

The influence of authentic leadership on employees analyzed through self-determination theory

Irina Bordei

**Dissertation for the degree of Master
in Human Resources Management**

**Work performed under the guidance of:
Prof. Phd. Gabriela Gonçalves**

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STATEMENT OF AUTHORSHIP

I hereby declare that I am the author of this work, which is original and unpublished. Authors and studies reviewed are properly cited in the text and included in the reference list.

(Irina Bordei)

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Acknowledgements

First of all, I would like to express my gratitude toward Prof. Gabriela Goncalves, my dissertation supervisor, for her encouragement, support and availability. Thanks to her interesting course, namely Negotiations, Leadership and Conflict Management, her excellence professional knowledge proved during the classes and her enthusiasm in teaching process, I decided to write my dissertation in leadership field. Above all, I would like to thank for her patience and her generosity during our work together. It was a privilege to have been under her surveillance.

I would like to thank my family, who, through their constant support, confidence and affection, encourages me to enrich my knowledge and to achieve high results in educational field. Special thanks to my sister, Jane who is my advisor in all my beginnings and inspires me to achieve excellence. A final thank goes to friends, for their confidence and support, being important for my motivation and persistence during all this time.

In a sincere and modest way, I would like to thank all those who have supported me and helped me to become a better person.

Faro, April, 2015

Irina Bordei

Abstract

This research examines the influence of authentic leadership on employees from public organizations analyzed through self-determination theory. The main goal was to identify how does authentic leadership impact motivation level of public employees and their perception toward unethical acts, namely acts of corruption. The research has three objectives. The first objective is the establishment of relationship between authentic leadership behavior and public employees work motivation (especially intrinsic, extrinsic motivation and amotivation). The second objective is the identification of the relationship between job satisfaction and work motivation. The third objective of this research is the establishment of job satisfaction's influence on public employees' attitude toward corruption.

The research was realized in public organizations from Republic of Moldova. All participants are actively involved in public sector area, in educational, health and administrative field. The instruments used for data collection were: Authentic leadership inventory questionnaire (Neider & Schriesheim, 2011), Work extrinsic and intrinsic motivation scale (Blais, Brière, Lachance, Riddle & Vallerand, 1993, shortened 18-item version), Global job satisfaction scale (Warr, Cook & Wall, 1979) and one questionnaire realized by Haberfeld, Kutnjak Ivkovich, Klockars & Pagon (2000) in order to establish the public employees' attitude toward unethical behavior, namely corruption acts. All these questionnaires were translated into Romanian language. The hypotheses from this research were tested through multiple hierarchical regressions. The research results showed that authentic leadership behavior and job satisfaction have a positive impact on work motivation. However, job satisfaction does not have any influence on public employees' perception of unethical behavior, namely corruption acts. By contrast, authentic leadership behavior does have a positive impact on public employees' perception of corruption acts, but only when they perceive these acts as less serious.

Key words: authentic leadership, work extrinsic and intrinsic motivation, job satisfaction, perception of unethical behavior, public manager, public employee.

Resumo

Ao longo dos últimos, o papel das organizações na sociedade tem aumentado de forma constante. O processo de prestação de diferentes serviços aos cidadãos cria uma oportunidade para o seu desenvolvimento e aperfeiçoamento. A fim de preservar a sua importância para a sociedade, cada organização deve assegurar que os seus funcionários estão motivados e satisfeitos com seu trabalho. Hoje em dia, podemos considerar que toda a organização está interessada em promover uma gestão inovadora dos recursos humanos. Um aspeto importante de qualquer organização é o estilo de liderança e a sua adequação à organização. Tendo em conta as recentes pesquisas na área de liderança, um grande número de organizações tentou inculcar autenticidade à sua liderança. É essencial que todo o gestor adapte o seu comportamento a uma liderança genuína de forma a aumentar o nível de motivação dos colaboradores.

