525	-0,517
Internalized moral perspective	3,64	0,78	4,17a	-0,692	0,431
Self regulation	3,74	0,79	4,40a	-1,080	0,893

Table 3: Reliability of authentic leadership competencies survey descriptive statistics

a. Multiple modes exist. The smallest value is shown.

Mode indicates the most frequent answers of the respondents, multiple modes exist. It can be concluded that the most frequent answers exceed 3 in almost all scales – namely, Self-awareness 3.53, Balance processing 3.43, Internalized moral perspective 3.64, Self-regulation 3.74, Relational transparency 3.70. Such results indicate that the respondents highly value their authentic leadership competencies. The lowest results are in the scale Balance processing.

Skewness is a statistical measure of the degree to which a bell plot of a distribution of responses is symmetric about a central axis. If the left branch of the "bell" in the histogram is stretched and the right branch is broken, then - the distribution has negative skewness, which is visible on all scales between -0.525 and -1.080. This means that the responses have more high values. Kurtosis is a statistical measure of can help determine the dispersion of the results along the x-axis. In other words, how close the results are to the central point. If the kurtosis is negative, then the bell plot of the distribution looks flattened on the x-axis.

The CWB scale can also be characterized with descriptive statistics (see. Table 4).

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Mean	SD	Mode	Skewness	Kurtosis
2,48	0,60	2,04	0,025	1,704

Table 4 : Survey descriptive statistics

The CWB scale, in contrast to the authentic leadership competencies survey scales, has a distinctly low value. Mode is 2.04, mean value $M=2.48$, as well as SD slightly above 0.5 ($SD=0.60$), shows that the respondent is relatively united in their opinion about the statements included in the CWB scale. In general, it can be said that the respondents do not have counterproductive work behavior.

By performing additional calculations to check the normal distribution, it was concluded that the significance of the scale value ($\text{sig } p > 0.05$) - the data correspond to the normal distribution, this means that non-parametric tests can be applied for further analysis - when calculating the correlations, it is the Pearson correlation coefficient, with which it is possible to determine the relationships, as well as to use parametric methods for the occurrence of differences.

After these calculations, the author believes that it is useful to perform correlation calculations to determine the relationship between authentic leadership and counterproductive work behaviors, as well as to analyze whether there are statistically significant differences between different groups of respondents in the answers to the questionnaire. The author singled out two calculations:

- To determine whether there are statistically significant differences in the answers of those respondents who have higher and secondary education.
- Determine whether there are statistically significant differences in the answers of those respondents who have worked for SEB for up to 5 years and more than 5 years.

Since the responses follow a normal distribution, a T-test can be used to detect differences.

To confirm the Hypothesis - there is a statistically significant relationship between authentic leadership and counterproductive work behaviors – one method is to determine whether there is a statistically significant relationship (correlation) between the scales, between which scales there is more and between which scales there is less (see Table 5).

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	RT	SA	BP	IMP	SR	CWB
RT	1					
SA	,623**	1				
BP	,540**	,685**	1			
IMP	,435**	,588**	,659**	1		
SR	,414**	,627**	,573**	,680**	1	
CWB	-,368**	-,338**	-,345**	-,358**	-,290**	1

Table 5. Correlation calculations to determine the relationship between authentic leadership and

The table shows that there is a statistically significant relationship between the authentic leadership competencies and CWB.

In the authentic leadership competencies all dimensions had a significant correlation with CWB. The relationship between authentic leadership and counterproductive work behaviors has a weak correlation, moreover, it is an inverse relationship - the more the aspects of authentic leadership are expressed, the less unproductive work behavior is observed in the leader in various aspects.

The results obtained showed that all the AL competencies had a negative relationship with CWB.

Self-awareness: The relationship between self-awareness and CWB was found to be negative ($r = -0.338$, $p < 0.01$). This indicates that employees who possess greater self-awareness are less prone to engaging in counterproductive work behavior.

Balanced processing: The study found a negative relationship between balanced processing and CWB ($r = -0.345$, $p < 0.01$). Employees who demonstrate balanced processing, considering different perspectives and information, are less likely to engage in counterproductive work behavior.

Internalized moral perspective: The relationship between internalized moral perspective and CWB was found to be negative ($r = -0.358$, $p < 0.01$). This suggests that employees who have a strong internalized moral perspective are less likely to engage in counterproductive work behavior.

Self-regulation: The study found a negative relationship between self-regulation and CWB ($r = -0.290$, $p < 0.01$). This indicates that employees who possess effective self-regulation skills are less likely to engage in counterproductive work behavior.

