UNIVERSITY OF LJUBLJANA
FACULTY OF ECONOMICS

MASTER'S THESIS

THE ANALYSIS OF AUTHENTIC LEADERSHIP IN THE CASE OF THE SMALL MEDIUM COMPANY SETTEGUSTI IN KOSOVO

Ljubljana, October2015   ANTIGONAVRAPCA

AUTHORSHIP STATEMENT

The undersigned Antigona Vrapca a student at the University of Ljubljana, Faculty of Economics, (hereafter: FELU), declare that I am the author of the master's thesis entitled THE ANALYSIS OF AUTHENTIC LEADERSHIP IN THE CASE OF THE SMALL MEDIUM COMPANY SETTEGUSTI IN KOSOVO, written under supervision of Prof. PhD. Sandra Penger.

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INTRODUCTION

The global market and economic changes along with globalization have had an effect on the organizational functioning of companies and organizations. As such, many of them have adapted their functionality based on these new global trends in order to strive and be successful. Leadership styles have been reformed in order to include motivational factors and cooperation and a teamwork oriented environment between leaders and employees (Hakimi, 2012).

A conventional leadership style, which is directive, involves leaders who influence their employees by assigning them tasks and instructing them what to do and what results they expect (Dolatabadi & Safa, 2010). This style of leadership considers employees as automotive responders who will not put any kind of their own reflection or thought during their work processes. Moreover, it also leaves out motivational factors.

On the contrary, an authentic leadership style involves leaders who value and consider their employees by involving them in decision making processes. As such, employees communicate their thoughts, they are incentivized and integrated into essential organizational data which puts them in charge of achieving objectives and consequently, they have increased satisfaction. Moreover, the organization culture has an essential role toward accomplishing the goals of an organization and being competitive in the market. When leaders and employees share similar or same beliefs, norms and values it means that they have organizational culture (Yukl & Becker, 2006).

Having a well established organizational culture indicates presence of authentic leadership; as such leaders in collaboration with their followers look forward to implementing various strategic plans for achieving organizational objectives and goals as required. On the other hand, organizations lacking organizational culture rely heavily on conventional methods rather than having creative problem solving processes. As such, traditional organizations are not successful in regard to innovation and effectiveness because they also lack motivational factor for their employees whom in turn do not share the same organizational values, beliefs and norms. Having a well-defined and established organizational culture means that there is a presence of authentic leadership. This occurs when employees work toward reaching common objectives and goals by implementing different strategic plans that will lead towards their individual but also organizational success.

Kosovo has been historically known as the poorest part of the former Federal Republic of Yugoslavia. After the war in 1999, Kosovo had to deal with many serious challenges of economic and political nature as well as with violence and uncertainty. Currently, Kosovo is still considered to be the poorest economy in the region which deals with high levels of poverty and high unemployment rate (USAID, n.d). In spite of that, during the last five

years, the number of businesses in Kosovo has increased, where many businesses are successfully operating, further developing and adapting to changes. On the other hand, there were few businesses that bankrupted due to their economic challenges as a result of not adapting to the market changes and meeting customer demands and needs.

In regard to the business environment, the small and medium enterprises are considered to be essential for the development of Kosovo economy, since they account to constitute about 40% of Kosovo gross domestic product (GDP) and employ approximately 60% of formal sector employees which account to be 99% of all businesses (Rogova & Loxha, 2012). In the recent years, many businesses in Kosovo were exposed to various challenges due to the economic and business changes in the world.

In my opinion, for businesses to continue being successful and develop further in this competitive economy, they should be highly focused on their organizational culture, flexibility to adapt fast to the market changes, and the type of leadership in their businesses. Therefore, I consider that Kosovar companies should have authentic leaders who positively affect the organizational culture by maximizing the business benefits, and directly having positive effects on the employee behaviors and attitudes.

The **purpose of the master thesis** is defining, studying and demonstrating the importance of authentic leadership in the case of Settegusti Company. Accordingly, it determines whether authentic leadership positively contributes in regard to the internal organization culture and leadership performance. The research design of the project is a combination of desktop and empirical research, where the master thesis is completed based on in depth interviews, surveys and online research which include reliable published studies, articles, journals, reports and academic literature. The descriptive statistics and explanatory approach have been used for the elaboration and analysis of the topic. The master thesis consists of **four main chapters**. The **first chapter** includes information on the definition and types of leadership and its importance in the organizational context. The **second chapter** elaborates on authentic leadership. Whereas, the **third chapter** presents the research objective and methodology, and the **last chapter** provides information on the analysis of authentic leadership in the case of Settegusti Company.

The qualitative research of the project presents answers to **three research questions**:

- Why authentic leadership is considered as main factor for improving leadership performance in the Settegusti Company?
- What is the actual state of authentic leadership in the Settegusti Company?
- How authentic leaders affect the commitment of followers in Settegusti Company?

Some of the main **limitations** of the study are considered to be: the non-familiarity with the term of authentic leadership, the questionnaire has not been tested on a given sample before, the used terminology, honesty in answering, time and content limitations.

1 LEADERSHIP THEORY

A range of different set of characteristics, skills and knowledge of leaders and employees is required in order for an organization to be capable of adapting quickly to market changes. Nowadays, the global business environment is continuously exposed to various challenges and changing market demands, as a result the leadership field is considered as the key to success for an organization.

1.1 Definitions of leadership

There are numerous definitions of leadership which have been developed in the past 60 years, where as a result various dimensions and conceptualizations of leadership have been pointed out. Leadership is considered to be a phenomenon which is very complex to be understood, but most of the definitions share common components that include the influence on others and the aim to carry out a common organizational goal (Northouse, 2007).

Leadership is being considered as the main competitive advantage by organizations where a lot of investments are made toward its advancement (McCall, 1998; Vicere & Fulmer, 1998; in Day, 2000). Leadership development is defined as the key factor of expanding the organizational collective capacity to engage in the various roles and processes of leadership (McCauley et al., 1998). Keys and Wolfe (1988) have argued that leadership processes give the opportunity to individuals to work in groups in effective manners, whereas management processes are more attached to position and organization. Day (2000, p. 582) claims that leadership development is focused on capacity building in order to predict unexpected challenges that an organization might confront.

There is a difference between leadership development and leader development. Leadership development is focused on human capital development, while leader development is oriented in development of the individual capacities which include self-awareness, self-regulation and self-motivation (McCauley, 2000). For an organization to further and effectively develop both the leadership and leader development should be linked (Kegan, 1994), but investments in human capital developments should also take place in all organizational levels. This will enable an organization to work toward its vision and share mutual understanding and responsibility (Drucker, 1995).

Bass (1990) stated that some definitions view leadership as focus of group processes, personality perspective, act or behavior, power relationship, transformational process and skills perspective (in Northouse, 2007). According to various authors leadership is:

Table 1: Taxonomy of Leadership Definitions

Authors	Definitions of leadership
Katz & Kahn (1978)	Define leadership as the rise of influence beyond the normal orders within the organization.
Rauch & Behling (1984)	Define leadership as one's skills to persuade others toward the achievement of common goals.
Jacobs & Jaques (1990)	View leadership as a process which gives meaning of undertaken actions in order to accomplish desired goals.
Drath& Palus (1994)	Define leadership as a practice, where individuals know the purpose of what they are doing which results in higher commitment.
Chemers (1997)	Links leadership with social influence where it is the ability of one individual to influence a whole group for achieving a common task.
House et al. (1999)	Defines leadership as the capability of someone who is influential and can motivate others, where as a result the organization will be successful.

Note.*The table summarizes some of the main leadership definitions which have been defined by various authors throughout the years.

Even though there are various definitions of leadership, again according to Northouse, four components have been identified as an integral part of leadership where: (1) Leadership is a process, (2) leadership involves influence, (3) leadership arises in group context, and (4) leadership involves goal achievement. As a result the definition was settled in this way: **Leadership** is considered as a process where a group of individuals are influenced by an individual to work toward the achievement of a shared goal.

The word process indicates that a leader has impact on followers and also is affected by followers. Influence implies the way how the leader affects his/her followers. The application of leadership in group context means that it involves individuals who have a shared goal; whereas the goal accomplishment shows that leadership deals with directing the individuals for achieving the common goal.

Also, as indicated by different authors leaders need followers and followers need leaders. Along these lines, leaders and followers are exceptionally associated with one another and

they must comprehend their relationship so as to have positive results and effectively accomplish common objectives (in Northouse, 2007). There have been changes in the leadership theories which have put a high prominence on the part of the followers and leaders. The greater parts of these theories express that with no followers leaders are not considered to be real leaders (Dvir & Shamir, 2003).

1.1.1 Leadership literature

During the time, leadership literature has developed beginning from "Great Man" theories to "Transformational" theories. For instance, the early theories have been more focused on successful leaders by examining their qualities and practices, though the later theories put more attention on followers, the nature of leadership and its impact in the organizational context. In the following table are presented some of the main leadership theories.

Table 2: Main Leadership Theories

Leadership theory	Author	Description
Great Man theories	Carlyle (1888)	Rely on the belief that real leaders are born not made and can manage challenges through their knowledge, learning experiences or other born qualities. Thomas Carlyle in the 1840s has given a high intending to the theory, where he felt that leaders utilize their own power make changes.
Trait Theories	Abdellah (2012)	Suppose that leaders are distinct from non-leaders by taking into account the personality attributes. There are six acknowledged and recognized leadership traits which are in support of the assertion that leaders are born and these include: (1) Drive and energy, (2) desire and motivation, (3) honesty and integrity, (4) self-confidence, (5) Intelligence, and (6) knowledge.
Behaviorist theories	Abdellah (2012)	Assert that the effective versus ineffective leaders are recognized based on their behaviors. Thus, individuals can be prepared to turn out into leaders demonstrating that leaders are nor born but made.

(table continues)

(continued)

Situational leadership theory	Graeff (1997); Grint (2011), Hersey & Blanchard (1969)	Asserts that leadership viability relies on upon the leader's capacity to comprehend a given circumstance and give a suitable conduct and reaction. This theory was firstly set forth by Paul Hersey and Ken Blanchard in 1969 that likewise have recognized four distinct sorts of leadership behaviors by combining directive and supportive behavior: telling, selling, participating, and delegating.
Contingency theory	Northouse (2007)	Proposes that the leader's effectiveness relies on upon how the leader's style fits to a specific circumstance. In fact, this theory analyzes styles and circumstances and gives a framework to successfully coordinate the leader style and the prerequisites in light of a given situation.
Transformational theory	Krishnan (2005) & Bass (1985)	Contends that it is the leader's capacity to inspire and have positive impact on followers for achieving more results. Transformational theory is consisted of four components: individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence.

Note.* The table summarizes the main leadership theories which have been defined by various authors throughout the years.

1.1.2 Views on leadership

There are distinctive perspectives of leadership. For instance, in the point of view of trait leadership, there are people who have inherited qualities that make them leaders (Bryman, 1992), though in the process of leadership, it is considered that leadership is accessible to everybody and can be learned (Jago, 1982). In respect of the trait of leadership for being a leader, one ought to have individual qualities, for example, physical factors, personality features and ability characteristics (Bryman, 1992). Figure 1 shows the differences between the trait and process leadership.

Figure 1: Differences on Trait and Process Leadership
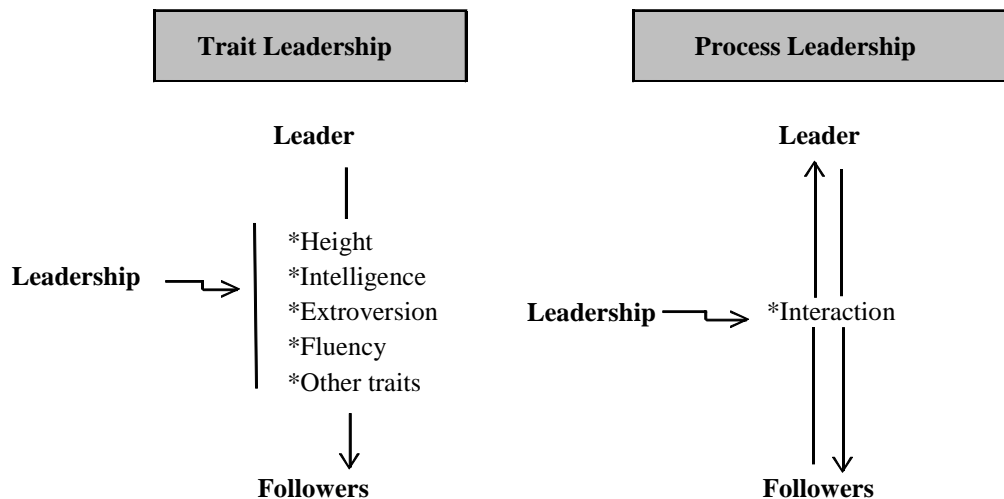
Source: P. Northouse, *Leadership: Theory and practice, 2007, p. 5, Figure 1.1.*

On the other side, when somebody is thought to be a leader due to the formal rank position inside of an organization then it infers the assigned leadership. Though, when an individual is thought to be more influential inside of an organization by different individuals then it is associated with emergent leadership (Northouse, 2007).

Power is outstandingly associated with leadership since it includes the capability to affect others. As indicated by French and Raven (1959; in Northouse, 2007) there are five essential bases of power, as presented in Table 3, which empower leaders to easily influence followers.

Table 3: Definitions of Five Bases of Power

Bases of power	Explanation
Referent power	Takes into account followers; Recognition and admiration for the leader.
Expert power	Derived of followers' impression and insights of the leader's abilities.
Legitimate power	Related with status or formal job authority.
Reward power	The ability to reward others.
Coercive power	The ability to punish others.

Source: Adapted from P. Northouse, *Leadership: Theory and practice, 2007, p. 8, Table 1.1.*

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In addition, Northouse states that there are two other main types of power: (1) Position power, and (2) personal power. Position power takes place when an individual gets power based on the formal rank within an organization, while the personal power occurs when the leader can be seen by his/her followers inside of the organization as skilled, friendly and knowledgeable.

Furthermore, leadership and management have some similarities but they are also different form each other. The similarities include the influence, working with individuals and working toward accomplishing a given goal. However, yet the functions of management and leadership differ among each other. Kotter (1990; in Northouse, 2007) stated that management produces order and consistency, whereas leadership produces change and movement; therefore, the functions of management and leadership are different.

Likewise, Kotter (1990) acknowledges that management is focused on establishing order and stability though leadership is about looking for flexibility and productivity. In spite of the way that dissimilarities exist between management and leadership again these two are remarkably interrelated. For instance, when managers are engaged to influence employees toward accomplishing a goal, then they are involved in leadership, whereas leaders are engaged in management when they plan, organize and control. Subsequently, each of them incorporates the influence on a group of individuals for meeting common organizational goals and objectives (in Northouse, 2007).

1.1.3 Leadership styles

For an organization to be successful and have competitive advantages it must understand the leadership styles and be careful which one they use, since it will have a crucial role toward its success. There are various leadership styles but in the following part are presented the 10 most common and well-known leadership styles according to the source of Leadership styles (2000) such as:

Table 4: Leadership Styles

Leadership styles	Explanation
Autocratic Leadership	Alludes to leaders who have decision making control over followers. Here followers have fewer opportunities for communicating and giving recommendations.
Bureaucratic Leadership	Considers leaders who work upon methods and verify that all followers take after the particular organizational procedures.
Charismatic Leadership	Applies to leaders who think they cannot be wrong regardless of the possibility that the others may caution them for being wrong.
Democratic Leadership or Participative Leadership	Occurs when the democratic leaders include followers in the decision making process, however again it is the leader who settles on a final decision.
Laissez-Faire Leadership	Portrays a leader who lets the followers work at their own, however, it is important that the leader supervise his/her followers so as to assure that the settled objectives or goals are achieved.
People-Oriented Leadership or Relations-Oriented Leadership	Concentrates on leaders who deal with organizing, supporting and developing followers in his/her group.
Servant Leadership	Applies to somebody who just works in the direction of addressing the needs on his/her group.
Task-Oriented Leadership	Alludes to leaders who just concentrate on work accomplishment rather than follower's prosperity.
Transactional Leadership	Is applicable for leaders who either remunerate or punish followers based on their work performance.
Transformational Leadership	Is applicable to leaders who profoundly are focused on motivating followers working toward a common vision.

Note.* The table is created to summarize some leadership styles which have been elaborated in leadership literature. Please note that authentic leadership style is a new leadership style and is not included in the table since it is elaborated in details in other chapters of this study.

1.2 Importance of leadership in the organizational context

An essential element of the overall organizational performance is the national culture which impacts the way on how followers may perform and act. Altogether, performance in the working environment may differ between diverse societies and work environments by establishing the framework for dedication, expectations and objectives of individuals.

In addition, organizational culture manages the way individuals think both deliberately and intuitively which in turn influences their decision making processes. Taking into account various studies, organizational commitment and job satisfaction are profoundly related, hence they can affect turnover. Dissatisfied employees do not perform well and are neither motivated nor committed to successfully accomplish organizational goals and objectives. Subsequently, they are emotionally and rationally unfocused with their work and seek other work opportunities (Lok & Crawford, 2003).

Studies on leadership demonstrate that culture and leadership are commonly associated as the results of an organization are derived and shaped by its leaders by awareness, know-how, principles and choices (Mazuti & Slawinski, 2008). Leaders can impact organizational culture through their authority and based on what behavior they choose to model that later turns into the vital part of the organization (Bass, 1990). As indicated by Avolio and Gardner (2005), organizations ought to offer equivalent open doors for everybody for learning and growing, in this way they ought to give open access information, support, and resources. Such a workplace would empower leaders and followers work more efficiently and feel more engaged, where accordingly, they would easily adapt to the changing environment.

There are numerous researches and theories which define leadership and its importance within an organization. Though, this master thesis will further present and analyze authentic leadership by beginning with its theoretical background.

2 AUTHENTIC LEADERSHIP

For an organization, it is essential to know its human resource needs and develop its leaders and followers. As indicated by Chemers (2002), leadership obliges productive utilization of accessible resources which are accomplished in two layers: (1) every staff member should viably utilize the individual resources, for example, knowledge, inventiveness, abilities and information, (2) leaders arrange and allocate resources by taking into account the needs of the organization so that all resources are used in the most effective manner (in Peterlin, Sandra & Dimovski, 2013). Authentic leadership is a new leadership style which can be utilized to fit the organization's needs for further development and be successful in the business environment.

2.1 Authenticity

There are many definitions of authentic leadership but yet there is not an agreed definition of it. Through history the concept of authenticity has its roots in the Greek philosophy which means "Know thyself" and "To thine own self be true" (Harter, 2002). The term authenticity often is misinterpreted with honesty and sincerity. As indicated by Lionel Trilling, sincerity refers to an individual's apparent expression of emotions and opinions which are related to actuality experienced without anyone else's input. While as indicated by Harter, authenticity alludes to one's personal experiences, thoughts, needs, wants, beliefs and processes (in Avolio & Gardner, 2005, p. 320).

Luthans and Avoilio (in Cerne & Skerlavaj, 2013) describe authenticity as a leader who knows his/her own attributes and acts upon his/her own qualities, where he/she tells the truth and the own beliefs at the working place. Erickson (in Gardner et al., 2005, p. 345) contends that individuals cannot be authentic in case they attempt to imitate somebody, however they neither can be completely authentic or entirely inauthentic. As a result, he has a term "relative" with which he asserts that individuals can be more or less authentic or inauthentic. On the other side, Goffee and Jones (2005) claim that authenticity is a quality seen by others, thus in this way, authenticity can be characterized as what other individuals see in us and can be controlled by ourselves.

Authenticity in leadership portrays leaders as the ones who have the capacity to adjust their behavior in leadership taking into account their own self (by including their values, beliefs, goals and feelings), their own personality and their capacity to adjust their preferences based on the demands of the society (Chan, Hannah, & Gardner, 2005). As per Shamir and Eilam (2005) being authentic means being the real own self not a duplicate. Furthermore, Duinan and Bhindi (in Bishop, 2013) also claim that authenticity when applied to leadership is more than being consistent with oneself. They state that authenticity includes integrity, ethics, morals, values, self, relationships and learning. As a result, the blend of these traits lead toward a type of leadership, where for a leader to be authentic these qualities ought to be part of him/her internally and externally in the leader follower relationship.

In addition, Ilies, Morgenson and Nahrgang (2005) view authenticity as a wide psychological construct which reflects the propensity to view oneself inside of the social environment and conduct one's life based on held qualities. Indeed authenticity deals with the attributes of an individual's behavior, where by expressing their true self they carry on with a decent life which directly results in the eudemonic well-being of the leader and followers. In addition, Ilies, Morgenson and Nahrgang (2005) have proposed a four component model of authentic leadership for exploring the links and eudaemonic well-being between authentic leadership, leaders and followers as shown in Figure 2.