Este estudo analisa o efeito da liderança autêntica nos colaboradores de organizações públicas considerando a teoria da autodeterminação. O nosso principal objetivo foi identificar o efeito da liderança autêntica no nível de motivação e na perceção de atos não éticos, ou seja, atos de corrupção. Especificamente o estudo pretende satisfazer três objetivos. O primeiro objetivo é observar a relação entre o comportamento de liderança autêntica e a motivação (motivação intrínseca e extrínseca, e desmotivação). O segundo objetivo observar a relação entre satisfação e motivação no trabalho. O terceiro objetivo é observar o efeito da satisfação sobre a atitude dos funcionários públicos relativamente a atos de corrupção.

A pesquisa foi realizada em instituições públicas da República da Moldávia (educação, saúde, e administrativas) Os nossos participantes (N = 98) na sua maioria estão há mais de 10 anos na instituição (M = 12,22; DP = 12,63). A amostra é composta por 19,4% do género masculino e 80,6% do género feminino. Recorremos a um instrumento composto por: a) Inventário de Liderança Autêntica (Neider & Schriesheim, 2011); b) Versão curta da Escala de Motivação no Trabalho (Blais, Brière, Lachance, Riddle, & Vallerand, 1993); c) Escala de Satisfação no Trabalho (Warr, Cook & Wall, 1979); d) Questionário de avaliação de atos de corrupção (Haberfeld, Kutnjak Ivkovich, Klockars, & Pagon, 2000). Todos estes questionários foram traduzidos em língua Romena. A validade interna da pesquisa foi verificada. Todos os instrumentos utilizados apresentaram bons alfas, entre 0.80 e 0.92. Os dados recolhidos foram analisados estatisticamente usando o IBM SPSS (versão 20.0). As médias e desvios-padrão foram calculados para cada dimensão das variáveis em estudo. A análise T-test foi realizada na comparação de géneros, classe etária (jovens vs. maduros),

experiência de trabalho para as variáveis: motivação no trabalho, satisfação no trabalho, percepção das atividades do gestor e atitude do indivíduo em relação ao comportamento antiético, ou seja, atos de corrupção. As hipóteses de pesquisa foram ainda testados através de regressões múltiplas hierárquicos.

Os resultados da pesquisa mostraram que não há diferença entre os gêneros na percepção das atividades dos funcionários públicos, a satisfação no trabalho ou sua atitude para com a corrupção. No entanto, a idade e experiência de trabalho dos funcionários públicos apresenta uma diferença ligeiramente entre mais jovens e mais velhos funcionários públicos em relação a nível de motivação de trabalho (trabalhadores mais jovens tendem a ser menos motivados do que os trabalhadores mais velhos). Grupo etário e experiência de trabalho não apresenta nenhuma diferença na percepção dos funcionários públicos das atividades de liderança do gestor, satisfação no trabalho e atitude para com a corrupção. Os resultados da nossa pesquisa mostraram que o comportamento de liderança autêntica tem um impacto positivo sobre a motivação no trabalho, especialmente sobre a motivação extrínseca dos funcionários públicos. Observamos também que a satisfação no trabalho é positivamente correlacionada com a motivação no trabalho. No entanto, a satisfação no trabalho não tem qualquer influência sobre a atitude dos funcionários públicos para o comportamento antiético, ou seja, atos de corrupção. Por outro lado, o comportamento de liderança autêntica tem um impacto positivo na percepção de atos de corrupção dos funcionários públicos, mas apenas quando eles percebem esses atos como menos graves.

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INTRODUCTION

Over the years, the researchers have analyzed the role of leaders in organizations. Consequently, according to their research results, they have made different classification of leaders and leadership. Nowadays, it can be established different types of leaders and leadership according to their behavior and their objectives, such as ethical leadership (Resick, Hanges, Dickson & Mitchelson, 2006), servant leadership (Russell & Stone, 2002), charismatic leadership (Hoogh, Hartog, Koopman, Thierry, Berg, Weide, & Wilderom, 2004) and others. However, at the end of 20th century, the term „authenticity" was included in the term of leadership, which opened a new field of studies for researchers. The main reason of authentic leadership appearance was the low level of employee's confidence in organizational leadership (Avolio & Gardner, 2005). Therefore, it was necessary that new behaviors should be adopted by leaders in order to increase the effectiveness of employees' work activities (e.g., integrity, reliability, support).