In summary, the study reveals that employees who exhibit higher levels of emotional intelligence, as measured by the AL competencies (relational transparency, self-awareness,

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balanced processing, internalized moral perspective, and self-regulation), tend to have lower levels of counterproductive work behavior. These findings highlight the importance of emotional intelligence in promoting positive work behaviors and reducing counterproductive actions among employees.

The results of the t-test prove that there are statistically significant differences in the authentic leadership and CWB scales for how long the respondent has worked at SEB - up to 5 years or more than 5 years. On the other hand, there are no statistically significant differences according to higher or secondary education (Sig. > 0.05). This may indicate that SEB's internal work organization is aimed at reducing unproductive work behavior. These obtained results confirm the influence of the internal work environment on work productivity.

Discussion of findings

The study proposed a negative relationship between AL competencies and CWB. The findings showed that all the competencies had a significant and negative relationship between AL competencies and CWB. For instance, rational transparency had a negative relationship with CWB, and this finding are supported by a study Romeedy & Ozbek (2022) and Bedi, Alpaslan & Green (2016). They all established that RT was negatively related to CWB. The finding confirms that more leaders exhibit open and transparent relationships with all employees. The potential of employees engaging in CWBs will be decreased.

The finding also showed that SA had a negative association with CWB. This result is also supported by the studies conducted by Romeedy & Ozbek (2022), Bedi, Alpaslan & Green (2016) and Ashley & Reiter-Palmon (2012). These studies all confirmed that SA and CWB are negatively related. The reason for this association could be attributed to the fact that leaders, who understand their weaknesses and strength, as well as the work environments, are likely to implement measures that are likely to decrease employees' engagement in CWBs.

As for BP the same information can be seen on the studies by Romeedy & Ozbek (2022) and Bissondat (2022). The finding once again confirms that if a leader is communicative and opens to his employees and team members, always thinks of the best outcome for everyone, the likelihood of employees exhibiting CWB significantly decreases.

The same can be seen for IMP as studies like Mafud & Moreno(2018) and Meerits, Bedi, Alpaslan & Green (2016). This indicates that leaders with high integrity and a non-changing moral code and values has a positive impact towards employees which leads to decreased exhibits of CWB.

Lastly the relationship between SR and CWB was also negative as supported by study

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Emuwa & Fields (2017) and Romeedy & Ozbek (2022). This confirms that if the leader is in a stable place mentally and is able to consistently display self-discipline and is kind towards coworkers, the chance of his employees exhibit CWB reduces significantly.

Conclusions

The study concludes that different aspects of authentic leadership are closely related to each other. As the importance or expression of one aspect in a leader's competencies increases, the existence of other aspects also increases. Therefore, it can be said that authentic leadership is a certain set of characteristics and manifestations. This is also described in theory. Some of such theoretical insights can be emphasized. Authentic leaders are described as those having a clear understanding and self-awareness, as well as acknowledging their qualities and flaws, values, and general principles (George 2003). Leadership refers to the ability of a specific person to interact with a particular group in a distinct situation to achieve goals and engage in the role modeling of needed behaviors. (Newman et al., 2018).

This insight about modeling the desired behavior was also confirmed in the practical study conducted. SEB's internal work organization is aimed at reducing unproductive work behavior. These obtained results confirm the influence of the internal work environment on work productivity.

The study proved the previously stated hypothesis and, together with other previously conducted studies, confirms that the behavior at work largely depends on the company's personnel management policy and internal work culture, various rules and aspects of work ethics that have been adopted in a certain organization. This study confirms that the people working at SEB Bank significantly change their behavior over the course of five years, reducing unproductive work behavior.

Managerial implications

From the findings, managers are encouraged to employ AL competencies in their daily interactions with their employees to help minimize the potential engagement of CWB by the subordinates, this also employs training managers to develop these AL competencies and overtime carry out the values and beliefs to their employees and reduce CWB altogether as you can conclude by the findings the relationship between AL competencies and CWB are substantial and implementing AL would benefit a company greatly.

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Study limitation and recommendations for future research.

The study used a sample from only SEB bank and therefore the results could not generalize to non-bank organizations. The author also chose to find out the following demographics about the respondents : gender, nationality, education, age, and years of work experience in SEB, it was not found out in which position the respondent works, which would allow finding out the possible differences according to demographic criterion.

Future researchers are encouraged to expand the sample to include many banks and non-banks to help compare these behaviors in different sectors.