Figure 2: Authentic Leadership Influences on Leaders' and Followers' Eudaemonic Well-being
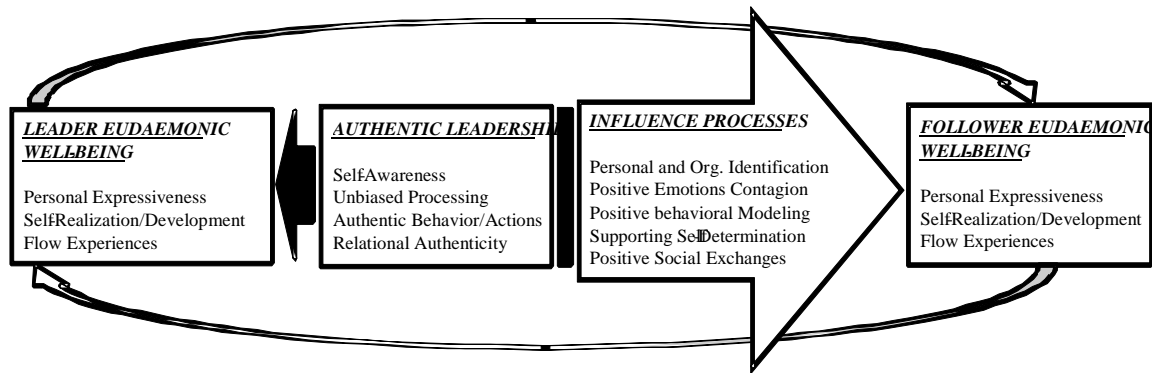
Source: R. Ilies, F. P. Morgenson and J.D. Nahrgang, *Authentic leadership and eudaemonic well-being: Understanding leader–follower outcomes*, 2005, p. 377, Figure 1.

The model of Ilies et al. (2005) is comprised of self-awareness, unbiased processing, authentic behavior/acting and authentic relational orientation. The authors have illustrated the relatedness of authenticity and eudaemonic well-being from the perspective of the leaders, and mechanisms by which ones authentic leadership influences followers. However, the authors have claimed that the authentic leadership has implications for the hedonic wellbeing of leaders and followers and also presented suggestions on facilitating the development of authentic leaders.

2.2 Definition of authentic leadership

Over the recent years the theory of authentic leadership has emerged from the interaction of leadership, ethics, positive organizational behavior and scholarship literatures (Walumbwa, Avolio, Gardner & Wernsing, 2008). According to Seligman (2009) in view of positive psychology authenticity might be defined as the ability to own someone's personal knowledge and other attributes to understand oneself and also behave based on the true self (in Harter, 2002, p. 382).

Authentic leadership was firstly defined by Luthans and Avolio (2003, p.243) as a "process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulated positive behaviors on the part of leaders and associates, fostering positive self-development."Moreover, Avolio, Luthans, and Walumbwa (2004, p.4) define authentic leaders as people "who are deeply aware of how they think and behave and are perceived by others as being aware of their own and others' values/moral perspectives, knowledge, and strengths; aware of the context in which they operate; and who are confident, hopeful, optimistic, resilient, and of high moral character" (as cited in Avolio & Gardner, 2005, p. 321).

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Later, in order to provide a more specific definition, a four component model was given by Illies et al. (2005), which included self-awareness, unbiased processing, authentic behavior/acting, and authentic relational orientation. Then, Shamir and Eilam (2005) defined authentic leaders as people that have four main attributes such as the self-concept, self-resolution, self-concordance, and self-expressiveness. Accordingly, Gardner, Avolio, Luthans, May, and Walumbwa (2005) tried to incorporate all of the different views and definitions by proposing a self-based model of authentic leader and follower development. This model is focused on the authentic leadership components of self-awareness and self-regulation.

The modern researchers define authentic leadership as a model of leader behavior which encourages positive self-development and influence followers' attitudes and behaviors. (Walumbwa et al., 2008, p.94). Hence, there exists a process which links the behavior and attitude of employers with authentic leadership (Avolio et al., 2004). Figure 3 shows how authentic leaders, by using different attitudes and behaviors, can develop new hope, trust, positive emotions and optimism for their employees.

Figure 3: Linking Authentic Leadership to Followers' Attitudes and Behaviors
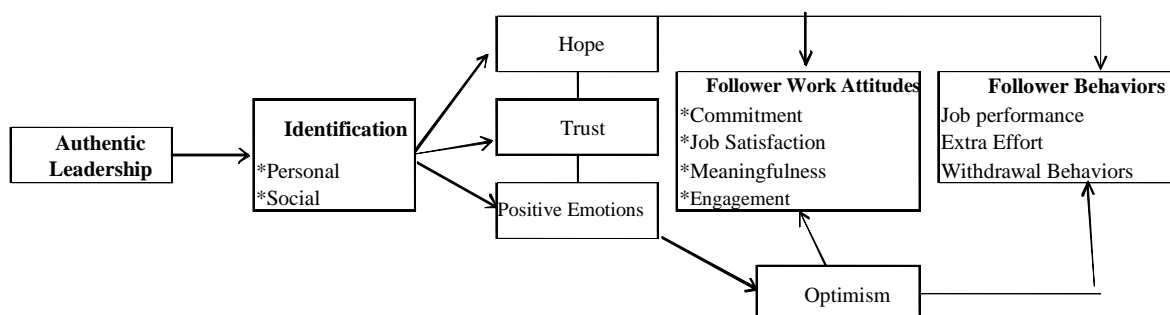
Source: B.J. Avolio et al., Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *The Leadership Quarterly*, 2004, p. 803, Figure 1.

Kark and Shamir (2002) imply that authentic leaders have the capacity to develop commitment, satisfaction and follower involvement for continuously improving the work performance outcomes through the two main aspects (a) personal identification with the follower and (b)social identification with the organization (in Avolio et al., 2004).Authentic leaders based on their passion, purpose, ethical and solid values, heart, relationships and mind look forward to making differences, serving and empowering others (George, 2003). Whitehead (in Gardner et al., 2011) defines authentic leader as a person who is aware of himself and followers, is humble, cares for the well-being of others, builds trust and looks always for improvement.

According to Dimovski et al. (2009) there is not yet a universally accepted definition for authentic leadership, however researchers agree that authentic leaders are aware of themselves, are identified based on their role and act in conformity of their values and beliefs. Dimovski et al. (2009) state that authentic leaders lead in accordance to their personality, values, and beliefs. They act as role models for their followers by sharing their values; they promote personal and professional growth. Indeed, according to Gardner (2005) authentic leadership is focused on enhancing and developing the values, motives, emotions and goals of followers which will be used for the success of the organization (in Dimovski et al., 2009). Moreover, Avolio et al. (2004) claims that authentic leadership promotes trust which leads toward emotional safety and unconventional idea proposals (in Dimovski et al., 2009).

Dimovski et al. (2009, p.107) state that the "types of relations, behavioral characteristics of employees that are developed and included in a model of authentic leadership, are commitment, job satisfaction, empowerment and commitment to the fulfillment of tasks." Authentic leadership creates such an environment where confidence increases, followers are supported in work and in establishment of their strengths, value is added in decision making and within the organization, the performance is constantly developed (Avolio et al., 2004). There is a common agreement on the four elements of authentic leadership such as: self-awareness, internalized moral perspective, balanced processing and relational transparency (Avolio, Walumbwa & Weber, 2009).

2.2.1 Characteristics of authentic leadership

According to Shamir and Eilam (2005), authentic leaders have four main characteristics: (1) They are true to themselves, they do not fake their leadership and they do not work based on expectations of the others; (2) they are motivated by personal convictions, rather than by personal benefits; (3) They are originals and lead in accordance to their views; and (4) their actions are based on their principles and beliefs. In Figure 4 are presented some of the main characteristics of authentic leaders.

Figure 4: Main Characteristics of Authentic Leaders
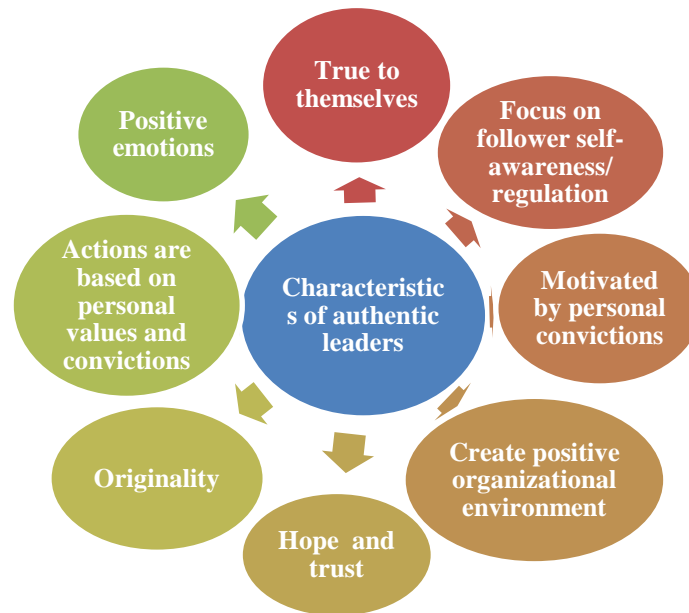
Note.* The figure is prepared based on literature review on authentic leadership.

Moreover, Adler and Kown, 2002 have described that authentic leaders pay attention to follower self-awareness/regulation, positive psychological capital, and the creation of a positive organizational climate. Avolio et al. (2004) has also linked authentic leadership with the positive organizational behavior such as hope, trust, and positive emotions.

2.3 Components of authentic leadership

In the following part the main components of authentic leadership which were identified by Avolio and Gardner (2005); Ilies et al. (2005) and Walumbwa et al (2008) will be elaborated in details. The key components of authentic leadership are:

Table 5 Key Components of Authentic Leadership

Positive psychological capital
Positive moral perspective
Leader self-awareness
Leader self-regulation
Leadership processes and behaviors
Follower self-awareness
Follower development
Organizational context
Veritable and sustained performance beyond expectations

Note.* The table is prepared based on literature review on authentic leadership.

In order to understand authentic leadership and its overall impact and characteristics, its key components should be identified first. Many researchers, academics and others have provided various studies and findings which have contributed in the enrichment of the authentic leadership theory.

2.3.1 Positive psychological capital

Luthans and Avolio (2003; in Avolio & Gardner, 2005) have identified confidence, optimism, hope and resiliency as positive psychological capacities of an authentic leader. It is found that there is a high correlation between authentic leadership and its impact on followers, which positively results in increased employee work performance (Walumbwa et al., 2010).

Consequently, it was found that authentic leaders were perceived by their followers as the main contributors on establishing positive working environment, where followers in such working environments had higher PPC (Woolley et al., 2011). Luthans (2004; in Avolio& Gardner, 2005) suggested that the positive psychological capacities are opened to change and development. Therefore, they have a very important function in the development of organizations, communities, individuals and teams. Indeed, Youssef and Luthans (2012) have affirmed that an organization can develop the positive psychological capacities and efficiently manage them to increase the work performance. The positive psychological capabilities are more elaborated in Chapter 2.6.

2.3.2 Positive moral perspective

Luthans and Avolio (2003; in Avolio & Gardner, 2005) have asserted that authentic leadership includes an inherited ethical moral component, whereas May et al. (2003; in Avolio & Gardner, 2005) provides arguments for the moral component by relating the ethical and transparent decision making process. As a result, authentic leaders will be able to deal with ethical concerns and reach moral actions.

There is an ongoing debate in the authentic leadership literature in regard of the moral dimension. For instance, Shamir and Eilam (2005) state that a leader can be authentic ("true to self") without presenting any ethical behavior. On the other side, May et al. (2003) argues that the moral component can be introduced through a learning process and that leaders should apply their fundamental values and beliefs and provide an ethical and transparent decision making process.

2.3.3 Leader self-awareness

Based on the authentic leadership theory, self-awareness refers to an individual who knows his/her strengths and weaknesses. One individual will be able to reflect better and know his/her values, thoughts, motives and feeling when they see how others respond to them and what influence they might have on individuals (Walumbwa et al., 2008). According to Avolio and Gardner (2005), self-awareness is considered as an emerging development and is comprised of four components as shown in Figure 5.

Figure 5: Components of Self-awareness

Values	→	Identity	→	Emotions	→	Motives/goals

Note.* The figure is prepared based on literature review on authentic leadership.

2.3.3.1 Values

In order to build credibility, trust and respect of followers, authentic leaders through their values and beliefs encourage collaborative relationships with followers (Avolio et al., 2004). According to Luthans and Avolio (2003; in Avolio et al., 2004), authentic leaders are directed by a set of values which show "what is right and fair" for leaders and followers. As such, leaders identify their followers and continually focus on the growth of followers. Bass (1990; in Avolio et al., 2004) has mentioned that authentic leaders are expected to evoke the self-concepts of followers so that they share values formed by the behavior of leaders and followers; by doing so followers will share similar values with leaders.

2.3.3.2 Emotions

When leaders have increased self-awareness then they will be able to adhere to their and follower's emotions (Gardner et al., 2005). Authentic leadership does have positive impact on the follower's emotions resulting in positive performance and behavior, increased confidence and ability to identify the purpose of leaders and organization (Avolio et al., 2004).

2.3.3.3 Identity

Kihlstrom, Beer, and Klein (2003; in Klenke, 2007) have claimed that the self or self-concept can be seen as how one knows himself/herself and people by knowing themselves will be able to organize and give meaning to the certain behaviors. On the other hand,

Schlenker (1985) has defined identity as a theory of a person who can portray, relate and explain his traits and experiences, whereas self-identification is considered as a process where an individual can describe and reflect on his/her own identity (in Klenke, 2007).

2.3.3.4 Motives and goals

Goals and motives is a difference between self-views and possible selves. Markus and Wurf (1987; in Klenke, 2007) have described the distinctions where the self-views reveal an individual's behavior based on particular characteristics based on the circumstances, whereas the possible selves reflect an individual's behavior by involving a person's hope and fears for the future situation. According to Lord et al. (2001, 2004, 1999; in Klenke, 2007), when current goals are firstly linked to self-views then the self-enhancement motives become more important to individuals who look for being in other encouraging position, whereas when people are more related to possible selves then the self-verification motives might become more important to people that look after accurate information for determining their development.

2.3.4 Leader self-regulation

Avolio and Gardner (2005, p.325) have defined self-regulation as "the process through which authentic leaders align their values with their intentions and actions". As such, this will enable leaders to work in line with their principles and be open with their followers toward accomplishing their organizational goals and encourage development. Referring to Stajkovic and Luthans (1998) self-regulation involves exertion of self-control that consists of (1) internal standards, (2) evaluation of discrepancies and (3) identification of intended actions (in Gardner et al., 2005). According to Avolio (2003) leaders set the internal standards then evaluate those with the potential outcomes where they determine actions that should be undertaken to resolve the differences.

2.3.5 Leadership processes and behaviors

On the stages of the development of the authentic leadership theory, there have been various processes proposed which show how leaders influence followers and development. Many authors, researches and academics have identified mechanisms by which authentic leaders influence and develop their followers. For instance, self-awareness, self-regulatory processes, positive psychological states, and/or a positive moral perspective are seen as the key components that contribute toward positively influencing and developing followers. In addition, the processes of identification, emotional contagion, supporting self-determination, and positive social exchanges are also considered as part of the processes that explain the methods how authentic leaders influence their followers (Avolio & Gardner, 2005).

2.3.6 Follower self-awareness

Authentic leaders intend to increase the self-awareness and self-regulatory processes of their followers. As a result, followers will develop and understand their values, identity, and emotions and which will lead toward the development of an authentic behavior. Moreover, followers will work on achieving goals that are similar to their leaders when they will know themselves and self-regulate their behavior (Avolio & Gardner, 2005).

2.3.7 Follower development

Gardner et al., (2005; in Avolio & Gardner, 2005) claim that leaders and followers develop over time where also their relationship becomes more authentic. Once followers personalize values and beliefs embraced by their leader then their perceptions on what is considered their actual and potential selves will change and develop over time. Indeed, when followers identify themselves they will be more open with their leader which will have a direct impact on their development.

2.3.8 Organizational context

Avolio and Gardner (2005) have proposed working environments where leaders and followers will have equal opportunities to gain knowledge and further develop. This could be achieved by facilitating access to the organization's information and its resources. If this is achieved, then followers will develop, be more efficient, transparent, and feel empowered. All of these will increase job satisfaction and motivation in the work environment and certainly a higher effort will be given to achieve organizational goals.

2.3.9 Veritable and sustained performance beyond expectations

For creating veritable sustained performance Avolio and Gardner (2005) have said that it should include non-financial intangibles and tacit knowledge such as: building human, social and psychological capital. According to Barney (1991; in Avolio & Gardner, 2005) a firm will have sustainable competitive advantage when it will be able to deliver value through the execution of a strategy which at the same time cannot be implemented by competitors. This indicates that when an organization has such a competitive advantage, it will be able to further grow, perform and develop. Watson (2003; in Avolio & Gardner, 2005) explains the term veritable as genuine and ethical values which are used for achieving continuous performance and development. These are considered to be very important elements for the organizational performance.

2.4 Theoretical framework

Avolio and Gardner (2005) have estimated that in chaotic times the leadership and its challenges become more complex. Therefore, they have seen that there is a need of authentic leadership due to the lack of moral and ethical leader's development. On the other side, Gardner et al. (2005) explains authentic leaders as individuals, who have the capability to recognize their thoughts, know what they want, know their preferences, needs and emotions and behave and work in line with those attributes. In view of that Harter, Schmidt and Hayes (2002; in Kay Copeland, 2014) say that individuals can become authentic as long as they understand what their beliefs are and who they really are.

Moreover, Penger (2006) has outlined that it is very important for the organizations, researchers and field of management to focus on authentic leadership development since authentic leaders provide various values starting from management style, personal identification of members in the organization, symbols, confidence, self-esteem, flexibility, optimism etc. Penger claims that the positive organizational behavior enables the creation of a positive organizational identity. This can be reached through the development of coordinated interactions and cognitive behavioral patterns of thinking.

In the recent years many researchers, academics and practitioners have acknowledged the importance of authentic leadership, where as a result many studies have been made toward the development of authentic leadership by examining its characteristics and its impact toward the enhancement of organizations and leader interaction. The theory on authentic leadership has developed a lot in the last decade, and still in order to further develop and examine the theory on authentic leadership researchers, academics, and practitioners are putting a lot of effort on it. There is a lot of literature developed in the field of authentic leadership but in Table 6 is presented only some of the main literature in chronological order based on occurrence.

Table 6: Main authentic Literature in Chronological Order

Authors	Research topic	Most important content
George (2003); George, Sims, McLean & Mayer (2007)	Authentic Leaders create positive outcomes within an organization	This study demonstrated that authentic leadership is preferential by subordinates, is helpful in making a friendly workplace and accomplishes positive and enduring results inside of organizations.
May, Chan, Hodges, & Avolio (2003)	Identifying and developing authentic leaders	Illustrated the ethical parts and decision making processes of authentic leaders. It likewise indicated how organizations can develop authentic leaders within their organizations.
Luthans & Avolio (2003)	Self-awareness and self-regulated positive behaviors in leaders and followers Authentic Leadership proposed as the root construct	Authors expressed that authentic leadership happens when awareness and self-regulated positive behaviors of both leaders and followers are blended and fortify constructive self-awareness and self-improvement. Also, the authors have contended that authentic leadership can be connected charismatic, transformational, integrity and/or ethical leadership, but again they are different from each other.
Gardner & Schermerhorn (2004)	Authentic Leaders have the capacity to reveal subordinate's full potential	The authors stated that positive organizational behavior traits of individuals are inherent in their personalities. The authors have observed that all people have potential for further development, assume responsibility, and the willingness to direct behavior toward organizational goals.
Avolio, Gardner, Walumbwa & May (2004)	How do authentic leaders influence follower attitudes, behaviors, and performance?	Authors show how authentic leaders impact their followers. A positive organizational model was used for studying the way how authentic leaders influence the attitudes and behaviors of their followers. It was found that trust, hope, emotions and identifications are used by leaders for influencing their followers. The study has shown that authentic leaders are highly considered for the follower encouragement and empowerment for initiating changes.
George (2004)	Authentic Leaders - The key to creating corporate lasting value	The author has stated that actual leaders should be replaced by authentic leaders in order to have a successful organization.
Gardner, Avolio, Luthans, Walumbwa & May (2005)	Critical behaviors of an authentic leader are self-awareness and self-regulation	Authors have argued that self-awareness and self-regulation are critical behaviors of authentic leaders. In addition, follower trust, well-being and work performance have been seen as positive outcomes of authentic leadership.
Gardner, Avolio & Walumbwa (2005)	Authentic leadership necessitates an inherent and developed moral component	Authors have stated that high moral development is required for a leader to be considered an authentic leader.

(continued)

Ilies, Morgeson & Nahrgang (2005)	Authentic leadership, self-realization and eudemonic well-being	In this study authentic leadership was characterized in respect of self-realization and eudemonic well-being.
Shamir & Eilam (2005)	Authentic leadership does not necessitate a high level of moral development	The authors contended the high level of moral development does not necessarily measure whether a leader is or not an authentic leader.
Michie & Gooty (2005)	An individual's self-transcendent values	In this study the authors have suggested to include self-transcendent values of an individual when development of authentic leaders is needed.
Avolio & Garner (2005)	Authentic Leadership Development	As indicated by the authors, authentic leadership can be developed and they have proposed components that need to be considered throughout the development process.
Novicevic, Harvey, Buckley, Brown & Evans (2006)	Authenticity matrix for executive leadership	Authors in this study have developed an Executive Leadership Authenticity Matrix, which was comprised of four main quadrants. It was stated that the failure of the executive leadership show less moral development of leaders who are not open to neither take responsibilities nor influence their followers.
Avolio & Luthans (2006)	The high impact leader: Authentic, resilient leadership that gets results and sustains growth	Authors have shown strategies on how to develop authentic leaders within an organization. Various recommendations and findings were provided in the study.
Brown & Treviño (2006)	Authenticity and self-awareness	Authors have defined the main elements of authentic leadership which are considered to be self-awareness, openness, transparency and consistency.
Klemke (2007)	Spirituality and Authentic Leadership	The author in the study has proposed a valid model which depends on the one's identity. According to the author a leader's identity is composed of one's self-identity, leader-identity and the spiritual identity.
Walumbwa, Avolio, Gardner, Wernsing & Peterson (2008)	The authentic leadership questionnaire	The authors have prepared the authentic leadership questionnaire in order to measure the level of authenticity.
Luthans & Avolio (2009)	Positive organizational behavior (POB) and Authentic Leadership	The authors have stated that POB approach should be included in leadership research since it will have an impact on the leader and follower development and performance.