Theoretical framework of authentic leadership was analyzed by different researchers. Over the last decades, they were mostly involved in analyzing empirical particularities of authentic leadership. Some researchers realized an investigation with the main goal to identify the influence of authentic leadership on employee's work activities (Avolio, Gardner, Walumbwa, Luthans & May, 2004; Alok & Israel, 2012). However, others were more interested in establishment of authentic leadership influence on leaders' and followers' eudaemonic well-being (Ilies, Morgeson & Nahrgang, 2005). Other topics of authentic leadership research were: the impact of authentic leadership and behavioral integrity on employees (Leroy, Palanski & Simons, 2011); the relationship between authentic leadership and job satisfaction and job performance (Wong & Laschinger, 2012); the influence of authentic leadership on team potency and its mediators (Rego, Vitória, Magalhães, Ribeiro & Pina e Cunha, 2013). In order to fulfill the research of authentic leadership behavior, it was also analyzed the particularities of authentic leadership dimensions and its importance (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008; Leroy et al., 2011; Weischer, Weibler & Petersen, 2013; Peterson, Walumbwa, Avolio & Hannah, 2012).

Self-determination theory (Deci & Ryan, 1985) started to be developed from the end of 20th century. Self-determination theory is focused on explaining the particularities of human needs as motivation stimulus (Deci & Ryan, 2000). According to this theory, the basic human needs are: competence, relatedness and autonomy which create an explanation of individual's behavior (Deci, 1972; Deci & Ryan, 2000; Baumeister & Leary, 1995). The main

elements of self-determination theory are: amotivation, extrinsic motivation and intrinsic motivation (Vallerand, Blais, Brière & Pelletier, 1989; Ryan & Deci, 2000a; Vansteenkiste, Neyrinck, Niemiec, Soenens, Witte & Van den Broeck, 2007). Therefore, this theory explains the individual's behavior according to its main needs, making and an analysis of individual's motivation levels.

Making a deep research in authentic leadership theory and self-determination theory, it can be established that both theories mention about the human inclination to ensure their psychological growth (Novicevic, Harvey, Buckley, Brown & Evans, 2006). Authentic leadership increases not just followers' intrinsic motivation, but also their trust in organization, their organizational commitment and overall job satisfaction level (Miniotaite & Buciuniene, 2013). Subsequently, authentic leadership behavior is positively related to the organizational development. Moreover, genuine leaders are more likely to be intrinsically motivated rather than other type of leaders (Miniotaite & Buciuniene, 2013). The high level of intrinsic motivation of authentic leader has a significant positive impact on their followers whose behavior is influenced by their leader. As a result, their activities become lead by high moral standards, which can be fostered through themselves. This leads to the idea that authentic leadership behavior generates positive outcomes from the people. It can be argued that authentic leadership behavior has a positive influence on employees' work motivation level. Moreover, job satisfaction is also positively related to public employees' work motivation. Job satisfaction is linked with high satisfaction level of their own activities and performance which generate a growth of their high moral and ethical behavior. Subsequently, their behavior does imply a negative attitude toward unethical activities. Theoretical hypotheses can be established in Figure 1.

Figure 1 – Theoretical hypotheses of authentic leadership behavior's influence on public employees



Source: author's elaboration

The purpose of this research is to develop the following topics. Chapter I represents theoretical framework of authentic leadership. It includes three parts. The first part develops theoretical support for authentic leadership definitions and empirical researches in this field.