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Appendix A

Authentic Leadership Competences survey

AUTHENTIC LEADERSHIP COMPETENCES

Not at all 0	once in a while 1	sometimes 2	fairly often 3	frequently, if not always 4	
Relational transparency					
1. Says exactly what he or she means	0	1	2	3	4
2. Admits mistakes when they are made	0	1	2	3	4
3. Encourages everyone to speak their mind	0	1	2	3	4
4. Tells you the hard truth	0	1	2	3	4
5. My leader openly shares information with others	0	1	2	3	4
6. My leader expresses his/her ideas and thoughts clearly to others	0	1	2	3	4
Self awareness					
7. My leader shows that he/she understands his/her strength And weaknesses	0	1	2	3	4
8. My leader is clearly aware of the the impact he/she has on others	0	1	2	3	4
9. Seeks feedback to improve interactions with others	0	1	2	3	4
10. Accurately describes how others view his or her capabilities	0	1	2	3	4
11. Knows when it is time to reevaluate hios or her positions on Important issues	0	1	2	3	4
12. Uses what happens to them as opportunity to learn more about themselves	0	1	2	3	4
Balance processing					
13. My leader asks for ideas that challenge his/her core beliefs	0	1	2	3	4
14. My leader carefully listens to alternative persepctives before Reaching a conclusion	0	1	2	3	4
15. My leader objectively analyses relevant data before making a Decision	0	1	2	3	4
16. My leader ecourages others to voice opposing points of view	0	1	2	3	4
Internalized moral perspective					
17. My leader shows consistency between his/her beliefs and actions	0	1	2	3	4
18. Makes decisions based on his or core values	0	1	2	3	4
19. Asks you to take positions that support your core values	0	1	2	3	4
20. Discusses difficult ethical issues with others	0	1	2	3	4
21. Believes that their role as a leader includes an ethical responsibilities To others	0	1	2	3	4
22. Remains ethically steadfast in the face of disent from others	0	1	2	3	4
Self regulation					
23. Doesn't suffer from mood swings	0	1	2	3	4
24. Consistently acts as a role model for others	0	1	2	3	4
25. Keeps their ego in check	0	1	2	3	4
26. Displys self-discipline	0	1	2	3	4
27. Remains approachable even when facing significant challenges	0	1	2	3	4

Source : Walumbwa et al.(2008), Jones and Swailes (2015) & Neider and Schriesheim (2011)

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Appendix B

Counterproductive work behaviours

Counterproductive Work Behaviours

Never	Seldom	Sometimes	Often	Always					
1	2	3	4	5					
49. Taken an additional or a longer break than is acceptable at your workplace					1	2	3	4	5
50. Come in late to work without permission.					1	2	3	4	5
51. Littered your work environment.					1	2	3	4	5
52. Cursed at someone at work.					1	2	3	4	5
53. Called in sick when you were not.					1	2	3	4	5
54. Lost your temper while at work.					1	2	3	4	5
55. Neglected to follow your boss's instructions.					1	2	3	4	5
56. Left work early without permission.					1	2	3	4	5
57. Left your work for someone else to finish.					1	2	3	4	5
58. Acted rudely toward someone at work.					1	2	3	4	5
59. Put little effort into your work					1	2	3	4	5

Source : Bennett and Robinson (2000)

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Uuringu eesmärk oli uurida seost autentse juhtimise ja ebaproduktiivse töökäitumise (CWB) vahel. Juhtimise ja CWB uuringute teoreetilist alust uuriti ulatusliku kirjanduse ülevaate kaudu, mis hõlmas 85 artiklit erinevatest distsipliinidest ja kontekstidest.

Uuringu esimene osa andis teoreetilise raamistiku põhjaliku analüüsi, tuues välja autentse juhtimise olulisuse positiivse töökeskkonna edendamisel. Autentseid juhte kirjeldati kui isikuid, kellel on eneseteadlikkus, kes tunnistavad oma tugevaid ja nõrku külgi ning rakendavad järjekindlalt oma põhimõtteid. Nende selge arusaam väärtustest ja võime luua alluvatega usalduslikke suhteid aitavad kaasa positiivsele organisatsioonilisele kliimale.