Source: Adapted from M. K. Copeland, The emerging significance of values based leadership: A literature review. *International Journal of Leadership Studies, 2014*, p. 114-120, Table 2.

Sometimes authentic leadership is seen as a source of a positive leadership that is related with transformational leadership, charismatic leadership, spiritual leadership and servant leadership (Avolio & Gardner, 2005). However, these leadership theories are different in relation to authentic leadership theories as presented below:

2.4.1 Authentic leadership versus transformational leadership theories

Authentic leadership is focused on the leader and follower self-awareness/regulation, positive psychological capital, and the establishment of a positive organizational environment (Adler & Kown, 2002). Though, Bass and Riggio (2006) have described transformational leaders as the individuals who urge and persuade followers to achieve certain goals and help followers develop into leaders. Besides, Bass (1998; in Avolio & Gardner, 2005) has characterized transformational leaders as optimistic, confident with high moral character which additionally is part authentic leadership. As per Avolio and Gardner (2005), it is not necessary to be a transformational leader for being an authentic leader, since authentic leaders may or may not concentrate on developing followers getting to be leaders. However, they have a positive effect on follower's development.

2.4.2 Authentic leadership versus charismatic leadership theories

Authentic leadership theory focuses on the influence of follower self-awareness and regulation, which is not expounded and included in the charismatic leadership theories. This implies that authentic leader follower's self-awareness of values/moral perspectives is based on personal values and beliefs (Gardner & Avolio, 1998; in Avolio & Gardner, 2005). Charismatic leaders influence and organize followers, while authentic leaders give importance on envisioning reality for followers and themselves (Avolio & Gardner, 2005).

2.4.3 Authentic leadership versus spiritual and servant leadership theories

Servant leadership theory does not consolidate the role of follower's self-awareness and regulation, positive psychological capital, and a positive organizational context which are very fundamental elements of authentic leadership. The theory of authentic leadership and spiritual leadership emphasize more integrity, trust, courage, hope, and resilience. However, there has not yet been a reasonable explanation and coordination of these theories in highlighting the areas of the differentiations regarding the self-systems of leaders and followers and self-regulation in the organizational context (Avolio & Gardner, 2005).

2.5 Current perspective of authentic leadership

Walumbwa et al. (2008), shows that the recent literature review on authentic leadership and its definition has been converged in several dimensions. For instance, Gardner, Avolio, Luthans, May, and Walumbwa (2005) have tried to combine the different views on authentic leadership by proposing a self-based model of the authentic leader and follower development. The model highlights self-awareness and self-regulation components of authentic leadership.

Moreover, Walumbwa et al. (2008) has modified the initial definition of authentic leadership of Luthans and Avolio (2003) in having a more advanced definition, which reflects some dimensions proposed by Gardner, Avolio, Luthans, et al. (2005) and Ilies et al. (2005).As a result the definition of authentic leadership is**: "A pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development."**

This definition has been also presented in Chapter 2.2 in definition of authentic leadership, but it was not elaborated in detail. According to Walumbwa et al. (2008), this definition entails several assumptions on authentic leadership. First of all, the positive psychological capacities and positive ethical climate, which are considered as encouraging for the development of authentic leadership, are not considered as natural components of the construct. Secondly, the self-awareness and self-regulatory processes reflect the internalized moral perspective, whereas the balanced processing of information and relational transparency reflect the core components of authentic leadership. Thirdly, authentic leadership is seen as indicating an authentic and interactive relationship which is enforced between the leader and followers. Last of all, the definition itself presents the vast importance of authentic leadership in view of the leader and follower development.

2.6 Psychological capabilities

Positive psychological capital concentrates on enacting the human potential, where employees are seen as confident, hopeful, optimistic and resilient. The psychological capital within an organization can be developed and managed for having long term success and competitive advantage (Luthans & Yousseff, 2004). For an organization to gain competitive advantage, it needs to adapt its own psychological capital development and management so that it can design its own mechanisms that apply to the specific situation of the organization. In Figure 6 are presented the positive psychological capacities of authentic leader.

Figure 6: Positive Psychological Capacities of Authentic Leader
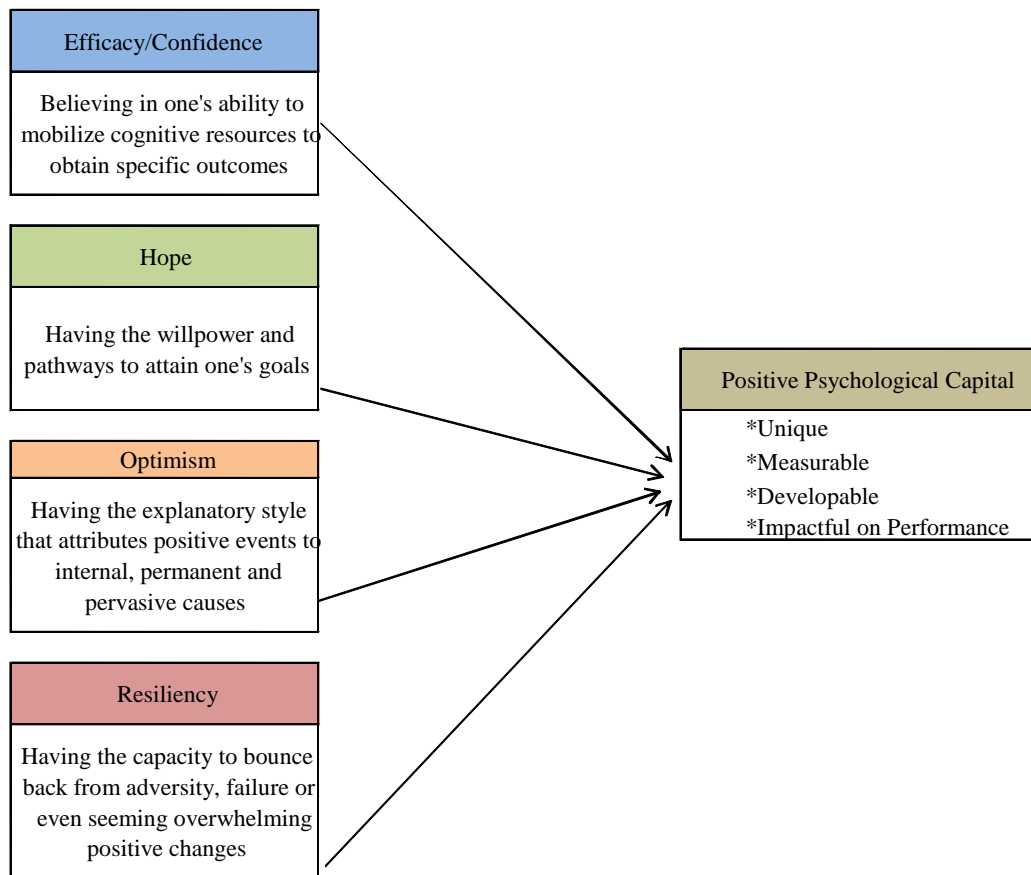
According to Luthans and Yousseff (2004), the development of positive psychological capabilities has a significant role in the authentic leadership theory. Since its focus is on the development of leaders who also have an impact on the follower development, it directly impacts the performance within an organization. The psychological capabilities according to Luthans and Yousseff (2004) are elaborated in the following part.

2.6.1 Self efficacy/Confidence

Albert Bandura defines self-efficacy as an individual's confidence on his/her own abilities on what they can do to mobilize motivation, resources and actions to be undertaken for a specific circumstance. Self-confident people choose and are open to challenging tasks and put high efforts on accomplishing successfully their goals and persist when they are confronted with obstacles.

2.6.2 Hope

Hope is considered as a motivational factor which is linked with three main factors: goals, agency and pathways. Individuals are determined on achieving their objectives based on how they feel of the organization, which provides them with internal determination and power for putting high efforts and required energy for attaining their objectives. Moreover, people with high hope are likewise persuaded by their intellect for developing ways for getting what they want, which in turn provides various alternatives of directions to be chosen for achieving their goals.

2.6.3 Optimism

Optimist individuals assign the positive events to internal causes, whereas the negative events are attributed to the external causes. This gives the opportunity to give credit and appraise positive events, which increases the self-esteem and morale. Likewise optimism allows people to distance them from undesirable events and protect them from guilt, depression and self-blame.

2.6.4 Resiliency

Resiliency allows individuals to work through improving their assets and reducing risk factors between individuals and their environment. Resiliency is the capacity to recuperate from difficulty, uncertainty, failure or even positive, but apparently overwhelming changes, such as, expanded obligation. This means that resilient people attempt various alternatives for achieving their goals and have the ability of swift adoption to situational demands.

In addition, Luthans and Yousseff (2004) claim that when positive psychological capital is established within an organization and followers gain trust of their leaders and know that they are perceived as the most important asset within the organization, then most likely a positive spiral is developed resulting in competitive advantage.

2.7 Authentic leadership outcomes

Authentic leadership is considered to have several positive outcomes which positively affect the organization, leaders and followers. In the following figure are presented some of the main outcomes of authentic leadership:

Figure 7: Main Outcomes of Authentic Leadership

Note.* The figure is prepared based on literature review on authentic leadership.

Authentic leadership focuses on building leader and follower relationships through the leader and follower development, where as a result both parties will work on accomplishing common desired goals and objectives. This enables followers to increase their confidence and be able to take the roles of leaders and collaboratively work on achieving common goals. According to Gardner et al. (2005), authentic leadership is characterized with high work commitment, job satisfaction and trust. Moreover, authentic leadership enables the development of the follower self-awareness and self-regulation which facilitates the self-discovery of followers.

In the Walumbwa et al. (2008) study, it was found that the follower's views on leader's authentic behaviors are absolutely interrelated with the follower's job contentment and efficiency as presented in Figure 8.

Figure 8: Authentic Leadership Outcomes
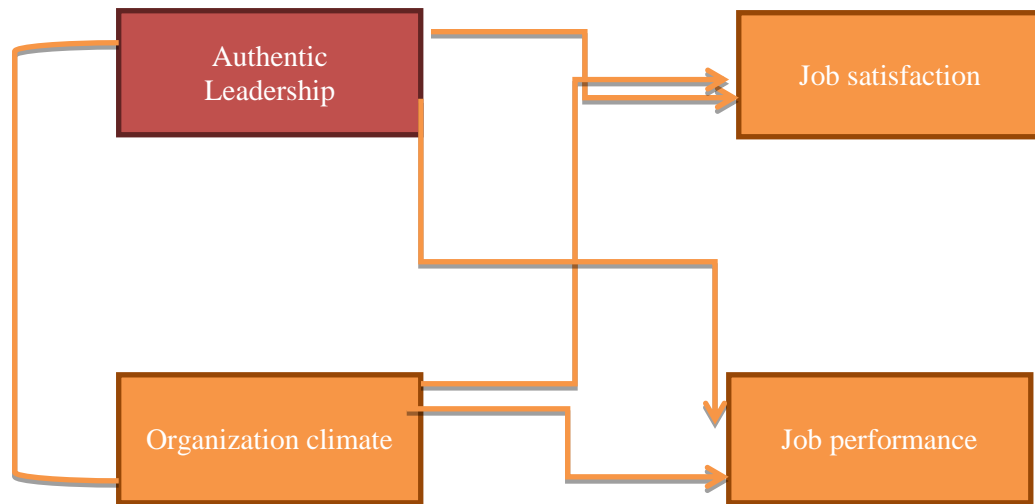
Source: F.O.Walumbwa et al., Authentic leadership: *Development and validation of a theory-based measure*, 2008, p.117, Figure 2.

As a result authentic leadership has many positive outcomes in both individual and organizational context. Walumbwa et al. (2008) has listed some of the authentic leadership outcomes such as high organizational commitment and behavior, work performance and follower satisfaction. Whereas, Avolio et al. (2004) has also included job satisfaction by highlighting empowerment and task engagement within an organization. Moreover, Illies et al. (2005) has linked also team performance as part of the authentic leadership outcomes which is linked with job satisfaction and trust. According to Avolio et al. (2004), the work performance of an individual depends on how he/she feels by being part of a group and the impacts of the group experience.

Darvush and Rezaei (2011) in their study have found that the follower's perceptions of their authentic leaders were positively related to the follower's job satisfaction and team commitment. As a result their findings emphasize the need to take into account factors like authenticity where they found that it encourages follower's trust in their leader which results in job satisfaction and team commitment. In Figure 9, is presented the research model used by the authors.

Figure 9: Research Model
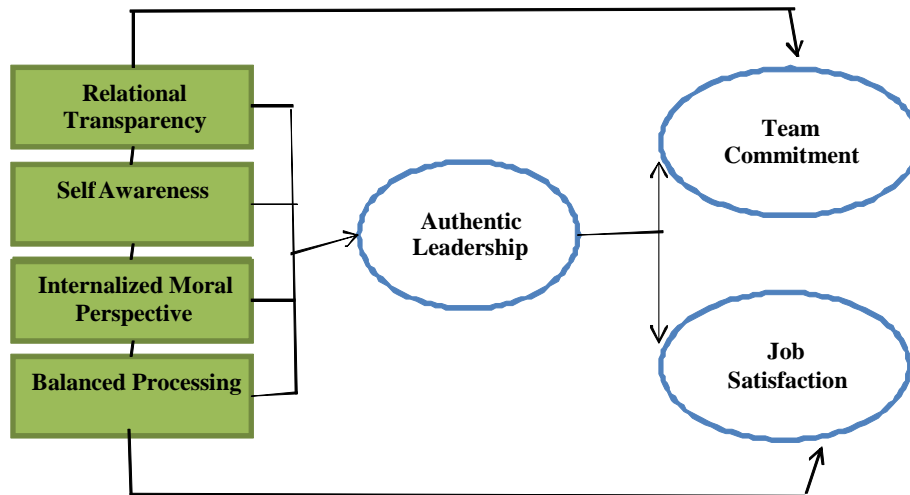
Source: H. Darvish, & F. Rezaei, The impact of authentic leadership on job satisfaction and team commitment. *Management & Marketing Challenges for the Knowledge Society, 2001, p.*428, Figure 1.

Furthermore, the study has shown that the higher the level of authenticity in leaders, there is a higher direct impact on satisfaction and commitment. It was found that when leaders know and act based on their values, beliefs, and strengths while supporting followers to act in the same manner, the employees' well-being will grow which is directly related with the follower satisfaction and commitment.

2.8 Importance of authentic leadership

2.8.1 Individual

Authentic leadership studies show how leaders are able to understand their followers' capabilities and potential so that they can assist on performance improvement and their development. Authentic leaders put high emphasis on followers' well-being which will result on more involvement and work commitment within the organization and higher job satisfaction. Employees working with authentic leaders will be able to discover themselves resulting in increased confidence and trust of followers which has a direct impact on the organizational climate, job performance, commitment and satisfaction which are also determinants of the followers' happiness at work.

2.8.2 Organization

By many authors, the development of authentic leadership within an organization is considered as a competitive advantage. The high focus on leader and follower development is considered as a main trigger of improved work performance, since the strengths of leaders and followers are identified and the capabilities of both are recognized. Both leaders and followers share common values and beliefs and work toward accomplishing common goals and objectives. Followers are encouraged to give their own ideas, alternatives and take actions as leaders for achieving goals. Authentic leadership is focused on creating a learning culture within an organization where both followers and leaders can feel free and confident on what they can do and learn from their mistakes, which is considered to be part of the leader and follower development.

2.8.3 Community

The literature on authentic leadership emphasized the importance of well-being of followers, and leaders within the organization. Accordingly, the literature suggests that the outcomes of authentic leadership will have a direct positive impact on forming strong relationships which will contribute to the individuals' life, society and environment.

2.9 Followership and development

Gardner et al. (2005) has stated that followership is a vital part of authentic leadership, where followers learn from their leaders and recreate their practices for their development. This implies that authentic leaders are considered as main contributors for the development of authentic followers within an organization. In addition, it has been found in different academic studies that there are a few results of authentic leadership on followers, for example, follower job satisfaction, job performance and empowerment (in Emuwa, 2013). The advancement of followers leads toward making a positive and friendly organizational climate which contributes on the prosperity of followers and leaders; therefore, this will enhance the work commitment in the organization and set up solid relationships between leaders and followers. Accordingly, an organizational culture will be established where all will work in view of shared goals, values and beliefs.

2.9.1 Followership

According to Kahn (1990; in Leroy et al., 2012), authentic followership depicts the process where followers experience independent motivation. As long as the needs of followers are satisfied, they are more prone to build up work related activities which are proposed by them and are in accordance with their basic need of satisfaction.

Leroy et al. (2012) has posited that basic need satisfaction has an impact on the effect of authentic leadership, authentic followership, and the interaction on followers work performance. In Figure 10 are presented the examined relationships:

Figure 10: Authentic Leadership Examined Relationships
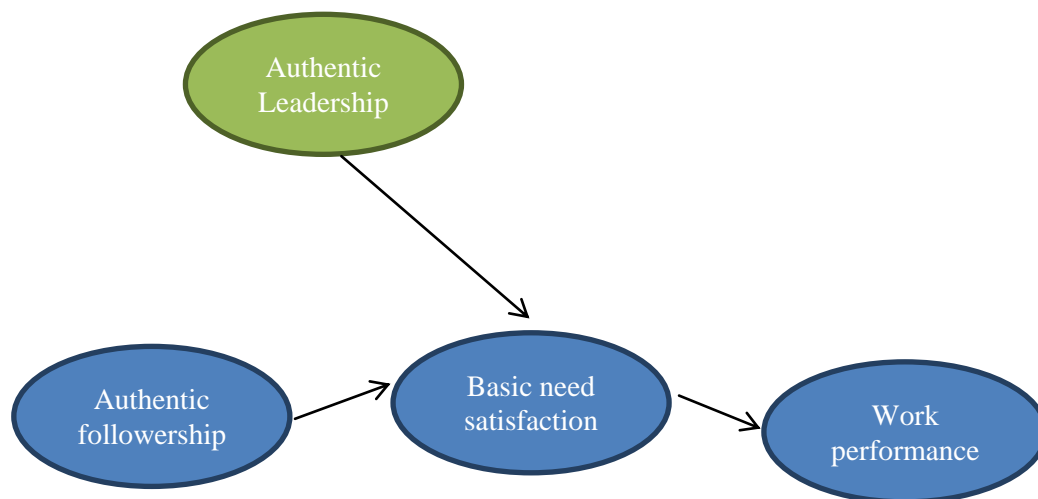
Source: H. Leroy et al, *Authentic Leadership, authentic followership, basic need satisfaction, and work role performance: A Cross-Level Study*, 2012, p. 4, Figure 1.

The study of Leroy et al. (2012) gave contribution to three areas on the authentic leadership literature. Initially, it adds more evidence on the performance implications of authentic leadership and describes how authentic leadership identifies and develops the performance behaviors which are crucial in the current challenging work environment. Furthermore, it provides suggestions on how the authentic leadership performance advantages can be grasped better by taking into account the basic needs of satisfaction as mediating and instructive mechanism. Finally, it considers the influence of followers, authentic followership, which is presumed to be a positive outcome of authentic leadership.

2.9.2 Follower development

Gardner et al. (2005) treat the authentic followership as an essential component and outcome of authentic leadership development. According to the authors, the authentic followership as presented in Figure 11 portrays the process of the authentic leadership development.

Figure 11: Authentic Followership and the Process of Authentic Leadership Development
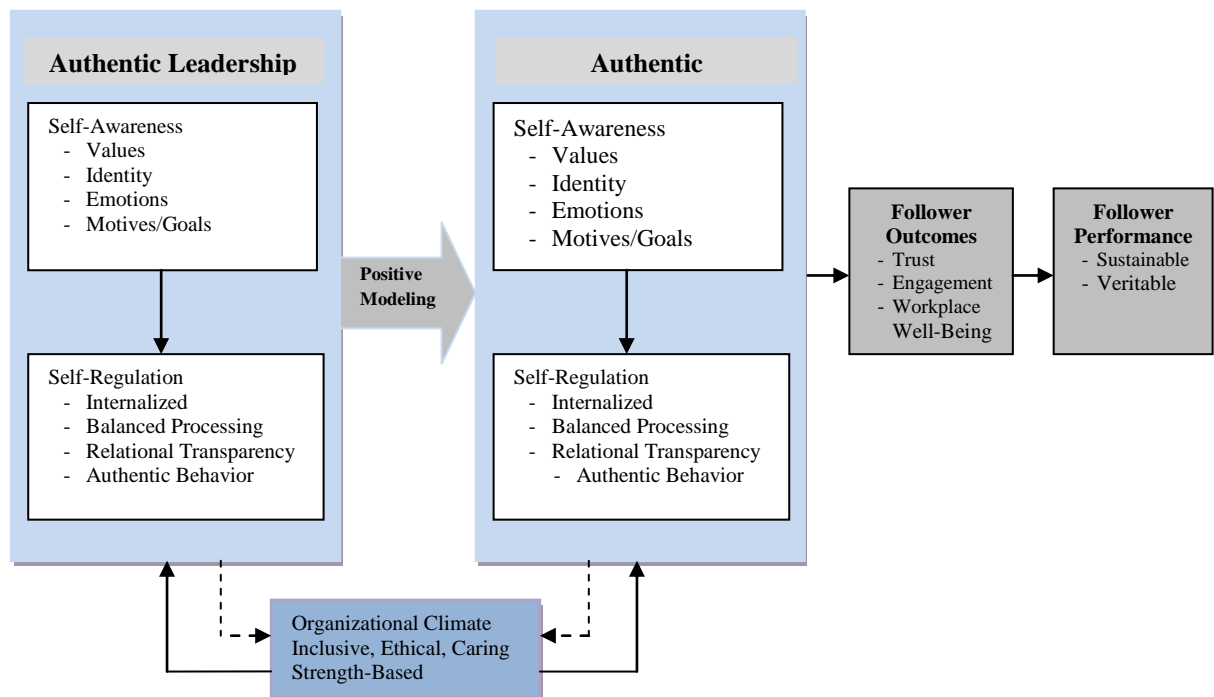
Source: W. L. Gardner et al, Can you see the real me? A self-based model of authentic leader and follower development, 2005, *The Leadership Quarterly*, 16, p. 346, Figure 1.