The second part determines and characterizes the main dimensions of authentic leadership behavior and its organizational influence on employees. The third part presents an analysis of authentic leadership behavior' impact on public employees' behavior and its importance in public organizations. Chapter II develops the relationship between authentic leadership and self-determination theory. It includes two parts. The first part represents the theoretical framework of self-determination theory and its practical implications for public organizations. The second part explains the influence of authentic leadership behavior on public employees' work motivation. Chapter III contains the research methodology for the analysis of the main hypotheses. The hypotheses were statistically analyzed using IBM Statistical Package for the Social Sciences (SPSS, version 20.0). The main tools used for this analysis were: Descriptive statistic, Regression Analysis and T-tests Analysis. Chapter IV establishes the limitations and conclusions of this research.

The Master thesis comprises 58 pages.

I. AUTHENTIC LEADERSHIP – DEFINITIONS, DIMENSIONS AND IMPORTANCE

1.1 Theoretical framework of authentic leadership

The word “authenticity” has its roots in the ancient Greek *authentikos* and *authentēs*, the latter term, from the prefix *auto* (self) and the suffix *hentēs* (doer), signifying one who acts autonomously (Wilson, 2014). Hence, it can be established that the etymology of the word denotes a deep relationship between the will to act in a genuine way and according to its own values and beliefs. Therefore, it can be identified that authenticity contains the element of being informed with characteristics which belongs to yourself. Taking into consideration the increased role of leaders during the last decades, some researchers have associated the term authenticity with leadership (e.g., Avolio & Gardner, 2005). This underlines a new, distinctive type of leadership which has an essential influence on organizational results.

Over the last decades, different particularities of authentic leadership have been studied by a large number of researchers (e.g. Avolio & Gardner, 2005; Ilies et al., 2005; Novicevic et al., 2006; Darvish & Rezaei, 2011; Azanza, Morianob & Molero, 2013; Cianci, Hannah, Roberts & Tsakumis, 2014). Some researchers made a historical overview of the definition and evolution of authentic leadership theory (Gardner, Cogliser, Davis & Dickens, 2011). They have examined a high number of publications, where the main topic was authentic leadership. According to their research results, it can be argued that the investigation in authentic leadership area increased steadily. The higher percentage of authentic leadership publications can be established in 2005, where almost 21% of these publications were theoretical. Despite this result, authentic leadership theory still remains one of the most important subjects of study for researchers from all around the world.

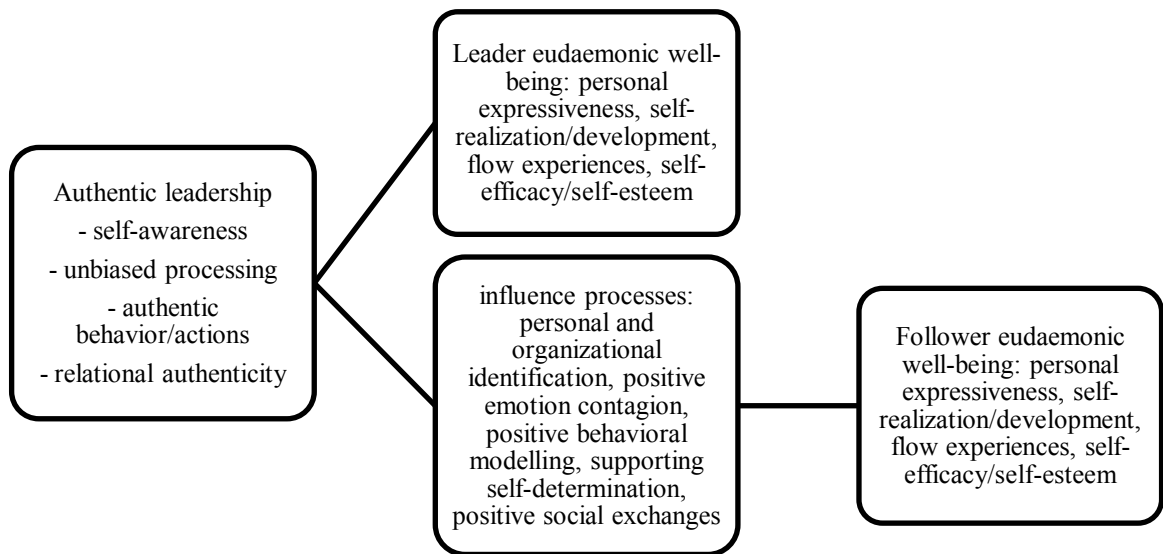
Authentic leadership was explained as various ethical actions (knowledge based and values informed activities) and knowingly reflective acts, which are skillfully executed (Begley, 2001). The self-knowledge is an important element of authentic leadership behavior, which suggests that a leader acts according to his beliefs and values. However, authentic leader was identified as an individual who is self-aware of his own improvements and activities, promoting high moral values and standards in his organization, contributing to the construction of these social values (Whitehead, 2009). This definition contains three main elements of an authentic leader: self-awareness; trustworthiness and commitment to organizational success. According to these definitions, the authentic leadership behavior can