Uuringu teine osa hõlmas 82 ankeeti sisaldava küsitluse läbiviimist vastajatele. Uuring hõlmas küsimusi, mis olid otseselt ja kaudselt seotud autentse juhtimise ja CWB-ga. Küsimustikes kasutati vastuste hindamiseks viiepallilist Likert skaalat. Küsimustiku esimene osa keskendus juhtimispädevusele, sealhulgas ratsionaalsele läbipaistvusele, eneseteadlikkusele, tasakaalustatud töötlemisele, internaliseeritud moraalsele vaatenurgale ja eneseregulatsioonile. Teises osas uuriti CWB erinevaid vorme, nagu teiste vastu suunatud kuritarvitamine, töösse sekkumine, sabotaažid, vargused ja tööst hoidumine.

Uuringu kolmandas osas analüüsiti kogutud vastuseid, et uurida hüpoteesitud seost autentse juhtimise ja CWB vahel. Tulemused andsid tõendeid, mis toetasid hüpoteesi, et autentse juhtimise ja ebaproduktiivse töökäitumise vahel on statistiliselt oluline seos. Analüüs näitas, et autentseid juhte seostati töötajate madalama CWB tasemega. Nende võime luua positiivne töökliima, edendada usaldust ja julgustada isiklikku arengut aitas kaasa CWB juhtude vähenemisele.

Tulemuste põhjal järeldati uuringus, et autentisel juhtimisel on organisatsioonide sees ebaproduktiivse töökäitumise leevendamisel otsustav roll. Autentsed juhid oma tugevate eetiliste väärtuste ja eneseteadlikkusega edendavad positiivset töökeskkonda ja parandavad organisatsiooni tulemuslikkust. Uuring rõhutas, kui oluline on arendada juhtide seas autentseid juhtimisoskusi ja käitumist, et edendada jätkusuutlikku arengut ja edukaid kasvumustreid organisatsioonides.

Uuringu tulemused avaldavad märkimisväärset mõju organisatsioonidele, kes soovivad oma tööjõudu tõhusalt juhtida ja ihaldusväärseid töökeskkondi luua. Tunnustades autentse juhtimise väärtust, saavad organisatsioonid seada prioriteediks produktiivse töökäitumise arendamise ja julgustamise, kõrvaldades samal ajal ebaproduktiivse käitumise. Autentset juhtimist edendavate strategiate rakendamine võib aidata suurendada töötajate lojaalsust, usaldust ja enesekindlust, mille tulemuseks on paranenud üldine tulemuslikkus ja vähenenud CWB-ga seotud rahalised kahjud.

Uuringu esimene osa andis teoreetilise raamistiku põhjaliku analüüsi, tuues välja autentse juhtimise olulisuse positiivse töökeskkonna edendamisel. Autentseid juhte kirjeldati kui isikuid, kellel on eneseteadlikkus, kes tunnistavad oma tugevaid ja nõrku külgi ning rakendavad järjekindlalt oma põhimõtteid. Nende selge arusaam väärtustest ja võime luua alluvatega usalduslikke suhteid ja toetada organisatsioonilisele kliimale.

Uuringu teine osa hõlmas 82 ankeeti sisaldava küsitluse läbiviimist vastajatele. Uuring hõlmas küsimusi, mis olid seotud ja kaudselt seotud autentse juhtimise ja CWB-ga. Küsimusi kasutati vastuste hindamiseks viiepallilist Likert skaalat. Küsimustiku esimene osa keskendub juhtimispädevusele, sealhulgas ratsionaalsele läbipaistvusele, eneseteadlikkusele, terviklikule töötlemisele, internaliseeritud moraalsele vaatenurgale ja eneseregulatsioonile. Teises osas uuriti CWB erinevaid vorme, nagu teiste vastu suunatud kuritarvitamine, töösse sekkumine, sabotaažid, vargused ja tööst hoidumine. erinevaid vorme, nagu teiste vastu suunatud kuritarvitamine, töösse sekkumine, sabotaažid, vargused ja tööst hoidumine.

Kokkuvõtteks võib öelda, et see uuring on andnud väärtuslikku teavet autentse juhtimise ja ebaproduktiivse töökäitumise vahelise seose kohta. Tulemused toetavad arvamust, et autentsete juhitud, keda iseloomustavad nende eesmärk, väärtused, suhted, enesedistsipliin ja tundlikkus, võivad oluliselt mõjutada ja suunata töötajaid positiivse käitumise poole. Uuringu soovitusel hõlmavad autentsete juhtide arendamise programmide ja algatuste edendamist organisatsioonides, et kasvatada juhte, kes suudavad luua positiivset töökliimat, edendada usaldust ja vähendada CWB juhtumeid. Seades esikohale autentse juhtimise, saavad organisatsioonid saavutada jätkusuutliku kasvu ja luua oma töötajatele soodsa töökeskkonna.

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