Authentic followership development is generally demonstrated by the authentic leader to increase followers' self-awareness and self-regulation toward oneself prompting positive follower advancement and results. The high level of trust is considered to be the most advantageous outcome derived from authentic leadership and followership (Gardner et al., 2005).

2.9.3 Authentic leader development

Avolio and Hannah (2008; in Klenke 2007) claim that numerous organizations consider as an essential objective the development of their leaders, however there is still a need in regards to the theory of leader development. Gardner et al. (2005; in Klenke 2007) have argued that the trigger encounters shape the authentic leadership development. The meaning of an individual's role, promotion and development of authentic leadership is profoundly subject to the events which may trigger the improvement or changes in self-character. The trigger occasions are thought to be positive forces which contribute in increasing the self-awareness, growth and development of a leader (Avolio, 2005; Gardner at al., 2005; Luthans & Avolio, 2003; in Klenke, 2007).

According to Klenke (2007) authentic leadership is considered as a process where the self-identity and leader identity are bound together to form an identity framework which contributes toward the establishment of an organizational culture, positive working environment and stronger leader and follower coordination. The author claims that spiritual authentic leaders recognize the emotional followers, the responsibilities of leadership, the suffering and sacrifice which are all considered to be components of authentic leadership.

In addition, Lord and Brown (2004; in Klenke, 2007) contend that both the negative and positive occasions have an effect on the behavior and change of one's self-character. Accordingly, the people will be more mindful of given options on possible selves and can change the real self. According to Klenke (2007) the self-identity framework is comprised of cognitive and affective components. The system includes multiple self-identities and subset of sub identities. Overall, the proposed model of the self-identity system supposes that identity is a precondition for authentic leadership development within an organization. It would be very difficult for leaders to develop followers if they are not aware of their own needs, values, abilities, and motivations and other important elements of self-definition (Avolio et al., 2004; Gardner et al., 2005; in Klenke, 2007).

3 METHODOLOGY

The research analysis for the master thesis is based on primary and secondary sources which consist of both qualitative and quantitative data analysis. The descriptive statistics and explanatory approach have been used for the analysis purpose and topic elaboration.

3.1 Research objective and methodology

The main objective of this master thesis is to study and analyze the authentic leadership in the case of the Settegusti Company in Kosovo. The research design for this project is a combination of desktop and empirical research, where the master thesis is completed based on in depth interview, survey and online research which include reliable published studies, articles, journals, reports and academic literature.

For the case study part, empirical research is used to determine whether authentic leadership positively contributes in regard to the internal organization culture and leadership performance. The master thesis elaborates the theoretical part of authentic leadership; it examines the current business situation of Settegusti Company, and provides a deep analysis of authentic leadership based on findings. Moreover, it is focused on authentic leadership in Settegusti Company and its importance in the leadership performance. The research provides the results on whether authentic leadership is part of the business, what opinion the employees have in regard of the authentic leadership within the company, what mechanisms the management should consider to develop further, have competitive advantage and create

equal opportunities for each staff member within the company. Accordingly, it shows how authentic leadership improves the leadership performance and maximizes the benefits for Settegusti Company.

The qualitative research of the project presents answers to these research questions:

- Why authentic leadership is considered as main factor for improving leadership performance in the Settegusti Company?
- What is the actual state of authentic leadership in the Settegusti Company?
- How authentic leaders affect the commitment of followers in Settegusti Company?

There were three techniques used for the research methodology: (a) Observation, where several visits have been made within the company premises and the way how employers interact and communicate with their employees was understood (b) in depth interview with the Executive Manager of the Company, and (c) survey, where leaders and employees were informed about the questionnaire and its purpose. Each employee had to fill in two questionnaires and put them in the box, whereas leaders had one questionnaire. After we received the filled in questionnaires, we entered the data in the excel file, generated graphs, and analyzed and interpreted the given results.

3.2 Design of the questionnaire

In order to have a more detailed analysis aiming to reflect the actual situation of authentic leadership within the company, three questionnaires have been adapted. These questionnaires enabled us to understand the current status of leadership within the company and provide recommendations to management based on the generated results and analysis. All of the questionnaires were adapted from existing authentic leadership questionnaires presented by Allen & Meyer (1990), Commeiras & Fournier (2001), Emuwa (2013), Penger (2006) and Northouse (2007).

The first questionnaire is divided into three main parts which facilitated a deep analysis in the aspects of affective commitment, continuance commitment and normative commitment. Each part included 7 questions where in total there were 21 questions (Appendix A). The second questionnaire was for evaluating leaders and it contained 23 questions (Appendix B). Both of these questionnaires had to be filled in by employees. The third questionnaire was for self-assessment and was filled in by leaders. This questionnaire contained 30 questions (Appendix C).

3.3 Data collection procedure

All of the questionnaires included a short introduction which provided information on the purpose of the questionnaire and how it should be filled in. All of the questionnaires were distributed and collected by the Executive Manager of the Company, where I was present during the whole process. Firstly, the questionnaires were prepared in the English language then translated and adapted into the Albanian language. All questionnaires apart of the work commitment survey consisted of closed questions with 1 to 5 scale, where (1) = Strongly Disagree, (2) = Disagree, (3) = Neutral, (4) = Agree, and (5) = Strongly Agree. The work commitment survey also consisted of closed questions but the scale was differently measured as such (1) = Strongly Agree, (2) = Agree, (3) = Neutral, (4) = Disagree, and (5) = Strongly disagree. This scale is known as Likert scale and allows easier interpreting and overview of the results for readers or other third parties.

3.4 Responses to the survey

The respondents to the survey were not divided into any category since the management of the company was interested to have a detailed indication of the overall company. As a result, the management requested the questionnaires to be distributed to all employees and to all five leaders of the company. Out of the total number of employees, which is 50, 40 employees have responded to all of the questions presented in the questionnaires. This indicates that the results present the actual status of the leadership in the company since 80% of the total employees have been part of this study. In addition, all of the leaders have responded to the questionnaire.

Furthermore, all of the obtained data was entered into a Microsoft Excel spreadsheet and all of the analysis of the results are presented in percentages and mean values. Comparative analysis is made in order to see the variances of the answers from the perspective of leader self-evaluation and evaluation of the leaders by followers.

3.5 Limitations and implications of the study

Although the research has achieved its objective, there were some limitations that could not be avoided and have had either direct or indirect impact on the results of the study.

Figure 12: Limitations and Implications of the Study
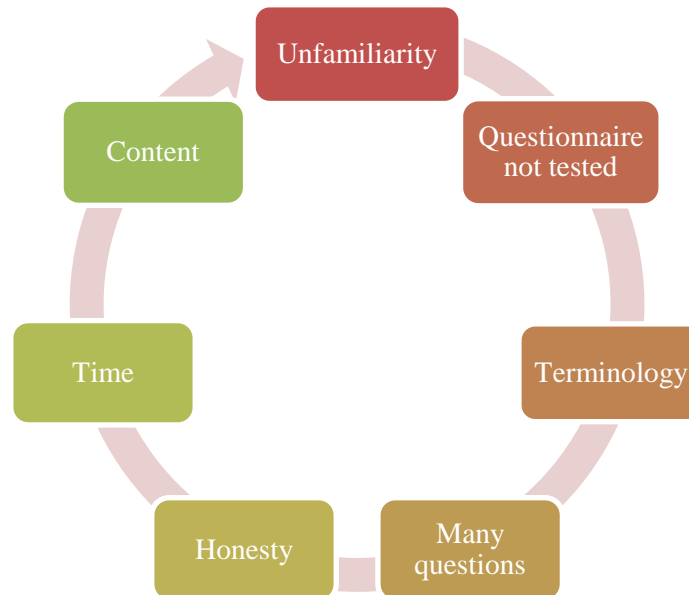
Note.* The figure has been prepared based on the limitations and implications encountered during the study authentic leadership in Settegusti Company.

First of all, the designed questionnaires were prepared and adopted based on existing authentic leadership questionnaires, where also clear instructions were given on how they should be filled in. However, the concept of authentic leadership might have had caused confusion to followers. This occurs as a result of the non-familiarity with the term of authentic leadership.

Secondly, the questionnaires have not been tested on a given sample, except that we have gone through each question with the Executive Manager of the Company, where he claimed that all of them were sufficiently clear and understandable. All of the questions were translated and adapted from the English language into the Albanian language. However, as a result of not testing the questionnaire on a small sample, the respondents might have had difficulties on responding to particular questions due to the used terminology which might have been new for them.

Thirdly, employees and leaders might not have been honest while providing answers to the questionnaires even though they knew that the questionnaires would all remain anonymous. This might have occurred for protecting the reputation of the company. Accordingly,

employees had to fill in two questionnaires which both in total had 44 questions and leaders had to fill one questionnaire that had 30 questions. Since there were many questions, respondents might have become tired, which could have led toward filling in the questionnaires faster and not sincerely or accurately responding to the questions.

Time was considered to be another limitation of this study since the survey was conducted in January 2015. During this period of time, the company had a lot of work after the New Year's Eve. Moreover, it was a big challenge to manage conducting the survey at the same time with all respondents. Therefore, the company had made a plan when the questionnaire could be conducted. This was done by appointing the date and time for each department when they had to respond to the survey.

Finally, there are content limitations which occur due to the primary and the secondary data on which the study is based on. Limitation on primary data is considered the requirement from the management of the company to have a detailed overview of the overall company and not an analysis per department which could have been more specific. Moreover, many studies have been made on authentic leadership and, in this study, many sources which were considered to be the most appropriate and reliable ones to fit with the objective of the study have been used. This means that not all of the literature review could have been incorporated in the study.

4   THE ANALYSIS OF AUTHENTIC LEADERSHIP IN THE CASE OF THE SMALL MEDIUM COMPANY SETTEGUSTI IN KOSOVO

Settegusti Company is one of the most successful companies in Kosovo, which distributes to the entire Kosovo market retail stores brands of food products and beverages that are well-known in the European market. The Company aims to offer a variety of products and create differentiation and more opportunities in the market. The current food and drink products offered in Kosovo are mainly imported from the regional countries.

4.1 Background information on Settegusti Company

Settegusti Company was founded in 2011 and since then it aims to offer a variety of products and create differentiation in the Kosovo market. The main goal of the Company is to offer new quality products from European market to Kosovo market which would satisfy consumer needs and wants, and attain customer retention. Below is presented the logo of the Company.

Figure13: Logo of Settegusti Company

Source: T. Haxhiu, personal communication, March 12, 2015.

4.1.1 Company vision

Be at the forefront in delivering qualitative products, and providing customer satisfaction through both integrity and innovation in Kosovo market.

4.1.2 Company mission

Satisfy delight and nourish customers through offering a wide range of products and beverages.

4.1.3 Human resources

Settegusti Company currently has 50 employees, excluding the seasonal workers during peak seasons like summer and winter holidays. All staff members of Settegusti Company have been part of various training sessions. Those trainings were obligatory for each employee. The main goals of trainings were to teach followers and leaders on how to behave to particular situations, what needs to be done toward accomplishing the common goals and satisfy customer needs. The company has 4 main departments such as: Finance Department, Sales Department, Marketing Department and Human resources and Management. Below in Figure 14 is presented the organizational structure of Settegusti Company.

Figure 14: Organizational Structure

President
Bashkim Haxhiu

Executive Manager, CEO
Taulant Haxhiu

Finance
Department

Sales
Department

Marketing
Department

Human Resources & Administration
Department

Manager Department
Edona Haxhiu

By Region
Sector

Supply Chain
Sector

Marketing Manager
Irfan Sinani

HR Manager
Nurie Zuka

Chief Accountatnt
Musa Zejnullahu

Sales Manager in Prishtina region
Enver Ahmeti

Warehouse Manager
Arta Fetahu

Market Analyst
Bashkim Maliqi

Administration Manager
Fatlinda Lenjani

Accountants
Valentina Misini

Sales Manger in Gjilan region
Adnan Zenuni

Delivery Manager
Granit Haxhiu

Sales Manger in Ferizaj region
Festim Syla

Operations Manager
Fatlum Devaja

Sales Manger in Peja region
Bekim Pira

Sales Manger in Prizeren region
Blerim Luta

Source: T. Haxhiu, personal communication, March 12, 2015.

4.1.4 Products

The Company distributes daily food products and beverages. The origin of these products is from European countries. European countries are well-known for their qualitative production process and standards they use. Below are presented some samples of the products being offered.

Figure 15: Samples of Settegusti Products

Source: T. Haxhiu, personal communication, March 12, 2015.

Customers can easily perceive the quality and healthiness of products offered by Settegusti Company. As well as being delighted with the quality and price of Settegusti products, customers like the attractive packaging. The company also offers high quality and retail ready presentation displays for most of its products.

From Swiss chocolate, Belgian chocolate seashells and French truffles to Austrian chocolates, customers will find everything that they can think of from the world of the cocoa bean offered only by Settegusti Company in Kosovo market. Another important fact regarding the products is about the wide range of confectionery items that create the ideal impulse in a store.

4.1.5 Target market

The Company acts as an intermediary, therefore Settegusti distributes its products to retail stores all over the Kosovo. Retail stores then implement their pricing strategies. But being aware of the living standard in Kosovo, the company's target market is considered to be medium high income families.

4.1.6 Company values

Settegusti Company is highly committed to satisfy, delight and nourish the customers.

Accountability is another core value of the Company. It accepts the responsibilities on products delivery conditions.

Safety is another value about the Company. Settegusti ensures the health and safety of employees to provide an accident-free workplace.

4.1.7 Competitive advantage

Settegusti has achieved to increase the product assortment and provide quality products for the customer basket. German, Swiss, Austrian, and products of many more countries are provided to Kosovo market. Customers in Kosovo have had the same product choices for a long time. They were in need of higher quality products, more choices and differentiation. This is exactly what Settegusti did, making it the main competitive advantage. The ingredients, taste, and attractive package of products enabled customers to lighten up their faces and create satisfaction.

The current food and drink products offered in Kosovo are mainly distributed by regional countries. Customers are in need for differentiation, new products, new services and added value in order to satisfy their needs. "A satisfied customer is the best business strategy of all" said Mr. Taulant Haxhiu, Executive Manager of Settegusti Company. Accordingly, Mr. Haxhiu said that the long-term growth of the Company results from teamwork and creating the right environment and the right conditions and treatment for all followers and leaders. Furthermore, he mentioned that there is no single blueprint to success besides hard work, commitment and work satisfaction.

4.1.8 Company strategy

Settegusti aims to offer European branded products to Kosovo market by satisfying customer needs and wants and achieving customer retention. The strategy of Settegusti Company is based on the main following segments:

- Costumer relations
- Product management
- Quality
- Loyalty of staff
- Staff development
- Sales progress

4.1.9 Social responsibility

Settegusti Company tries to achieve the highest standards of social responsibility. The company has always believed in the importance of creating a sustainable company that offers different products and services. The strategic dedication of the Company includes responsibility towards the staff, business partners and environment.

4.1.10 SWOT analysis

The SWOT analysis of Settgusti Company presented below is prepared based on the information obtained from Mr. Haxhiu and the observation throughout the research.

Strengths
- Right products, quality and reliability
- Superior product performance
- Better product life and durability
- Logistic operation and activities
- Distribution channels

Weaknesses
- European products only
- Medium facility

Opportunities
- Customers know the products
- Only regional products are distributed by competitors
- Due to some issues, customers have boycotted products distributed from regional countries
- ERP Navision system

Threats
- Regulations and respecting contracts
- Supply chain management
- Increase of transportation cost

4.1.10.1 Measures to improve weakness

- Use promotional strategies to show that these products are consumed and sold world-wide
- As the business grows, it can move into larger facilities

4.1.10.2 Measures to mitigate threats

- Enforcing regulations and contracts based on law and determine the rights and liabilities of each party
- Predicting precisely the orders and have more stocks
- Reaching long term agreements with transportation companies

4.1.11 Background information of the executive manager

Mr. Taulant Haxhiu lived and studied in Switzerland, therefore despite taking along his knowledge and experience back to Kosovo, he decided to bring the top quality Swiss products. As explored by Mr. Haxhiu, there was no such offer in Kosovo market, where customers had limited opportunities to decide and consume amongst the existent choices. They were unable to evaluate the alternatives because there were not many options offered for consumers.

Another important fact was that products offered by regional countries, especially from neighboring countries, were boycotted due to some political issues. Therefore, customers were interested more than ever to have qualitative products on their tables. Mr. Taulant Haxhiu saw it as a business opportunity and started to develop his idea. He mentioned that for him the act of business planning is so important because it requires analyzing each business situation and make decisions based on facts and real data. He was very strategic in creating his networking which helped him speed the way to success. Switzerland, to Mr. Taulant Haxhiu, is the most prosperous country. He wanted to bring a slice of Switzerland to Kosovo, and believes that he brought the best products and services.

Mr. Haxhiu has a B.A in Business Administration from St. Gallen University (HSG), in Switzerland. Due to his hard work and dedication to business world, he has achieved to be part of many business activities held in Switzerland and throughout the Europe. Mr. Haxhiu was part of the European Conference on ICT for Transport Logistics held in Brussels, Belgium; Retail Conference, Dusseldorf, Germany; Business and Service Conference Rome, Italy; Business Development conference, Hamburg, Germany. Throughout these conferences, he had the opportunity to meet very successful people from Europe and widen his network. Through his knowledge and business experiences, he wanted to really contribute and influence new products and services in Kosovo market and introduce a different work approach by establishing favorable work conditions within the Company, provide equal opportunities, make employees feel free to express their opinions and not work based on bureaucratic administrating the programs.

4.2 Overview of the operational strategy

Kosovo is considered as a favorable environment for business investments. In order to develop a business idea, it is important to have all the potential resources for making an idea a working prototype, having a drive and the ability to risk.

4.2.1 Strategic objectives

The main objective of Settegusti was to contract all the medium and big chain of retail stores in Kosovo, where in total were around 90 operational retail stores. The first plan was to reach an agreement between Settegusti Company and the chain of retail stores in Kosovo. Retail stores would provide space for Settegusti Company to place the new products in their own displays, separately from other products. In turn, Settegusti would give to the retail stores the opportunity of an extended period of payment of 20 days and an extra discount of 4%. The indication was to raise awareness about the new product assortment offered by Settegusti Company.

The second plan was to distribute products to rural areas which were operating only on limited product choices. The medium and big chain of retail stores had destroyed the small markets in rural areas. The major reason was that medium and big sized retail stores provided more alternatives for customers. People living in rural zones had to go to the nearest city to purchase the needed products. This means extra cost and time for customers. Therefore, Settegusti Company aimed to offer the same choices all over the Kosovo through its logistic capacities.

The third plan was about logistic operation and installing the ERP Navision system, which is a Microsoft product that enables automatic reports on daily basis for the Company. The logistic operation is considered as a core competence within the company, since it enables the Company to have fewer costs and increase customer satisfaction.

The role of the Company as a distributor is expanding in the retail market. Therefore, the Settegusti products are going to be sold in different retail stores meaning that these products are a potential development for retail stores. Settegusti CEO, Mr. Taulant Haxhiu (2015) said that a distributor cannot be successful without a network of active retailers. "A distributor's revenue is tied directly to how many retailers it has and how active the retailers are at securing new business."

4.2.2 Start-up process

Mr. Haxhiu decided to engage a Swiss consulting firm to prepare the business plan for Settegusti Company. The business plan was prepared with the purpose to provide a defined image of all potential costs and business opportunities.

The next stage of Settegusti was to hire a company for real estate issues in order to deal with legal issues in accordance to Kosovo law. The Company wanted to be on a safe side and arrange everything as required.

The following stage was accommodating inventory needs. The conditions in holding inventory of food products are very specific. The company achieved to provide standards of storerooms, in compliance with sanitation programs and policies.

From September 2011 up till now the company has signed 68 contracts with small, medium and large retail stores in Kosovo. This chain of retail stores have agreed to purchase products and sell them in their stores. The product features distributed by Settegusti Company are unique. Customers can identify them easily in different retail stores because they are placed in distinctive manner, and labeled with name Settegusti in shelves.

Even though the company considered that there are people who currently know their products, they wanted to advertise and promote their products in the best possible manner. Marketing activities were organized by marketing department. Mostly brochures and catalogs were prepared in order to be distributed to potential customers.

4.2.3 Challenges

Through the path of developing the idea, Mr. Haxhiu encountered a number of challenges. The first challenge was with contract agreements. A chain of retail stores in Kosovo, whose name Mr. Haxhiu wanted to keep anonymous, after signing the contract, did not agree to place Settegusti products on the displays provided by the Company. They asked for extra benefits. This was considered as a critical situation, where the specific chains of retail stores were not supporting a new product line. To overcome this challenge, Mr. Haxhiu negotiated with that specific chain of retail stores and achieved to reach a new agreement where they would place the product on Settegusti displays, in turn Settegusti extended the payment period for another 10 days.