be explained as "a series of individual and genuine actions, which are accomplished by a leader, through which he promotes ethical behavior, moral improvements, organizational commitment and successful achievements of goals in his followers. Through authentic leadership, the leader inspires his followers trust and high social values, which contribute to the maintenance of a high degree of self-awareness in themselves".

A large number of researchers have analyzed different aspects of authentic leadership. For instance, some researchers established the conceptual foundations and definitions for authenticity, authentic leaders, authentic leadership, and authentic leadership development (Avolio & Gardner, 2005). These concepts contributed to a better understanding of the authentic leader's role in an organization. However, other researchers (e.g. Ilies et al., 2005; Alok & Israel, 2012; Leroy et al., 2011) were mostly concerned about the influence which authentic leadership behavior has on organizational activities. Nowadays, every organization wants to achieve high performance from its employees. However, in order to ensure a good organizational process, every employee should be motivated by their leader. Thus, they will contribute to the successful achievement of organization's goals. It is acknowledged the fact that leaders can contribute to the elaboration of organization's objectives and its realization. The researchers have deducted that authentic leaders have a high positive influence on employees' activities. Consequently, authentic leader contributes to the increase level of good organizational results.

Every authentic leader is original through his own actions (Ilies et al., 2005). Thus, authentic leader takes individual decisions which offer him originality. Authentic leaders, who are emotionally intelligent and have a positive self-concept, have a high degree of self-awareness (Ilies et al., 2005). Subsequently, their high degree of self-awareness contributes to the maintenance of a positive relationship with his followers. It was also established that a leader, with a raised level of integrity, will display higher unbiased processing (Ilies et al., 2005). Taking into consideration that these leaders interpret task feedback in right way and they are known with their own potential, they will seek out challenging situations with learning potential (Ilies et al., 2005). As a result, authentic leaders will not just develop positive relationships with their followers, but they will improve themselves as a leader as well. The influence of authentic leadership on leaders' and followers' eudaemonic well-being can be identified in Figure 2. Authentic leadership has a positive influence not just on its followers, but on leaders as well.

Figure 2 – The influence of authentic leadership on leaders’ and followers’ eudaemonic well-being



Source: Ilies et al., (2005)

Genuine leadership behavior is positively associated to employees' work engagement (Penger & Černe, 2014). Also, this relationship can be mediated by positive psychological environment which is secured by an authentic leadership behavior (Alok & Israel, 2012). Therefore, authentic leadership has a positive impact on employee’s work engagement which subsequently increases their level of organizational commitment. Organizational commitment can be identified as a mediator between authentic leadership and employee’s work performance (Leroy et al., 2011). As a result, authentic leadership generates high level of employees’ work performance. Other elements, such as positive psychological capital, moral perspective, self-awareness and self-regulation which are fostered by leaders through their leadership activities, can have a positive influence on organizational environment (Zhang, Everett, Elkin & Cone, 2012). Hence, authentic leadership behavior contributes to the development of a productive working environment.

Authentic leadership is positively related to group activities. García-Guiu López, Molero Alonso, Moya Morales & Moriano León (2015) have realized a cross-sectional research, with a large sample (N = 221) in three Spanish provinces. Their main goal was to identify the influence of authentic leadership on team's activities. Using the Authentic Leadership (ALQ), Group Cohesion (GEQ) and Mael & Ashford’s Group Identification Questionnaire instruments, researchers have found that in organizational practices authentic leadership is positively correlated with group cohesion and identification. Authentic

leadership has a positive impact on team potency. The main mediator in this process is team virtuousness, which prognosticates team potency through the intermediary role of team affective commitment (Rego et al., 2013). Thus, the authentic leadership has a positive influence on its follower's team activities which increase positive output level of the organization.

Authentic leadership behavior has a positive impact on group activities. Subsequently, the follower maintains a more reliable relationship with collective work under a genuine leadership behavior (Avolio et al., 2004). As a result, their group performance increases. Authentic leader has not just a positive influence on relationship among his followers but on their mood as well (Hsiung, 2011). Therefore, it can be argued that authentic leaders and their leadership activities have an important impact on their followers' activities and performances. Authentic leadership has an essential influence in predicting employee's creativity (Rego, Sousa, Marques & Pina e Cunha, 2011). This influence can be established directly or through the hope which is identified as an intermediary element in this process (Rego, Sousa, Marques & Pina e Cunha, 2014). The positive effects of authentic leadership generate employee's hope, thus, creativity. The employee's creativity in an organization secures its steadily development.

Job satisfaction and job performance are influenced by authentic leadership behavior through empowerment dimension (Wong & Laschinger, 2012). Consequently, if an employee is authorized to realize new responsible task, his job satisfaction and job performance will increase. Authentic leadership has a positive influence on employee's performance through follower psychological capital and through positive emotions which plays a role of partial mediator in this process (Peterson et al. 2012). Therefore, it can be established that authentic leadership behavior has an important influence on employee's job performance.

Life story particularities (such as self-knowledge) can contribute to the development of genuine managers (Shamir & Eilam, 2005). However, life story elements can only partially forecast the perceptions of followers about their leader's authenticity (Weischer et al., 2013). Nevertheless, the followers can use this information in the perception of their leader's authenticity. Life story elements contribute to a better understanding of leader's attitudes and activities. Thus, follower's trust in their leader increases. As a result, the relationship between authentic leader and his follower becomes stronger.

Over the years, researchers analyzed different aspects of authentic leadership theory. Their main purpose was to establish the structure of authentic leadership and its dimensions; what factors influence authentic leadership; how does authentic leaders can reveal themselves;

what influence does authentic leaders have on their followers and what are the effects of this influence on follower's activities. Their research results contributed to a better understanding of authentic leadership theory and its role in the today's society. Consequently, a large number of managers from different organizations can use this information in order to develop in their own companies a good organizational environment and to promote authentic leadership behavior. They can support authentic leadership as a main type of leading the organizations for the increase level of successful achievements and organizational development.

1.2 The dimensions of authentic leadership

Over the last decades, researchers studied authentic leadership theory and they analyzed its different aspects. According to the definitions mentioned in the first part of this chapter, it can be sustained that authentic leadership can be identified through several elements, such as self-awareness, responsibility for own actions, creative development, knowledge based activities and others. According to Walumbwa et al. (2008) definition of authentic leadership, it can be identified four components of authentic leadership, namely self-awareness, balanced processing, internalized moral perspective and relational transparency.