The other challenge was related with the transport of products from Europe to Kosovo. Even though Settegusti had contracted a local transportation agency to deliver the products on specific dates and place, this agreement failed. Delivery took place after some extra days, because of the transportation agency inefficiencies. Mr. Haxhiu overcame this challenge

through terminating the contract with the transportation agency, and signing up a new contract with a new and serious transportation agency.

4.2.4 Future plans

Customers have already reacted to Settegusti products; they perceived the quality and the difference. Retail stores are increasing their orders by large amounts, and are consolidating even more the relationship with Settegusti. The Company aims that the retained customers will make valuable references to potential customers. As soon as this is achieved, the company will try to expand and distribute its products to regional countries.

4.3 Findings and analysis of data and results

The surveys present three types of results such as: (1) analysis in the aspect of affective, continuance and normative commitment of followers which show the level of satisfaction and connection of followers with the Company (2) evaluation of leaders by followers which shows the authenticity of leaders, and (3) leaders self-assessment which shows the level of authenticity. All results are presented in percentages and average values and elaborated in details further in the paper.

4.3.1 Commitment of followers in Settegusti Company

4.3.1.1 Affective commitment

The results derived from the questions used for affective commitment determine whether the employees are emotionally attached with the company, and whether they are satisfied and happy to remain as part of the company. In Table 7 are presented the questions that were part of the survey for measuring the affective commitment in Settegusti Company.

Table 7: Questions for Affective Commitment

Question No.	Questions for Affective Commitment
Q1	I would be very happy to spend the rest of my career with this organization
Q2	I enjoy discussing my organization with my friends and family
Q3	I feel as if the problems of the organization are my own
Q4	I do not feel like part of this organization
Q5	I am not emotionally attached to this organization
Q6	I can easily become attached to another organization
Q7	I find that my values and the organization's values are very similar

Note.* The table includes the questions that are part of the work commitment survey.

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The results of the survey as presented in Figure 16 indicate that more than 47% of employees strongly agree and agree that they would be very happy to continue working in Settegusti Company for the rest of their career. Furthermore, 52.5% of the employees agree that they enjoy discussing their work with their family or friends. Accordingly, 62.5% of the employees agree that they consider as if the problems of the company are their own, whereas 30% were neutral. Moreover, 50% of employees have responded with disagree that they would easily become attached to another company, whereas 45% have responded with neutral.

Figure 16: Analysis of Affective Commitment
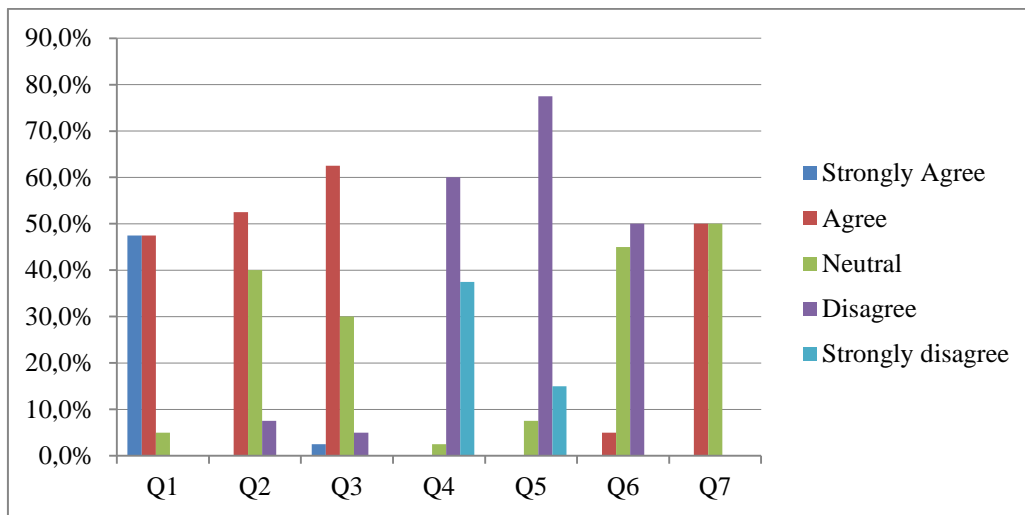
Note.* The figure is created based on percentage calculations considering the feedback received by respondents for each respective question.

On the other hand, 60% of the employees disagree and 37.5% strongly disagree that they do not feel like part of the company. In view of whether the employees are not emotionally attached to the company, more than 75% responded that they disagree and 15% strongly disagree. 50% of employees have answered with agree in view of whether the employees values and the company's values are very similar, but the other 50% were neutral. The results of the survey are presented in Appendix E, whereas the analysis for the results in Appendix F.

4.3.1.2 Continuance commitment

The result analysis for continuance commitment is supposed to show if the employees work for this company due to the limits of choices for working in other companies and hence they see it as a need. In Table 8 are presented the questions that were part of the survey for measuring the continuance commitment in Settegusti Company.

Table 8: Questions for Continuance Commitment

Question No.	Questions for Continuance Commitment
Q8	I am not afraid of what might happen if I leave this job
Q9	It would be very hard for me to leave this organization right now, even if I wanted to
Q10	It would be very costly for me to leave the organization now
Q11	I feel that I have too few options to consider leaving this organization
Q12	One of the serious consequences of leaving this organization would be the scarcity of available alternatives
Q13	I really care about the fate of this organization
Q14	This organization really inspires the best in me in the way of job performance

*Note.** The table includes the questions that are part of the work commitment survey.

The results of the survey, as shown in Figure 17, indicate that more than 62% of employees are afraid of what might happen if they would leave this job, whereas 27.5% of the employees were neutral. 55% of the employees agreed that it would be hard to leave the organization right now even if they would want to, while 37.5% of the respondents were neutral. Accordingly, 45% of the employees agree that it would be too costly for them to leave the company currently, but 50% of the employees were neutral in this regard. In view of whether there are very few options for the employees for leaving the organization, 40% of the employees agreed, whereas 52.5% remained neutral. In addition, 57.5% of the employees agreed that one serious consequence of leaving the company would be the scarcity of available alternatives, while 37.5% were neutral.

Figure 17: Analysis of Continuance Commitment
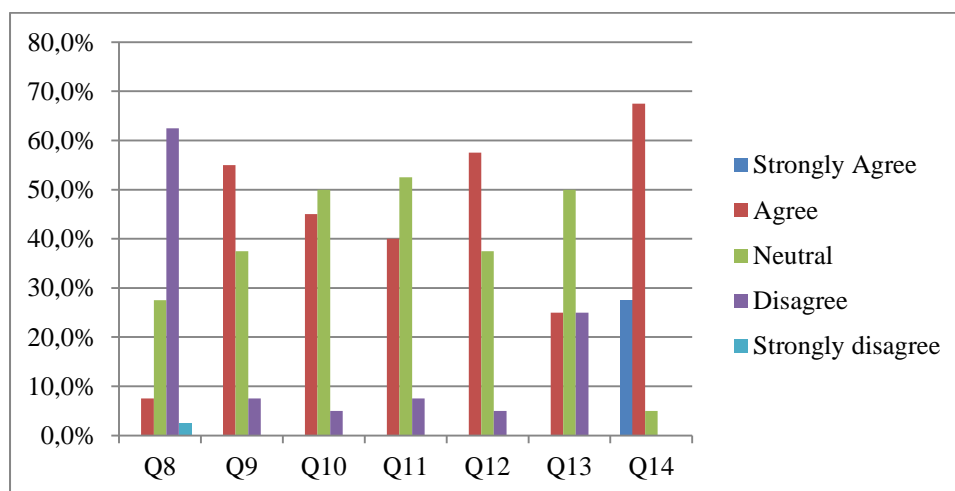
*Note.** The figure is created based on percentage calculations by relying on the feedback received by respondents for each respective question.

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On the other hand, 25% of the employees responded with agree, 50% were neutral and 25% disagreed in view of whether they really care for the fate of the company. Additionally, 67.55 of the employees agree that the company inspires the best in them in the way of job performance, while 27.5% strongly agree and 5% are neutral. The details of results are presented in Appendix G, whereas the analysis of the results is presented in Appendix H.

4.3.1.3 Normative commitment

The generated results of normative commitment indicate whether the employees feel that they are part of the organization since they feel it as a sense of moral obligation. In Table 9 are presented the questions that were part of the survey for measuring normative commitment in Settegusti Company.

Table 9: Questions for Normative Commitment

Question No.	Questions for Normative Commitment
Q15	I do not believe that a person must always be loyal to his/her organization
Q16	It doesn't seem unethical to me to jump from one organization to another
Q17	If I got a better offer for another job, I would not feel it was right to leave this organization
Q18	I believe that loyalty is important, therefore I feel a sense of moral obligation to remain
Q19	I was taught to believe in the value of remaining loyal to one organization
Q20	There is not too much to be gained by sticking with this organization indefinitely
Q21	The decision to work with this organization was my mistake

Note.* The table includes the questions that are part of the work commitment survey.

The results from the survey as shown in Figure 18 exemplify that 47.5% of the employees strongly agree and 42.5% agree that they believe that they must be loyal to the company. In regard to jumping from one company to another, 80% of the employees view that as ethical whereas 12.5% are neutral. Consequently, 60% of employees agree that if they had a better job offer, they would not feel it was right to leave this organization, but 32.5% of the employees were neutral in this view.

Figure 18: Analysis of Normative Commitment
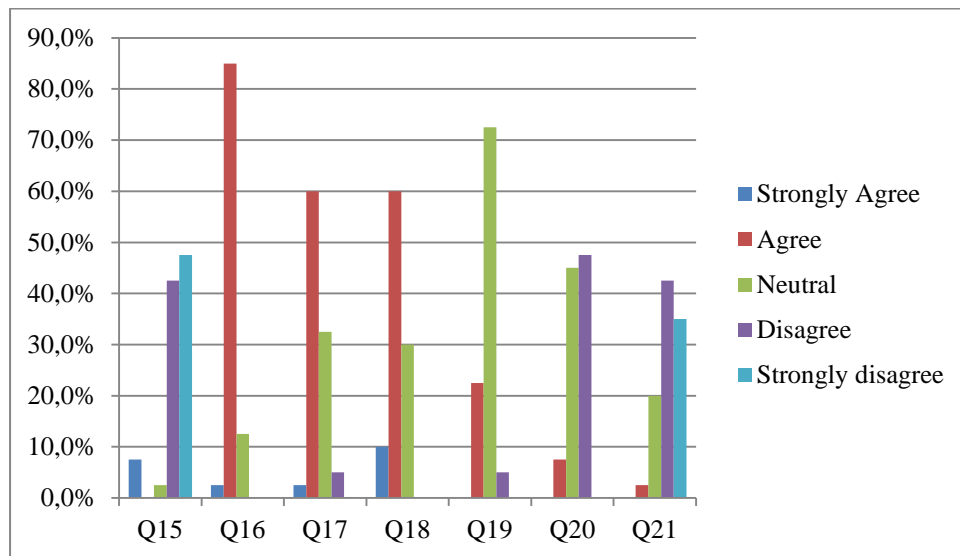
*Note.** The figure is created based on percentage calculations considering the feedback received by respondents for each respective question.

Furthermore, 60% of the employees agree that loyalty is important; therefore they feel a sense of moral obligation to remain in this company, while 30% of the employees responded with neutral in this regard. Accordingly, 72.5% of employees are neutral in view of being taught to believe in the value of remaining loyal to one company, while 22.5% agree in this point of view. In addition, 47.5% of the employees disagree that within the company there is not too much to be gained if they would decide to remain indefinitely, whereas 45% remain neutral. Finally, 42.5% of the employees disagree and 35% strongly disagree that the decision to work with this company was a mistake, while 20% remain neutral. More details of results and analysis are presented in Appendix I and Appendix J.

In Table 10 below are presented the average values which indicate the level of agreement that respondents have for each particular question presented in the survey for measuring the work commitment of followers in Settegusti Company.

Table 10: Average Values of Work Commitment

Affective Commitment	
Question	**Average**
1. I would be very happy to spend the rest of my career with this organization	1.58
2. I enjoy discussing my organization with my friends and family	2.55
3. I feel as if the problems of the organization are my own	2.38
4. I do not feel like part of this organization	4.35
5. I am not emotionally attached to this organization	4.08
6. I can easily become attached to another organization	3.45
7. I find that my values and the organization's values are very similar	2.50
Continuance Commitment	
8. I am not afraid of what might happen if I leave this job	3.60
9. It would be very hard for me to leave this organization right now, even if I wanted to	2.53
10. It would be very costly for me to leave the organization now	2.60
11. I feel that I have too few options to consider leaving this organization	2.68
12. One of the serious consequences of leaving this organization would be the scarcity of available alternatives	2.48
13. I really care about the fate of this organization	3.00
14. This organization really inspires the best in me in the way of job performance	1.78
Normative Commitment	
15. I do not believe that a person must always be loyal to his/her organization	4.23
16. It doesn't seem unethical to me to jump from one organization to another	2.10
17. If I got a better offer for another job, I would not feel it was right to leave this organization	2.40
18. I believe that loyalty is important, therefore I feel a sense of moral obligation to remain	2.20
19. I was taught to believe in the value of remaining loyal to one organization	2.83
20. There is not too much to be gained by sticking with this organization indefinitely	3.40
21. The decision to work with this organization was my mistake	4.10

Note.* The table is created based on average calculations considering the feedback received by respondents for each respective question.

The results in view of affective commitment show that most of followers feel part of the company and that they are emotionally attached to it. However, in regard of continuance commitment the results indicate that the majority of followers take neutral position to show whether they care for the fate of the organization and they agree for being afraid of what might happen if they leave their job. Accordingly in view of normative commitment most of followers agree that they believe that a person should always be loyal to his/her company and that they have made the right choice to work for Settegusti Company.

The results indicate that the work commitment in Settegusti Company is not satisfactory due to the answers provided to each specific question; as such followers took neutral position

while providing answers to particular questions and in some cases they did not strongly agree nor strongly disagree.

4.3.2   Follower evaluation of leaders

The survey for the assessment of leaders from followers presents the level of authenticity from the employees' perceptions. The results of follower evaluation of leaders are provided in Appendix K, whereas the calculations and other detailed information are presented in Appendix L.

The generated results from followers' perceptions for the authenticity of leaders as presented in Figure 19 show that the majority of followers agree that their leaders are open and communicate the hard truth, admit when mistakes are made, encourage employees to give ideas and display emotions exactly in line with their feelings.

Figure 19: Analysis of Follower Evaluation of Leaders Q1-Q5
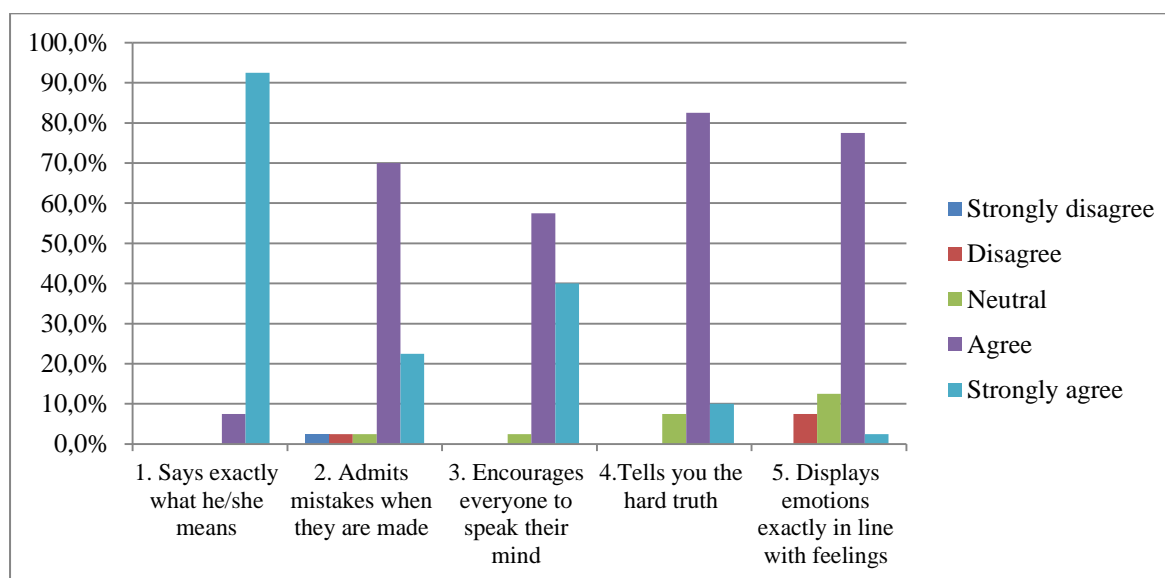
Note.* The figure is created based on percentage calculations considering the feedback received by respondents for each respective question.

Moreover, the results as presented in Figure 20 indicate that employees have evaluated that their leaders demonstrate beliefs that are consistent with actions, make decision on their core values, make difficult decisions based on high standards of ethical conduct, do not solicit views that challenge their deeply held positions, analyze relevant data before making a decision.

Figure 20: Analysis of Follower Evaluation of Leaders Q6-Q11
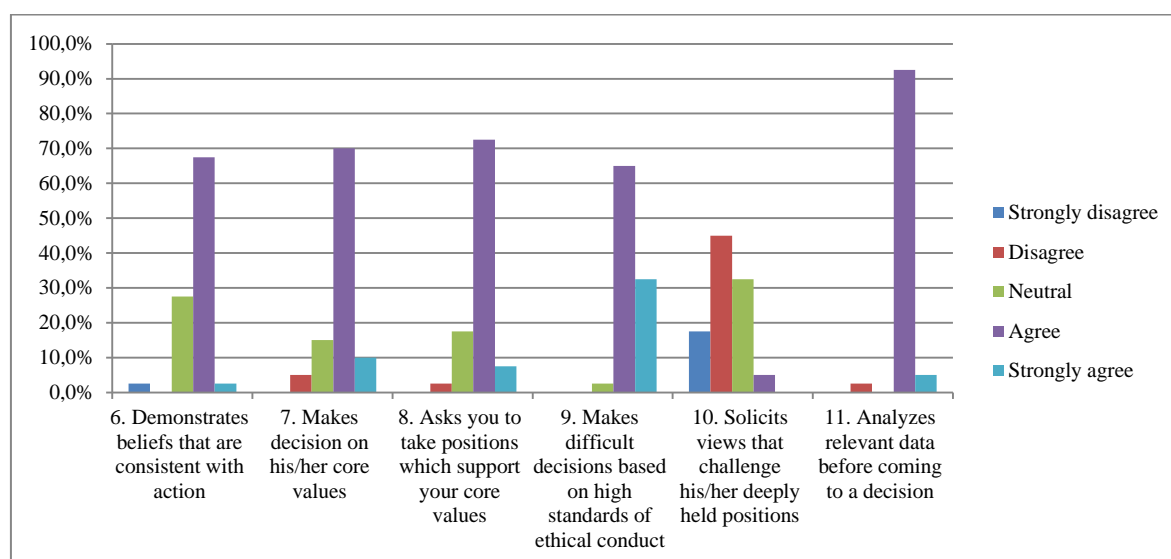
Furthermore, as presented in Figure 21, leaders of Settegusti Company have been evaluated by their employees as being very careful of different point of views before making a decision, ask for feedback for improving interaction, know when it is time to evaluate their positions on important issues and show they understand how particular actions impact others. However, employees disagree that their leaders accurately describe how others view their capabilities.

Figure 21: Analysis of Follower Evaluation of Leaders Q12-Q16
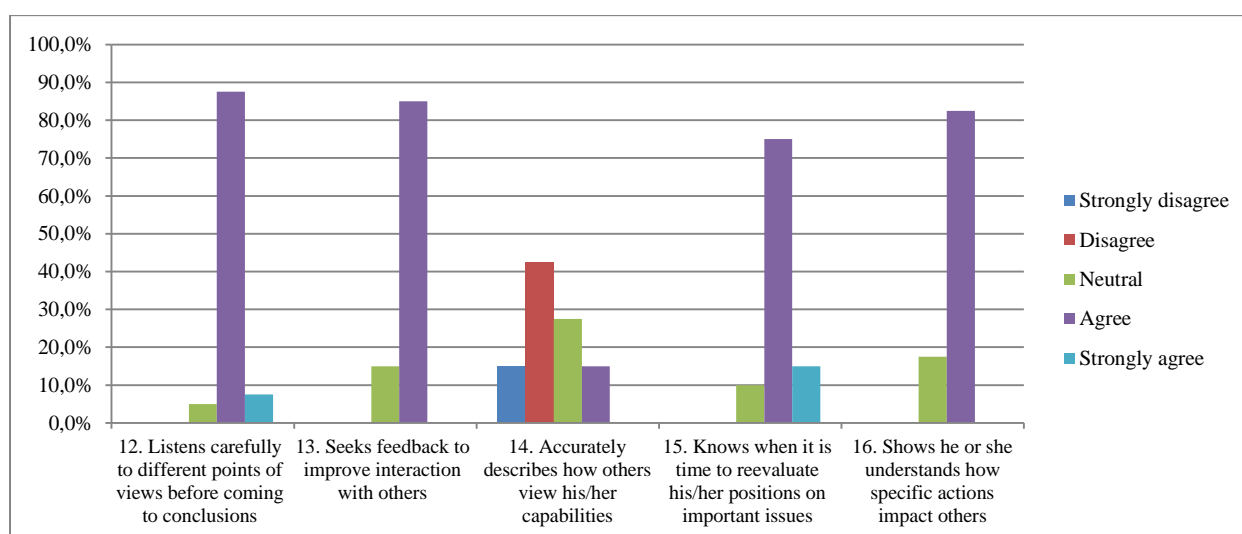
Meanwhile, from the perception of employees, as presented in Figure 22, the leaders of Settegusti Company do trust in the abilities of employees, are confident, do spread motivation and efforts, create positive working environment, develop good qualities in their employees and believe in their abilities, increase optimism and hope.

Figure 22: Analysis of Follower Evaluation of Leaders Q17-Q23
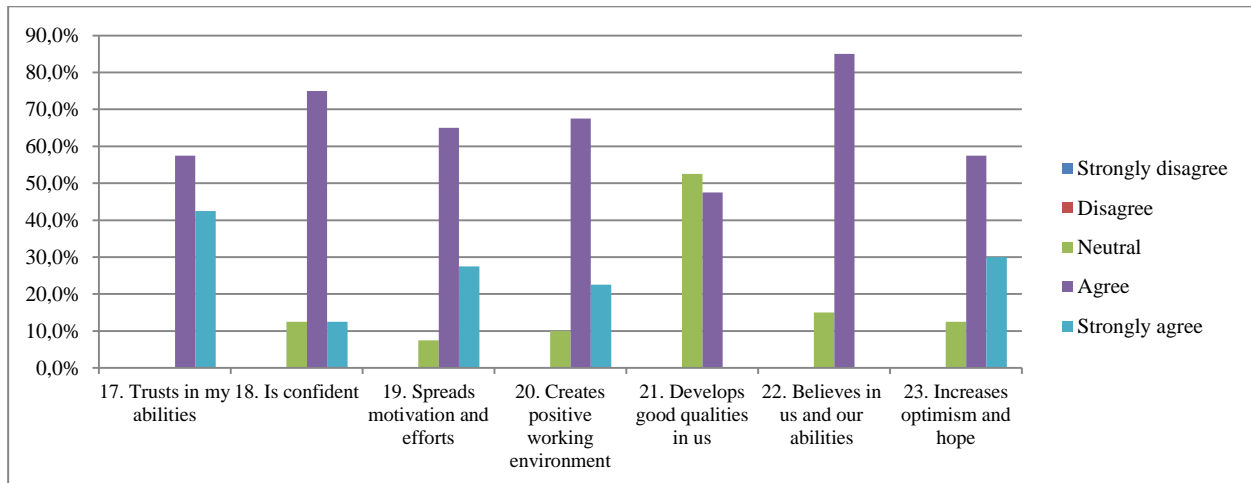
Note.* The figure is created based on percentage calculations considering the feedback received by respondents for each respective question.

The average values presented in Table 11 indicate the level of agreement that the respondents have for each particular question that was part of the survey of leader assessment by followers. Higher average values indicate higher level of agreement, whether lower average values show lower level of agreement.

Table 11: Average Values of Leader Assessment by Followers

Leader Assessment by Followers	
Question	**Average**
1. Says exactly what he/she means	4.93
2. Admits mistakes when they are made	4.08
3. Encourages everyone to speak their mind	4.38
4.Tells you the hard truth	4.03
5. Displays emotions exactly in line with feelings	3.75
6. Demonstrates beliefs that are consistent with action	3.68
7. Makes decision on his/her core values	3.85
8. Asks you to take positions which support your core values	3.85
9. Makes difficult decisions based on high standards of ethical conduct	4.30
10. Solicits views that challenge his or her deeply held positions	2.25

(table continues)

11. Analyzes relevant data before coming to a decision	4.00
12. Listens carefully to different points of views before coming to conclusions	4.03
13. Seeks feedback to improve interaction with others	3.85
14. Accurately describes how others view his/her capabilities	2.43
15. Knows when it is time to reevaluate his/her positions on important issues	4.05
16. Shows he or she understands how specific actions impact others	3.83
17. Trusts in my abilities	4.43
18. Is confident	4.00
19. Spreads motivation and efforts	4.20
20. Creates a positive working environment	4.13
21. Develops good qualities in us	3.48
22. Believes in us and our abilities	3.85
23. Increases optimism and hope	4.18

Note.* The table is created based on average calculations considering the feedback received by respondents for each respective question.

The results show that most of followers agree in question 1, 3, 9, 17 and 20, indicating that employees agree that their leaders say exactly what they mean, encourage everyone to give their opinion and make decisions based on high standards of ethical conduct. In addition, followers consider that leaders trust in their abilities and they do increase their optimism and hope.

4.3.3   Leader's self-assessment

The survey of the leader's self-assessment presents high level of authenticity of the leaders of Settegusti Company. The percentage value calculated is as presented in Figure 23. The results of the survey are presented in Appendix M whereas the analysis of the results is provided in Appendix N.

Figure 23: Analysis of leader's self-assessment
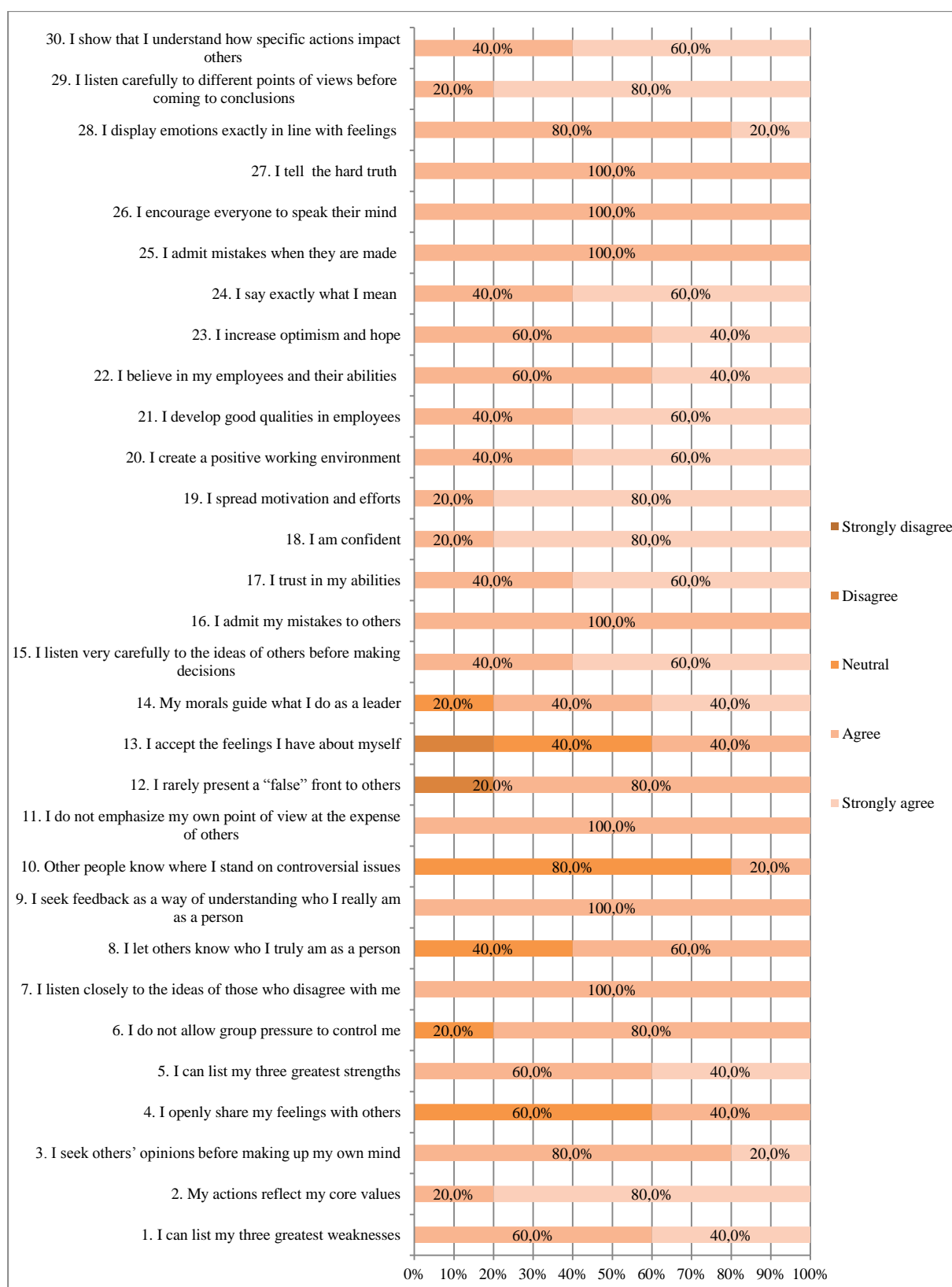
In Table 12 are presented the average values of each question that was part of the survey of leader self-evaluation. The average values indicate the level of agreement that the leaders have for each specific question. Higher average values indicate higher level of agreement, whether lower average values show lower level of agreement.

Table 12: Average Values of Leader's Self-assessment

Leader's Self-assessment	
Question	**Average**
1. I can list my three greatest weaknesses	4.40
2. My actions reflect my core values	4.80
3. I seek others' opinions before making up my own mind	4.20
4. I openly share my feelings with others	3.40
5. I can list my three greatest strengths	4.40
6. I do not allow group pressure to control me	3.80
7. I listen closely to the ideas of those who disagree with me	4.00
8. I let others know who I truly am as a person	3.60
9. I seek feedback as a way of understanding who I really am as a person	4.00
10. Other people know where I stand on controversial issues	3.20
11. I do not emphasize my own point of view at the expense of others	4.00
12. I rarely present a "false" front to others	3.60
13. I accept the feelings I have about myself	3.20
14. My morals guide what I do as a leader	4.20
15. I listen very carefully to the ideas of others before making decisions	4.60
16. I admit my mistakes to others	4.00
17. I trust in my abilities	4.60
18. I am confident	4.80
19. I spread motivation and efforts	4.80
20. I create a positive working environment	4.60
21. I develop good qualities in employees	4.60
22. I believe in my employees and their abilities	4.40
23. I increase optimism and hope	4.40
24. I say exactly what I mean	4.60
25. I admit mistakes when they are made	4.00
26. I encourage everyone to speak their mind	4.00
27. I tell the hard truth	4.00
28. I display emotions exactly in line with feelings	4.20
29. I listen carefully to different points of views before coming to conclusions	4.80
30. I show that I understand how specific actions impact others	4.60

Note.* The table is created based on average calculations considering the feedback received by respondents for each respective question.

The results of leader's self-assessment show that the level of leader's agreement is lower in question 4, 8, 10 and 12. As such indicating that they do not share the same beliefs in regard of sharing their feelings with others, letting others know them as individuals and where they stand on controversial issues, and whether they rarely present a false front to others.

4.3.4 Comparison analysis

There are some significant differences on some questions that were part in the two assessment questionnaires, where one was for leader evaluation by followers and the other for leaders' self-evaluation. In Table 13 are summarized the same questions, the average values and variances generated from both questionnaires.

Table 13: Comparison Analysis of Leader Evaluation by Followers and Leaders' Self-evaluation

Question	Leader evaluation by followers	Leader self-evaluation	Variance (Leader vs. Follower Evaluation)
	Average		
Trusts in my abilities	4.43	4.60	0.18
Is confident	4.00	4.80	0.80
Spreads motivation and efforts	4.20	4.80	0.60
Creates a positive working environment	4.13	4.60	0.48
Develops good qualities in us	3.48	4.60	1.13
Believes in us and our abilities	3.85	4.40	0.55
Increases optimism and hope	4.18	4.40	0.23
Says exactly what he/she means	4.93	4.60	-0.33
Admits mistakes when they are made	4.08	4.00	-0.08
Encourages everyone to speak their mind	4.38	4.00	-0.38
Tells you the hard truth	4.03	4.00	-0.03
Displays emotions exactly in line with feelings	3.75	4.20	0.45

Note.* The table is created based on average calculations considering the feedback received by respondents for each respective question.

The results indicate that within the company, there are differences among how followers perceive their leaders and how leaders recognize themselves. The survey results show that leaders have assessed themselves higher compared to the evaluation made by their followers in the view that they do develop good qualities in followers, trust in their abilities, are confident, spread motivation and efforts, create positive working environment, increase optimism and hope and display emotions exactly in line with feelings. On the other hand, followers have assessed leaders higher in regard of leaders admitting mistakes when they are

made, they encourage everyone to speak their mind and that they tell the hard truth. More details of the calculations for analysis purpose can be found in Appendix O.

4.4 Evaluation of the work and contributions

The master thesis elaborates the authentic leadership and work commitment in Settegusti Company, where a deep analysis is made in order to investigate the association among the authentic leaders and followers within the company. Relying on the results derived from the survey, there were variances between the perceptions of leaders from the perspective of followers and leaders, which indicates that there is space for further improvement in the leadership of the Company.

The master thesis is comprised of the theoretical and empirical research. The empirical research determines the presence of authentic leadership and work commitment in Settegusti Company, where in combination with the theoretical research it shows how authentic leadership positively contributes in the internal organization culture and leadership performance. Accordingly, it provides answers to all three research questions and shows the relationships of leaders and followers. First of all, in view of the first and third research questions, applying authentic leadership patterns in the workplace means that leaders take into consideration and value their employees. This is achieved by incorporating employees in decision making processes, allowing them to communicate their thoughts, giving them access to the important information, putting them in charge of specific tasks and for achieving a particular common goal and incentivize them in different ways in order to increase their motivation.

In addition, by having a well-defined and established organizational culture, it means that there is a presence of authentic leadership. This occurs as long as each of the employees looks forward to achieving the common goals by establishing different strategic plans in order to be successful as an individual by contributing to the achievement of the main company objectives. As a result, authentic leadership has a direct positive impact leading toward various organizational benefits that will result in having a more efficient work environment and commitment, better use of available resources and information by empowering and providing equal opportunities for each member in the organization. As far as the second research question is concerned, based on the survey analysis, authentic features are present in Settegusti Company; however the Company should further work toward increasing the authenticity in leaders.

4.5 Recommendations for further research

Overall, the master thesis is focused on analyzing the presence of authentic leadership in the Company, show its importance and positive impact that it has and provide recommendations for further improvement on particular areas, which are based on the findings throughout the

study. For future research, it is recommended to analyze each department separately for observing the variances between each department and determine the followers' behaviors and perceptions based on departments. This would enable the management to exactly know on which department to focus more and find mechanisms on how to improve the certain encountered obstacles. Accordingly, the Company should make a study which would enable the management understand how leaders and followers currently influence and motivate each other toward achieving common goals and how much impact it has on the Company outcomes. As a result, the management would be able to determine what elements it should consider to motivate its employees and leaders as well as accomplish its goals and objectives.

4.6 Recommendations for Settegusti Company

All of the recommendations for the leadership of Settegusti Company are based on the empirical research and the literature review which include the theoretical and practical research. Depending on the outcomes obtained from the surveys, there were variances recognized in the view of leaders and followers perception. Moreover, there are findings on the work related attitudes which directly impact the work commitment of employees within the organization. The results indicate that within the Company, there is space to further improve in the area of authentic leadership. In Table 14 are presented the main areas that leaders of Settegusti Company should consider for improving their authentic leadership.

Table 14: Recommendations for Leaders and Followers in the Settegusti Company

No.	Recommendations
1	Leaders should make their followers aware that they trust in their abilities
2	Leaders should show that they are confident with their followers
3	Leaders should work toward spreading motivation and efforts to their followers
4	Leaders should focus more on creating a positive working environment
5	Leaders should put higher efforts on developing good qualities in their followers
6	Leaders should pay high attention on increasing optimism and hope to their followers
7	Leaders should display emotions exactly in line with feelings with their followers
8	Followers should be more confident in their work, understand what they want and increase their self-esteem

The variances indicate that the authentic leadership within Settegusti Company needs to be enhanced in some specific areas. Thus, Settegusti Company should focus on increasing more authenticity on leaders since it will enable them to be more effective in achieving the organizational goals and objectives. This could be achieved by motivating and collaborating more with their followers and attending adequate leadership programs. Accordingly, the management of Settegusti Company should understand what the main concerns of their followers are which affect their work commitment. Consequently, by realizing the given

obstacles the management will be able to determine the mechanisms to be applied for solving the internal issues and increase followers motivation including self-awareness, optimism, communication and collaboration between leaders and followers.

CONCLUSION

Authentic leadership is considered to have an essential role within an organization which has a direct impact on accomplishing common goals. The presence of authentic leadership in an organization leads toward having an effective work unit which delegates more responsibilities to followers. This is achieved by the inclusion of followers in the decision making process, which leads toward having higher productivity and increased motivation of followers, since they will feel that they are a part of the company due to their contribution to the company success and the trust from leaders in their skills and abilities. Moreover, an authentic leadership style allows leaders to divide responsibility between employees, hence making them feel more important and valuable by involving them into decision making processes. Also, leaders decide which employee has sufficient and competent skills and knowledge to accomplish specific tasks and support them by guiding and encouraging them. Therefore, an authentic leadership style is an essential tool for achieving organizational success.

Furthermore, by being innovative the company will be able to faster adapt to the market demands and changes. Consequently, the organization is able to execute a strategic plan which would foresee potential risks and as such predict trends that would allow them to use their competitive edge. By using their opportunities and competitive advantage, companies can introduce new products in the market. Moreover, by cooperating with their employees, giving them more responsibilities and also including them in the work process, more effective solutions are made. As such, by using authentic leadership styles, leaders adapt quickly to changes hence, they achieve their goals.

The **main aim of the master thesis** is defining, studying and demonstrating the importance of authentic leadership in the case of Settegusti Company. It provides deep analysis on how authentic leadership has a direct positive impact leading toward various organizational benefits that will result in having a more efficient work environment and commitment, better use of available resources and information by empowering and providing equal opportunities for each member in the organization.

The master thesis is divided into four main chapters, where the **first chapter** provides information on the definition and types of leadership and its importance in the organizational context. Whereas the **second chapter** elaborates on authentic leadership, which mainly includes the definition of authentic leadership, its components, the current perspective, the

psychological capabilities, the outcomes and importance of authentic leadership, followership and development.

The **third chapter** presents the research objective and methodology, design of the questionnaire, the data collection procedure, responses to the survey and the limitations and implications of the study. The **last chapter** provides background information and an overview of the operational strategy of Settegusti Company, presents the findings and analysis of data and results, and provides information on the evaluation of the work and contributions and recommendations for further research.

Likewise, the master thesis presents answers to all **three research questions**. Firstly, regarding the first and third research questions, the presence of authentic leadership within the organization indicates that followers are considered as the most valuable asset of the organization. This is demonstrated by including followers in the decision making process of the organization, giving the opportunity of stating their opinions; increase their responsibilities within the organization where they will feel important and part of the organization, providing incentives for work performance which directly impacts their motivation.

Besides, by having a well-defined and established organizational culture, it means that there is a presence of authentic leadership. This occurs as long all of the followers work in accordance to internal settled plans and procedures in order to achieve common goals. As a result, they tend to be successful as individuals who contribute toward the accomplishment of goals and objectives of the organization. Consequently, authentic leadership has a direct positive impact leading toward various organizational benefits that will result in having a more efficient work environment and commitment, better use of available resources and information by empowering and providing equal opportunities for each member in the organization. Furthermore, based on the survey analysis, authentic features are present in Settegusti Company; however, the Company should further work toward increasing the authenticity in leaders, which answers the second research question.

The research analysis for this master thesis is based on primary and secondary sources which consist of both qualitative and quantitative data analysis. For the purpose of analysis and topic elaboration, the descriptive statistics and explanatory approach have been used. It is considered that the research has achieved its objective, though some **limitations** have been encountered which might have either direct or indirect impact on the results of the study. Some of the main limitations of the study are considered to be: (1) non-familiarity with the term of authentic leadership, (2) questionnaire was not tested on a given sample before, (3) used terminology since questions were translated form English to Albanian language, (4) honesty in answering, (5) time, and (6) content limitations.

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APPENDICES

LIST OF APPENDICES

Appendix A: Work Commitment Survey

Dear Employee,

My name is Antigona Vrapca and I am a student at the Faculty of Economics in Ljubljana. I am working on my master thesis on the topic: ″The analysis of authentic leadership in the case of the small medium company Settegusti in Kosovo″. I truly value the information that you will provide and the time you take to fill in this questionnaire which is anonymous. All of your responses will contribute toward analyzing the current situation of the company from which recommendations will be given for further improvement of the company. Please mark with X the responses which you believe fit most with the current situation.

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Affective Commitment					
1. I would be very happy to spend the rest of my career with this organization					
2. I enjoy discussing my organization with my friends and family					
3. I feel as if the problems of the organization are my own					
4. I do not feel like part of this organization					
5. I am not emotionally attached to this organization					
6. I can easily become attached to another organization					
7. I find that my values and the organization's values are very similar					
Continuance Commitment					
1. I am not afraid of what might happen if I leave this job					
2. It would be very hard for me to leave this organization right now, even if I wanted to					

3. It would be very costly for me to leave the organization now					
4. I feel that I have too few options to consider leaving this organization					
5. One of the serious consequence of leaving this organization would be the scarcity of available alternatives					
6. I really care about the fate of this organization					
7. This organization really inspires he best in me in the way of job performance					
Normative Commitment					
1. I do not believe that a person must always be loyal to his/her organization					
2. It doesn't seem unethical to me to jump from one organization to another					
3. If I got a better offer for another job, I would not feel it was right to leave this organization					
4. I believe that loyalty is important therefore feel a sense of moral obligation to remain					
5. I was taught to believe in the value of remaining loyal to one organization					
6. There is not too much to be gained by sticking with this organization indefinitely					
7. The decision to work with this organization was my mistake					

Source: Adapted from N. J. Allen and J. P. Meyer, *The measurement and antecedents of affective, continuance and normative commitment to the organization*, 1990, pp. 6,7; N. Commeiras and C. Fournier, *Critical Evaluation of Porter et al.'s Organizational Commitment Questionnaire: Implications for researchers*, 2001, p. 242

Appendix B: Survey of Follower's Evaluation of Leaders

Dear Employee,

My name is Antigona Vrapca and I am a student at the Faculty of Economics in Ljubljana. I am working on my master thesis on the topic: ″The analysis of authentic leadership in the case of the small medium company Settegusti in Kosovo″. I truly value the information that you will provide and the time you take to fill in this questionnaire which is anonymous. All of your responses will contribute toward analyzing the current situation of the company from which recommendations will be given for further improvement of the company.