A significant element of authenticity is awareness, which represents the comprehension of our own values, motives and personal characteristics (Ilies et al., 2005). One of authentic leadership dimensions is self-awareness. Self-awareness represents awareness of one's own knowledge, values, beliefs, motives and experiences (Ilies et al., 2005). Therefore, it is essential for a leader to know his own potential, to control his own emotions, to act according to his values and to take decisions according to his experience. Self-awareness refers to leader's behavior, who acts according to his needs and wants, preferences and motivations (Leroy et al., 2011). According to this definition, it can be argued that self-awareness supposes that a leader comprehend his own needs and wants. He has a high self-esteem level and he is capable to accomplish his main objectives. Consequently, authentic leader understands his own purposes and acts according to his motivations. Self-awareness also relates how often a leader acknowledges his influence on other people (Peterson et al., 2012). Therefore, self-awareness ensures that a leader takes full responsibility for his own actions and he is aware of his impact on people around him. Authenticity of a leader, secured by self-awareness, assures acknowledged decisions and genuine behavior. As a result, self-awareness contributes to the development of authentic leadership behavior.

The second dimension of authentic leadership, namely balanced processing, was defined as the fact that every leader equitably analyzes all relevant data before making a decision (Peus, Wesche, Streicher, Braun & Frey, 2011). This data should be collected without any prejudice and this information must be self-relevant, whether its nature is positive or negative (Weischer et al., 2013). According to balanced processing dimension, leaders are interested in encouraging different points of view of their followers (Leroy et al., 2011). Leaders will carefully interpret the task feedback, which will give them the opportunity to understand their own skills and to search new challenging situations with learning potential (Ilies et al., 2005). Therefore, balanced processing, as a dimension of authentic leadership, can have a positive influence on authentic leader's activities. In order to take a decision, it is important to analyze all the circumstances and the factors which influence this decision. It should be also considered the alternative decisions and their influence in external environment. Balanced processing secures authentic leaders the capacity of developing themselves through their own decisions.

Internalized moral perspective can be identified as the third dimension of authentic leadership. Internalized moral perspective is a self-regulation process, identified in decisions and behaviors of that leader who is conducted by his moral standards and values (Leroy et al., 2011; Peterson et al., 2012). In a difficult situation, a leader with high moral values will act in a more pro-social and ethical manner because he will be led by his highly moral standards structures (Walumbwa, Christensen & Hailey, 2011). Therefore, his decisions will be made according to his moral values which generate an ethical behavior. Authentic leaders, with a high level of moral modesty and identity, will be more willing to offer apologies and forgiveness to their followers in specific situations (Diddams & Chang, 2012). Thus, an authentic leader through internalized moral perspective acknowledges and recognizes his own mistakes. Therefore, authentic leader has an increased level of moral standards which generate him genuine behavior.

The last dimension of authentic leadership is relational transparency. Relational transparency represents a leader's ability to present himself (as opposed to a fake or distorted self) with his own expressions of beliefs and feelings to his followers, fostering trust and sharing information with them, encouraging them to express their ideas, challenges and opinions (Walumbwa et al., 2008; Leroy et al., 2011; Rego et al., 2011; Peterson et al., 2012). Taking into consideration the moral and honest behavior of the leader, relational transparency contributes to the reinforcement of follower's trust and loyalty in his leader. Therefore, it can

be argued that this transparent relationship between authentic leader and his followers will contribute to strengthen the follower's positive outcomes.

In conclusion, it can be identified that the main four dimensions of authentic leadership, namely self-awareness, balanced processing, internalized moral perspective and relational transparency give a better understanding of a leader's authentic behavior. Every authentic leader has his own moral standards which assure him a self-regulated behavior. All his decisions are made in a balanced manner and he maintains a transparent relationship with his followers. Hence, the dimensions of authentic leadership offer a good explanation for an authentic leader's actions and the main reasons of these actions.

1.3 The role of authentic leadership in public organizations

Over the years, the society has been changed in social, economic, political and cultural aspects. The Government was adapted according to all these changes through its elaborated and implemented policies. The main goal of Government is to ensure that its citizens are satisfied with their policies. The main governmental instruments used by the state are public organizations. Public organizations represent the link between Government and its citizens. Consequently, the quality degree of their public services influences the level of citizen's trust in their Government. If the employees from public organizations will provide high quality of public services, citizens will be satisfied with their Government. Therefore, the level of citizens' trust in their Government will increase. By contrast, if the quality of public services will be low, citizens will be unsatisfied with their Government. Consequently, citizens will require a new Government. As a result, the Government must ensure that its employees are satisfied with their job in order to have good job performance and to maintain citizens' loyalty.