Use the following scale when responding to each statement by writing the number from the scale below that you feel most accurately characterizes your response to the statement.

Key: 1=Strongly disagree   2=Disagree   3=Neutral   4=Agree   5=Strongly Agree

My leader:

Statement	1	2	3	4	5
1. says exactly what he or she means	1	2	3	4	5
2. admits mistakes when they are made	1	2	3	4	5
3. encourages everyone to speak their mind	1	2	3	4	5
4. tells you the hard truth	1	2	3	4	5
5. displays emotions exactly in line with feelings	1	2	3	4	5
6. demonstrates beliefs that are consistent with action	1	2	3	4	5
7. makes decision on his or her core values	1	2	3	4	5
8. asks you to take positions which support your core values	1	2	3	4	5
9. makes difficult decisions based on high standards of ethical conduct	1	2	3	4	5
10. solicits views that challenge his or her deeply held positions	1	2	3	4	5
11. analyzes relevant data before coming to a decision	1	2	3	4	5
12. listens carefully to different points of views before coming to conclusions	1	2	3	4	5
13. seeks feedback to improve interaction with others	1	2	3	4	5

3

14. accurately describes how others view his or her capabilities	1	2	3	4	5
15. knows when it is time to reevaluate his or her positions on important issues	1	2	3	4	5
16. shows he or she understands how specific actions impact others	1	2	3	4	5
17. trusts in my abilities	1	2	3	4	5
18. is confident	1	2	3	4	5
19. spreads motivation and efforts	1	2	3	4	5
20. creates a positive working environment	1	2	3	4	5
21. develops good qualities in employees	1	2	3	4	5
22. believes in us and our abilities	1	2	3	4	5
23. increases optimism and hope	1	2	3	4	5

Source: Adapted from Emuwa, A. (2013). Authentic Leadership: Commitment to Supervisor, Follower Empowerment, and Procedural Justice Climate. 45-64; S. Penger, Učeča se organizacija in oblikovanje pozitivne organizacijske identitete: študija primera slovenskega podjetja, 2006, pp. 99-105.

Appendix C: Leader's Self-assessment Survey

Dear Leader,

My name is Antigona Vrapca and I am a student at the Faculty of Economics in Ljubljana. I am working on my master thesis on the topic: "The analysis of authentic leadership in the case of the small medium company Settegusti in Kosovo". I truly value the information that you will provide and the time you take to fill in this questionnaire which is anonymous. All of your responses will contribute toward analyzing the current situation of the company from which recommendations will be given for further improvement of the company.

Use the following scale when responding to each statement by writing the number from the scale below that you feel most accurately characterizes your response to the statement.

Key: 1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

Statement					
1. I can list my three greatest weaknesses	1	2	3	4	5
2. My actions reflect my core values	1	2	3	4	5
3. I seek others' opinions before making up my own mind	1	2	3	4	5
4. I openly share my feelings with others	1	2	3	4	5
5. I can list my three greatest strengths	1	2	3	4	5
6. I do not allow group pressure to control me	1	2	3	4	5
7. I listen closely to the ideas of those who disagree with me	1	2	3	4	5
8. I let others know who I truly am as a person	1	2	3	4	5
9. I seek feedback as a way of understanding who I really am as a person	1	2	3	4	5
10. Other people know where I stand on controversial issues	1	2	3	4	5
11. I do not emphasize my own point of view at the expense of others	1	2	3	4	5
12. I rarely present a "false" front to others	1	2	3	4	5
13. I accept the feelings I have about myself	1	2	3	4	5
14. My morals guide what I do as a leader	1	2	3	4	5

15. I listen very carefully to the ideas of others before making decisions	1	2	3	4	5
16. I admit my mistakes to others	1	2	3	4	5
17. I trust in my abilities	1	2	3	4	5
18. I am confident	1	2	3	4	5
19. I spread motivation and efforts	1	2	3	4	5
20. I create a positive working environment	1	2	3	4	5
21. I develop good qualities in employees	1	2	3	4	5
22. I believe in my employees and their abilities	1	2	3	4	5
23. I increase optimism and hope	1	2	3	4	5
24. I say exactly what I mean	1	2	3	4	5
25. I admit mistakes when they are made	1	2	3	4	5
26. I encourage everyone to speak their mind	1	2	3	4	5
27. I tell the hard truth	1	2	3	4	5
28. I display emotions exactly in line with feelings	1	2	3	4	5
29. I listen carefully to different points of views before coming to conclusions	1	2	3	4	5
30. I show that I understand how specific actions impact others	1	2	3	4	5

Source: Adapted from Northouse, P. (2007). Leadership: Theory and practice (4th ed.). Thousand Oaks, Calif.: Sage; Source: Emuwa, A. (2013). Authentic Leadership: Commitment to Supervisor, Follower Empowerment, and Procedural Justice Climate. 45-64; S. Penger, Učeča se organizacija in oblikovanje pozitivne organizacijske identitete: študija primera slovenskega podjetja, 2006, pp. 99-105.

Appendix D: Interview Questions for the Executive Manager of Settegusti Company

1. What is the background of Settegusti Company?
2. What were the reasons of establishing the company in the Kosovo market?
3. Which was the first action that you have undertaken?
4. How did you develop your idea?
5. Which were your main objectives?
6. What products or services does Settegusti offer?
7. Which are the main features of your products?
8. What is your company's target market?
9. What are some of the main business strengths, weaknesses, opportunities and threats?
10. Which is the main business strategy?
11. What values does your Company possess?
12. What are some of the business competitive advantages?
13. How many employees are engaged in the Company and could you provide information on the organizational structure of the Company?
14. What are the challenges that you have faced through the development process?
15. What are some of the business future plans?
16. Do leaders and followers cooperate with each other and do you consider that Settegusti offers a friendly work environment?
17. Do followers engage in the Company decision making processes where they could give ideas and express their opinions toward specific areas?
18. Do you consider that the leaders of the Company have authentic features?
19. Do you think that the company still needs to work toward improving its leadership style?
20. Are you satisfied with the cooperation of followers and leaders?

Appendix E: Results of Affective Commitment

				Affective Commitment			
ID	Q1	Q2	Q3	Q4	Q5	Q6	Q7
1	1	2	3	4	4	3	3
2	2	3	2	5	4	3	2
3	1	2	2	5	4	4	2
4	2	2	2	5	5	4	2
5	2	3	3	5	4	4	2
6	1	2	3	4	4	3	2
7	1	3	2	4	4	3	2
8	1	2	2	5	4	3	2
9	1	2	3	4	4	4	2
10	2	3	2	4	4	3	3
11	1	2	2	5	5	4	2
12	1	2	4	4	4	3	3
13	1	2	2	4	4	4	2
14	2	3	3	4	4	3	3
15	1	2	2	4	4	4	2
16	1	2	2	5	5	4	2
17	1	2	2	5	4	2	2
18	1	3	2	4	4	2	3
19	2	2	2	4	4	4	2
20	1	2	2	5	4	4	2
21	2	3	2	4	4	3	2
22	1	2	2	4	4	3	3
23	2	2	1	4	4	4	3
24	2	3	3	4	4	3	3
25	2	3	2	5	4	4	3
26	2	2	2	4	4	4	2
27	2	3	2	5	4	3	2
28	1	2	2	4	4	4	3
29	1	3	2	5	5	3	3
30	3	4	3	3	4	3	3
31	2	4	2	5	5	4	2
32	2	3	3	4	4	4	3
33	2	3	4	4	3	3	3
34	2	3	2	4	4	4	2
35	2	4	3	4	4	4	3
36	2	3	3	5	4	3	3
37	1	2	3	4	3	3	3
38	3	3	3	5	5	4	3
39	1	2	2	4	4	4	3
40	2	2	2	4	3	3	3

Appendix F: Analysis of Results for Affective Commitment

Indicators for data analysis purpose for affective commitment

Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	2	3	4	5

Questions	Answers					Total	Mean
	1	2	3	4	5		
Q1	19	19	2	0	0	40	1.58
Q2	0	21	16	3	0	40	2.55
Q3	1	25	12	2	0	40	2.38
Q4	0	0	1	24	15	40	4.35
Q5	0	0	3	31	6	40	4.08
Q6	0	2	18	20	0	40	3.45
Q7	0	20	20	0	0	40	2.50

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Q1	47.5%	47.5%	5.0%	0.0%	0.0%
Q2	0.0%	52.5%	40.0%	7.5%	0.0%
Q3	2.5%	62.5%	30.0%	5.0%	0.0%
Q4	0.0%	0.0%	2.5%	60.0%	37.5%
Q5	0.0%	0.0%	7.5%	77.5%	15.0%
Q6	0.0%	5.0%	45.0%	50.0%	0.0%
Q7	0.0%	50.0%	50.0%	0.0%	0.0%

Q1: I would be very happy to spend the rest of my career with this organization

Q2: I enjoy discussing my organization with my friends and family

5,0%

40,0%

52,5%

- Agree
- Neutral
- Disagree

Q3: I feel as if the problems of the organization are my own

5,0% 2,5%

30,0%

62,5%

- Stongly agree
- Agree
- Neutral
- Disagree

Q4: I do not feel like part of this organization

2,5%

37,5%

60,0%

- Neutral
- Disagree
- Strongly disagree

Q5: I am not emotionally attached to this organization

7,5%

15,0%

77,5%

- Neutral
- Disagree
- Strongly disagree

Q6: I can easily become attached to another organization

5,0%

50,0%

45,0%

- ■ Agree
- ■ Neutral
- ■ Disagree

Q7: I find that my values and the organization's values are very similar

50,0%

50,0%

- ■ Agree
- ■ Neutral
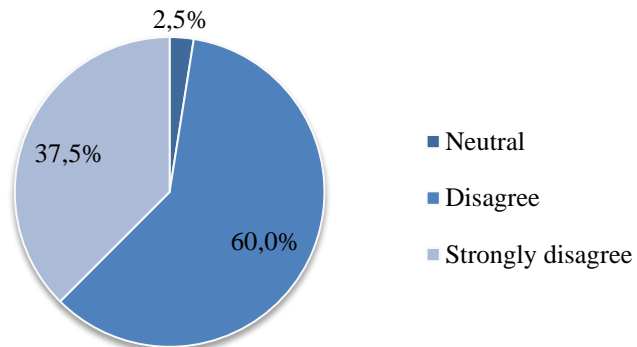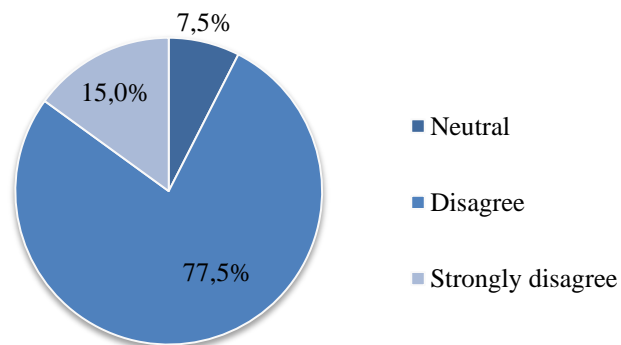
Appendix G: Results of Continuance Commitment

			Continuance Commitment				
ID	Q1	Q2	Q3	Q4	Q5	Q6	Q7
1	3	3	2	2	2	3	2
2	3	4	3	4	3	3	2
3	4	2	2	2	2	2	2
4	4	2	2	2	2	2	1
5	4	2	2	2	2	3	2
6	4	2	2	2	2	2	1
7	4	2	2	3	3	2	1
8	4	2	3	3	3	2	1
9	4	3	3	3	3	3	2
10	2	3	2	3	3	2	1
11	4	2	3	2	2	3	2
12	4	2	2	3	3	2	2
13	3	3	3	2	2	3	2
14	4	2	2	2	2	3	2
15	2	2	2	3	3	2	1
16	3	3	3	3	3	4	2
17	3	3	3	3	3	4	2
18	4	2	2	2	2	2	1
19	4	2	2	3	3	3	2
20	4	2	2	2	2	3	2
21	4	3	3	3	3	4	2
22	4	2	2	2	2	3	1
23	3	3	3	3	3	4	3
24	4	3	3	3	2	3	2
25	4	2	2	2	2	3	2
26	3	3	3	2	2	3	2
27	4	3	3	3	2	3	1
28	3	3	3	2	2	3	2
29	4	4	4	3	2	4	2
30	3	2	3	3	2	3	1
31	3	3	3	3	3	4	2
32	2	3	3	3	4	4	2
33	4	4	4	4	2	3	2
34	5	2	2	3	2	4	2
35	4	2	3	3	3	4	2
36	4	2	3	3	3	3	2
37	3	2	3	4	4	3	2
38	4	2	2	2	2	3	2
39	4	3	3	3	2	4	3
40	4	2	2	2	2	2	1

Appendix H: Analysis of Results for Continuance Commitment

Indicators for data analysis purpose for continuance commitment

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
	1	2	3	4	5

Questions	Answers					Total	Mean
	1	2	3	4	5		
Q1	0	3	11	25	1	40	3.60
Q2	0	22	15	3	0	40	2.53
Q3	0	18	20	2	0	40	2.60
Q4	0	16	21	3	0	40	2.68
Q5	0	23	15	2	0	40	2.48
Q6	0	10	20	10	0	40	3.00
Q7	11	27	2	0	0	40	1.78

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Q1	0.0%	7.5%	27.5%	62.5%	2.5%
Q2	0.0%	55.0%	37.5%	7.5%	0.0%
Q3	0.0%	45.0%	50.0%	5.0%	0.0%
Q4	0.0%	40.0%	52.5%	7.5%	0.0%
Q5	0.0%	57.5%	37.5%	5.0%	0.0%
Q6	0.0%	25.0%	50.0%	25.0%	0.0%
Q7	27.5%	67.5%	5.0%	0.0%	0.0%
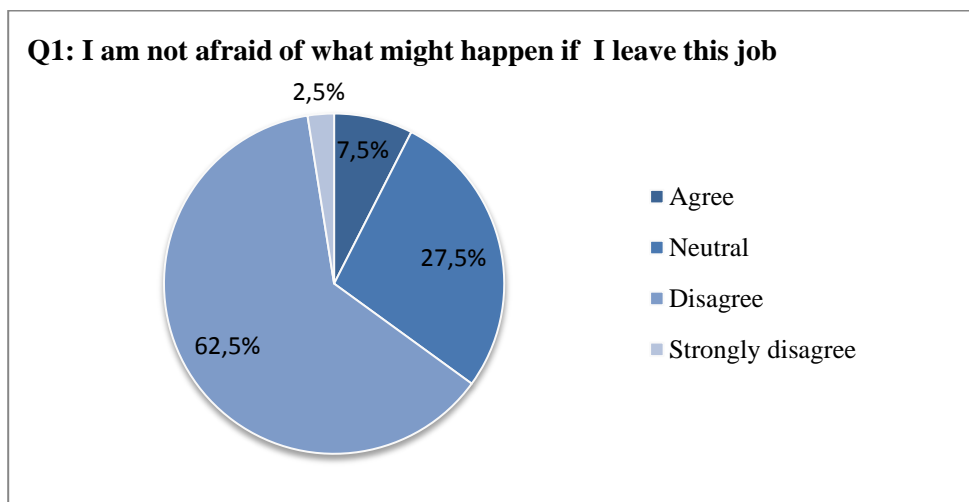
Q1: I am not afraid of what might happen if I leave this job

2,5%
7,5%
27,5%
62,5%

- Agree
- Neutral
- Disagree
- Strongly disagree

Q2: It would be very hard for me to leave this organization right now, even if I wanted to

Agree — 55,0%
Neutral — 37,5%
Disagree — 7,5%

Q3: It would be very costly for me to leave the organization now

Agree — 45,0%
Neutral — 50,0%
Disagree — 5,0%

Q4: I feel that I have too few options to consider leaving this organization

Agree — 40%
Neutral — 53%
Disagree — 8%

Q5: One of the serious consequence of leaving this organization would be the scarcity of available alternatives

5,0%

37,5%

57,5%

- Agree
- Neutral
- Disagree

Q6: I really care about the fate of this organization

25,0%   25,0%

50,0%

- Agree
- Neutral
- Disagree

Q7: This organization really inspires the best in me in the way of job performance

5,0%

27,5%

67,5%

- Strongly agree
- Agree
- Neutral
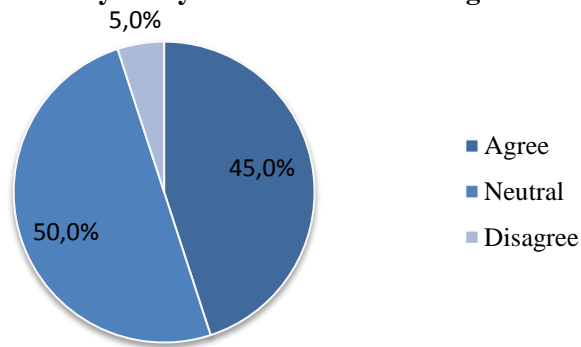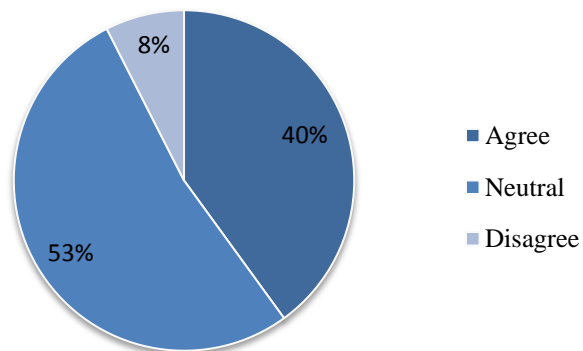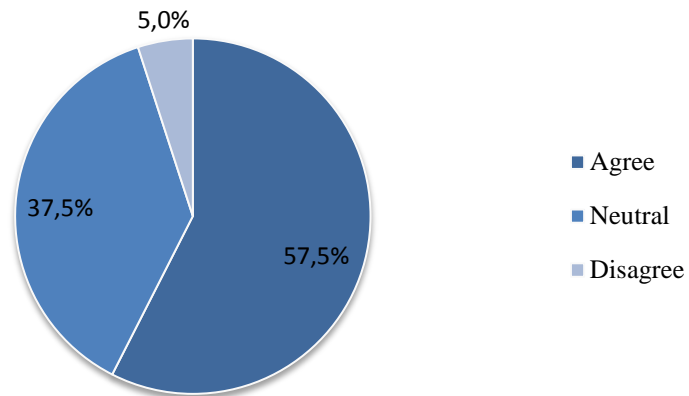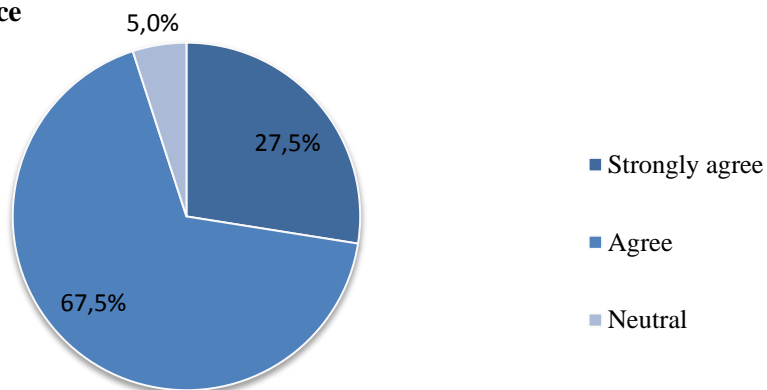
Appendix I: Results of Normative Commitment

			Normative Commitment				
ID	Q1	Q2	Q3	Q4	Q5	Q6	Q7
1	5	2	2	2	3	3	3
2	5	3	2	3	3	4	5
3	5	2	2	2	2	4	5
4	5	2	2	2	3	4	4
5	4	2	2	3	3	3	4
6	4	2	2	2	3	4	3
7	5	2	2	2	3	4	4
8	5	2	2	2	3	4	4
9	4	2	4	3	3	3	5
10	5	3	2	1	2	4	5
11	4	2	4	3	4	3	3
12	5	2	2	1	2	4	5
13	4	2	3	3	3	3	4
14	4	2	3	2	3	3	4
15	5	3	1	1	2	4	5
16	4	2	3	3	3	3	4
17	4	1	2	2	2	3	4
18	5	2	2	2	2	4	4
19	5	2	2	2	2	4	5
20	4	2	2	2	3	3	4
21	4	2	3	3	3	2	4
22	5	2	2	2	2	4	4
23	4	2	3	3	3	3	4
24	4	2	3	3	3	3	5
25	5	2	2	2	3	2	2
26	4	2	2	2	3	4	4
27	5	3	3	2	3	3	4
28	5	2	2	2	3	3	3
29	4	2	3	3	3	3	4
30	5	2	2	2	3	4	3
31	1	2	3	2	3	4	3
32	1	2	3	2	3	4	3
33	5	2	3	2	3	3	5
34	5	2	2	2	4	2	5
35	4	2	2	1	3	4	5
36	1	2	2	2	3	3	5
37	4	2	2	2	2	4	5
38	4	3	3	3	3	3	3
39	3	2	3	3	3	3	5
40	5	2	2	2	3	4	4

Appendix J: Analysis of Results for Normative Commitment

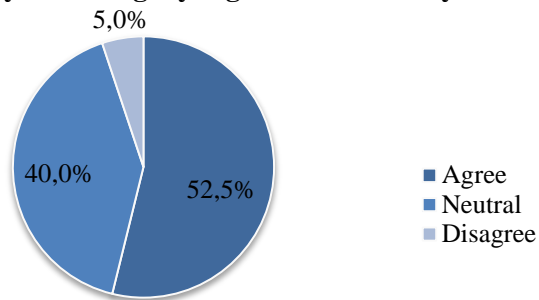**Indicators for data analysis purpose for normative commitment**

Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	2	3	4	5

Questions	Answers					Total	Mean
	1	2	3	4	5		
Q1	3	0	1	17	19	40	4.23
Q2	1	34	5	0	0	40	2.10
Q3	1	24	13	2	0	40	2.40
Q4	4	24	12	0	0	40	2.20
Q5	0	9	29	2	0	40	2.83
Q6	0	3	18	19	0	40	3.40
Q7	0	1	8	17	14	40	4.10

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Q1	7.5%	0.0%	2.5%	42.5%	47.5%
Q2	2.5%	85.0%	12.5%	0.0%	0.0%
Q3	2.5%	60.0%	32.5%	5.0%	0.0%
Q4	10.0%	60.0%	30.0%	0.0%	0.0%
Q5	0.0%	22.5%	72.5%	5.0%	0.0%
Q6	0.0%	7.5%	45.0%	47.5%	0.0%
Q7	0.0%	2.5%	20.0%	42.5%	35.0%

Q1: I do not believe that a person must always be loyal to his/her organization
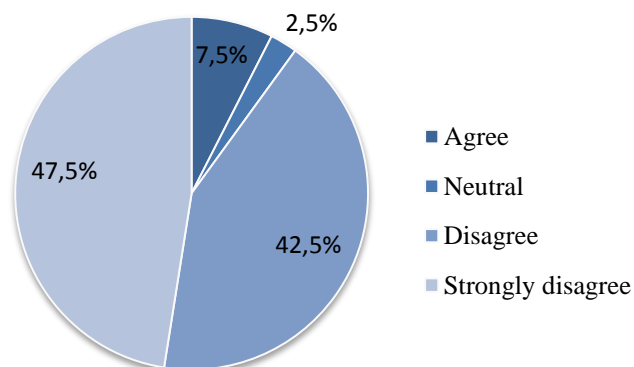
Q2: It doesn't seem unethical to me to jump from one organization to another
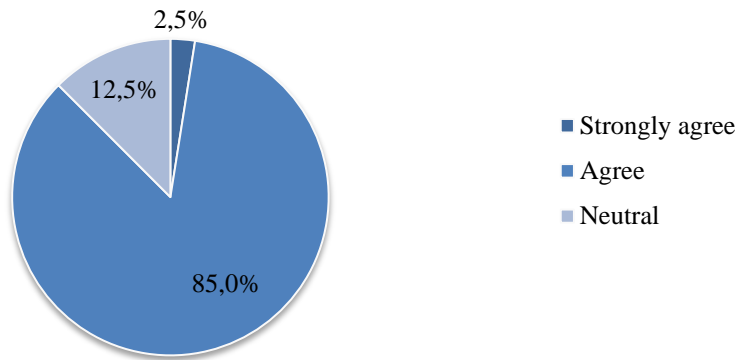
- 2,5%
- 12,5%
- 85,0%

Legend:
- Strongly agree
- Agree
- Neutral

Q3: If I got a better offer for another job I would not feel it was right to leave this organization

- 5,0%
- 2,5%
- 32,5%
- 60,0%

Legend:
- Strongly Agree
- Agree
- Neutral
- Disagree

Q4: I believe that loyality is important therefore feel a sense of moral obligation to remain

- 10,0%
- 30,0%
- 60,0%

Legend:
- Strongly Agree
- Agree
- Neutral

Q5: I was taught to believe in the value of remaining loyal to one organization

- 5,0%
- 22,5%
- 72,5%

Legend:
- Agree
- Neutral
- Disagree

Q6: There is not too much to be gained by sticking with this organization indefinitelty

- 7,5%
- 47,5%
- 45,0%

Legend:
- Agree
- Neutral
- Disagree

Q7: The decision to work with this organization was my mistake

- 2,5%
- 20,0%
- 35,0%
- 42,5%
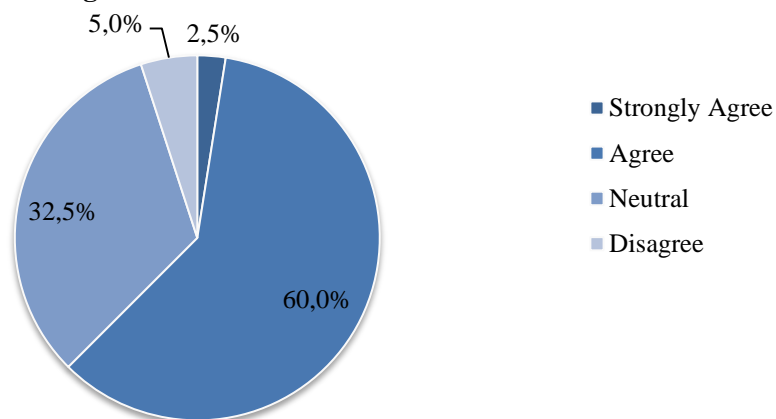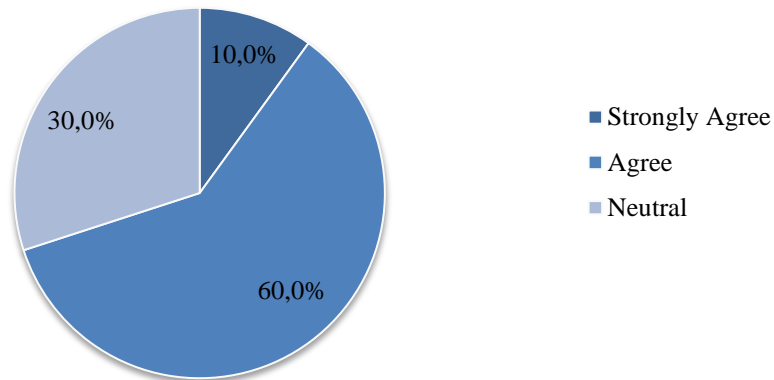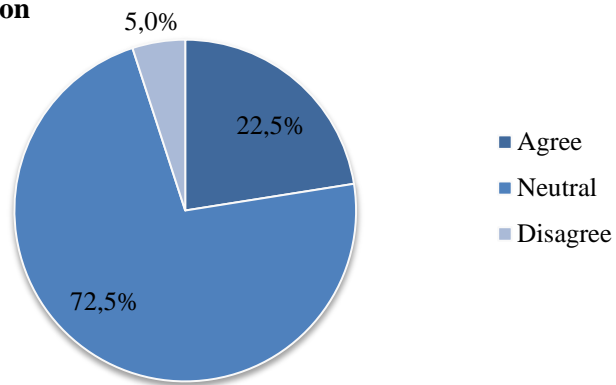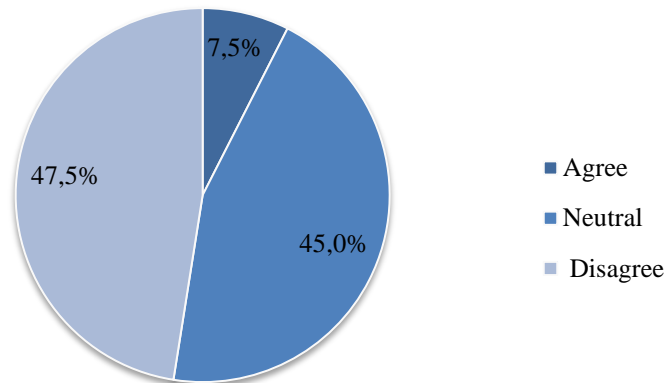
Legend:
- Agree
- Neutral
- Disagree
- Strongly disagree
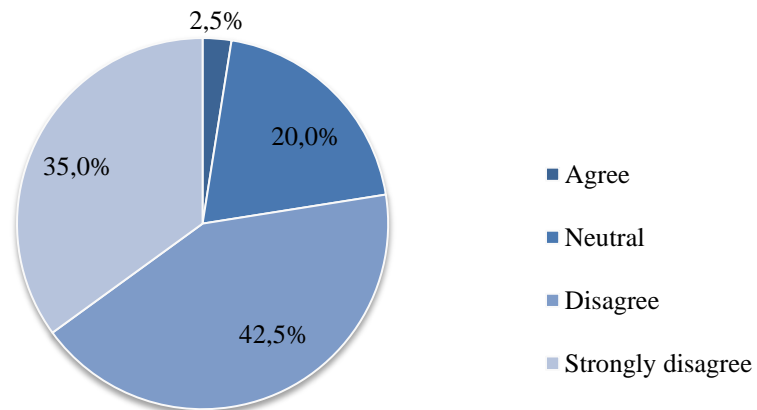
Appendix K: Results of Follower's Assessment for Leaders

	Survey for leader evaluation by followers																						
ID	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23
1	5	5	5	4	4	4	4	4	4	1	4	4	4	2	4	4	4	3	4	4	4	4	5
2	5	5	5	5	4	4	4	4	4	3	4	4	3	3	4	4	5	4	4	4	3	4	4
3	5	4	5	4	4	4	4	4	4	1	4	4	4	1	4	4	5	5	5	5	4	4	5
4	5	5	5	4	4	4	5	4	5	2	4	5	4	2	5	4	5	4	5	5	4	4	5
5	5	4	4	4	4	4	4	4	5	2	4	4	4	2	4	4	4	4	4	5	4	4	5
6	5	5	5	5	5	4	4	4	5	3	4	5	4	3	4	4	5	4	5	5	3	4	5
7	5	4	5	4	4	4	4	4	5	2	4	4	4	2	5	4	4	4	4	4	4	4	4
8	5	4	4	4	4	3	4	4	4	3	4	4	3	3	4	4	4	4	5	5	4	4	5
9	5	4	4	4	4	3	4	4	5	2	4	4	4	4	4	4	5	4	4	4	3	4	4
10	5	5	5	5	4	4	4	5	5	1	4	4	4	1	4	4	4	5	5	4	3	4	4
11	5	5	5	4	4	4	4	4	4	2	2	4	4	4	3	4	4	4	4	5	4	4	4
12	5	4	4	4	4	4	4	4	5	2	4	5	4	2	4	4	5	3	4	4	4	4	4
13	5	4	4	4	4	4	5	5	4	1	4	4	4	2	4	4	4	4	4	4	3	4	4
14	5	4	5	4	4	5	4	5	5	2	5	4	4	1	4	4	5	4	4	4	4	4	5
15	5	4	4	4	4	4	4	4	3	4	5	4	4	3	4	4	5	5	5	4	4	4	4
16	5	4	4	4	4	4	4	4	4	2	4	4	4	4	4	4	5	4	4	3	3	3	4
17	5	4	5	4	4	4	4	4	4	2	4	4	4	2	5	4	4	4	5	5	4	4	5
18	5	4	4	4	4	3	4	4	4	1	4	4	4	1	4	3	4	4	4	4	3	4	5
19	5	4	4	3	3	4	3	4	4	2	4	4	4	3	4	3	5	4	4	4	4	4	4
20	5	5	5	5	4	4	3	3	4	2	4	4	4	4	4	4	5	4	5	4	3	4	5
21	5	4	4	4	4	4	4	4	4	1	4	4	4	1	4	3	4	4	4	4	3	4	4

Survey for leader evaluation by followers (continued)

ID	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23
22	5	5	5	4	4	4	3	3	4	2	4	4	4	4	4	4	5	4	5	4	4	4	4
23	5	4	4	4	3	3	4	3	4	3	4	4	4	3	4	4	4	3	4	3	3	4	3
24	5	4	4	4	4	3	4	3	4	2	4	4	4	2	4	4	4	3	4	4	3	4	3
25	5	4	4	4	4	4	3	3	4	3	4	3	3	2	4	4	4	4	4	4	3	3	4
26	5	4	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4
27	4	4	4	4	2	4	2	2	4	2	4	4	3	2	4	4	5	4	3	4	3	3	3
28	5	4	4	3	2	1	2	3	4	2	4	4	4	2	4	4	4	4	4	4	4	4	3
29	5	4	4	4	4	4	4	4	4	3	4	4	4	2	3	3	4	4	4	3	3	4	3
30	5	4	4	4	4	3	4	4	4	3	4	4	4	3	4	4	4	4	4	5	4	4	4
31	5	3	4	4	3	4	4	4	5	3	4	4	4	2	4	4	5	4	3	3	3	3	4
32	4	1	3	3	3	3	4	4	4	4	4	4	4	3	3	4	4	4	4	4	3	4	4
33	4	2	4	4	2	3	3	3	4	2	4	4	4	2	3	3	4	3	3	4	3	3	4
34	5	4	5	4	4	4	3	4	5	3	4	4	4	3	4	4	4	4	5	4	4	3	4
35	5	4	5	4	4	4	4	4	5	2	4	4	4	2	4	4	4	4	4	4	3	4	4
36	5	4	4	4	4	3	4	4	4	3	4	3	3	3	4	3	4	4	4	4	3	4	4
37	5	5	5	4	4	3	5	4	4	3	4	4	3	3	5	3	4	4	4	4	3	4	4
38	5	4	4	4	3	3	4	4	4	2	4	4	4	2	4	4	5	4	5	5	4	4	5
39	5	4	4	4	4	4	5	4	5	1	4	4	4	1	5	4	5	5	4	4	3	4	4
40	5	4	5	4	4	4	4	4	5	3	4	4	4	2	5	4	5	5	4	4	4	4	5

Appendix L: Analysis of Results for Follower's Assessment of Leaders

Indicators for data analysis purpose for follower's assessment of leaders

Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

Questions	Answers					Total	Mean
	1	**2**	**3**	**4**	**5**		
Q1	0	0	0	3	37	40	4.93
Q2	1	1	1	28	9	40	4.08
Q3	0	0	1	23	16	40	4.38
Q4	0	0	3	33	4	40	4.03
Q5	0	3	5	31	1	40	3.75
Q6	1	0	11	27	1	40	3.68
Q7	0	2	6	28	4	40	3.85
Q8	0	1	7	29	3	40	3.85
Q9	0	0	1	26	13	40	4.30
Q10	7	18	13	2	0	40	2.25
Q11	0	1	0	37	2	40	4.00
Q12	0	0	2	35	3	40	4.03
Q13	0	0	6	34	0	40	3.85
Q14	6	17	11	6	0	40	2.43
Q15	0	0	4	30	6	40	4.05
Q16	0	0	7	33	0	40	3.83
Q17	0	0	0	23	17	40	4.43
Q18	0	0	5	30	5	40	4.00
Q19	0	0	3	26	11	40	4.20
Q20	0	0	4	27	9	40	4.13
Q21	0	0	21	19	0	40	3.48
Q22	0	0	6	34	0	40	3.85
Q23	0	0	5	23	12	40	4.18

Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Says exactly what he/she means	0.0%	0.0%	0.0%	7.5%	92.5%
2. Admits mistakes when they are made	2.5%	2.5%	2.5%	70.0%	22.5%
3. Encourages everyone to speak their mind	0.0%	0.0%	2.5%	57.5%	40.0%
4.Tells you the hard truth	0.0%	0.0%	7.5%	82.5%	10.0%
5. Displays emotions exactly in line with feelings	0.0%	7.5%	12.5%	77.5%	2.5%
6. Demonstrates beliefs that are consistent with action	2.5%	0.0%	27.5%	67.5%	2.5%
7. Makes decision on his/her core values	0.0%	5.0%	15.0%	70.0%	10.0%
8. Asks you to take positions which support your core values	0.0%	2.5%	17.5%	72.5%	7.5%
9. Makes difficult decisions based on high standards of ethical conduct	0.0%	0.0%	2.5%	65.0%	32.5%
10. Solicits views that challenge his or her deeply held positions	17.5%	45.0%	32.5%	5.0%	0.0%
11. Analyzes relevant data before coming to a decision	0.0%	2.5%	0.0%	92.5%	5.0%
12. Listens carefully to different points of views before coming to conclusions	0.0%	0.0%	5.0%	87.5%	7.5%
13. Seeks feedback to improve interaction with others	0.0%	0.0%	15.0%	85.0%	0.0%
14. Accurately describes how others view his/her capabilities	15.0%	42.5%	27.5%	15.0%	0.0%
15. Knows when it is time to reevaluate his/her positions on important issues	0.0%	0.0%	10.0%	75.0%	15.0%
16. Shows he or she understands how specific actions impact others	0.0%	0.0%	17.5%	82.5%	0.0%
17. Trusts in my abilities	0.0%	0.0%	0.0%	57.5%	42.5%
18. Is confident	0.0%	0.0%	12.5%	75.0%	12.5%
19. Spreads motivation and efforts	0.0%	0.0%	7.5%	65.0%	27.5%
20. Creates a positive working environment	0.0%	0.0%	10.0%	67.5%	22.5%
21. Develops good qualities in us	0.0%	0.0%	52.5%	47.5%	0.0%
22. Believes in us and our abilities	0.0%	0.0%	15.0%	85.0%	0.0%
23. Increases optimism and hope	0.0%	0.0%	12.5%	57.5%	30.0%

Appendix M: Results of Leader's Self-assessment

	Leader self-evaluation				
Questions	ID 1	ID 2	ID 3	ID 4	ID 5
Q1	5	4	4	4	5
Q2	5	5	5	4	5
Q3	4	4	5	4	4
Q4	3	3	4	3	4
Q5	5	4	4	4	5
Q6	4	4	4	3	4
Q7	4	4	4	4	4
Q8	3	3	4	4	4
Q9	4	4	4	4	4
Q10	3	3	3	3	4
Q11	4	4	4	4	4
Q12	4	4	4	4	2
Q13	2	4	4	3	3
Q14	3	5	4	4	5
Q15	4	5	5	4	5
Q16	4	4	4	4	4
Q17	4	5	5	4	5
Q18	5	5	5	4	5
Q19	5	5	5	4	5
Q20	5	4	5	4	5
Q21	5	4	5	4	5
Q22	5	4	4	4	5
Q23	5	4	4	4	5
Q24	5	5	4	4	5
Q25	4	4	4	4	4
Q26	4	4	4	4	4
Q27	4	4	4	4	4
Q28	4	4	4	4	5
Q29	5	5	5	4	5
Q30	5	5	4	4	5

Appendix N: Analysis of Results for Leader's Self-assessment

Indicators for data analysis purpose leader's self-assessment

Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

Questions			Answers			Total	Mean
	1	**2**	**3**	**4**	**5**		
Q1	0	0	0	3	2	5	4.40
Q2	0	0	0	1	4	5	4.80
Q3	0	0	0	4	1	5	4.20
Q4	0	0	3	2	0	5	3.40
Q5	0	0	0	3	2	5	4.40
Q6	0	0	1	4	0	5	3.80
Q7	0	0	0	5	0	5	4.00
Q8	0	0	2	3	0	5	3.60
Q9	0	0	0	5	0	5	4.00
Q10	0	0	4	1	0	5	3.20
Q11	0	0	0	5	0	5	4.00
Q12	0	1	0	4	0	5	3.60
Q13	0	1	2	2	0	5	3.20
Q14	0	0	1	2	2	5	4.20
Q15	0	0	0	2	3	5	4.60
Q16	0	0	0	5	0	5	4.00
Q17	0	0	0	2	3	5	4.60
Q18	0	0	0	1	4	5	4.80
Q19	0	0	0	1	4	5	4.80
Q20	0	0	0	2	3	5	4.60
Q21	0	0	0	2	3	5	4.60
Q22	0	0	0	3	2	5	4.40
Q23	0	0	0	3	2	5	4.40
Q24	0	0	0	2	3	5	4.60
Q25	0	0	0	5	0	5	4.00
Q26	0	0	0	5	0	5	4.00
Q27	0	0	0	5	0	5	4.00
Q28	0	0	0	4	1	5	4.20
Q29	0	0	0	1	4	5	4.80
Q30	0	0	0	2	3	5	4.60

Appendix O: Comparison Analysis between Leader's Self-assessment and Follower's Assessment of Leaders

Leader self-evaluation			
Questions	**Agree**	**Strongly agree**	**Mean**
I trust in my abilities	40%	60%	4.60
I am confident	20%	80%	4.80
I spread motivation and efforts	20%	80%	4.80
I create a positive working environment	40%	60%	4.60
I develop good qualities in employees	40%	60%	4.60
I believe in my employees and their abilities	60%	40%	4.40
I increase optimism and hope	60%	40%	4.40
I say exactly what I mean	40%	60%	4.60
I admit mistakes when they are made	100%	0%	4.00
I encourage everyone to speak their mind	100%	0%	4.00
I tell the hard truth	100%	0%	4.00
I display emotions exactly in line with feelings	80%	20%	4.20

Leader evaluation by followers			
Questions	**Agree**	**Strongly agree**	**Mean**
Trusts in my abilities	58%	43%	4.43
Is confident	75%	13%	4.00
Spreads motivation and efforts	65%	28%	4.20
Creates a positive working environment	68%	23%	4.13
Develops good qualities in us	48%	0%	3.48
Believes in us and our abilities	85%	0%	3.85
Increases optimism and hope	58%	30%	4.18
Says exactly what he/she means	8%	93%	4.93
Admits mistakes when they are made	70%	23%	4.08
Encourages everyone to speak their mind	58%	40%	4.38
Tells you the hard truth	83%	10%	4.03
Displays emotions exactly in line with feelings	78%	3%	3.75