Taking into consideration the researches made in management field, it was acknowledged that the roots of success of every public organization are in its employees. Thus, the managers of public organizations are focused on the promotion of suitable motivation tools in order to ensure an increased performance level of their employees. However, this human resource strategy does not always work. Often, the results of using motivation tools can be negative. Hence, it is important for every public organization to have a worthy person which will be an example to follow. As a result, a large number of managers adapt an authentic leadership behavior with the main goal to increase employees' intrinsic motivation level and their job satisfaction. Moreover, considering the negative factors which

can affect public organizations such as employee's unethical behavior, the necessity of a strategic management in employees' motivation process is essential. Unethical behavior of public employees can be represented by bribery, theft, small gifts and holiday gifts received from beneficiaries of public services. Bribery, thefts and acceptance of small and holiday gifts are components of corruption. Acts of corruption were recognized as the job abuse of public employee for acquiring private profits (Vargas-Hernández, 2009). However, authentic managers who maintain good working environment in public organizations, discourage unethical behavior (especially corrupt acts) in his employees. Thus, authentic leaders generate a growth of high moral organizational culture.

The role of authentic behavior in public organizations and its influence on employees can be analyzed through its dimensions, namely self-awareness, balanced processing, internalized moral perspective and relational transparency.

According to the first dimension of authentic leadership, namely self-awareness, an authentic leader acknowledges his own potential and capabilities. Authenticity is a necessity which demands to construct a person's own meaning (Algera & Lips-Wiersma, 2012). Therefore, authentic leader knows his own high moral standards and values. Consequently, he acts in a genuine way. The public manager, through his authentic leadership behavior, can positively influence his public employees. Firstly, the public manager will take suitable decisions because he is aware of his own potential. Therefore, the risk of unsuitable decisions, investment of time and of material resources in unprofitable projects will be reduced. Thus, public employees will be involved in worthy legal activities which consequently will raise their trust in their manager. Secondly, the authentic public manager's behavior has a positive impact on employee's self-awareness. This impact generates an increased level of public employees' acknowledgement of their own potential which strengthens their motivation level. Subsequently, if a public employee will be engaged in the implementation process of a public project, he will be able to analyze all its positive and negative aspects and to take all necessary decisions for its successful implementation. The public employee will be aware of his own possibilities and he will successfully accomplish all his objectives. Finally, authentic public manager is a suitable mediator during team work activities. When the public manager understands the employees' strengths and weaknesses, he is able to coordinate the team work according to its objectives. During team work activities, public manager fosters trust among its members. Subsequently, the public employees' moral responsibility increases and their intentions of obtaining any private benefits (e.g., theft or receipt of kickback) steadily decrease. As a result, the working environment becomes improved.

According to the second dimension of authentic leadership namely balanced processing, an authentic leader knows how to take an objective decision. In public organizations, it is very important for the manager and his employees to take appropriate decisions for every social, economic or cultural problem because they will be judged according to them. The authenticity of these decisions which are supported by accurate arguments, generate a raised level of citizen's trust in public organizations. Decision-making process from public organizations can be affected by a large number of negative factors. One of these negative factors is corruption. The origin of corruption can be identified in moral disengagement (Moore, 2008). Therefore, public employees start to take unethical decisions at individual/collective level, which directly affects the organization's interests. Authentic managers prevent his tempted employees from making any unethical decisions (Cianci et al., 2014). Hence, authentic leadership behavior influences the level of honesty and objectivity in decision-making process. Thus, authentic leader promotes negative position toward unethical activities of his employees.

According to the third dimension of authentic leadership namely internalized moral perspective, a leader will act in an equitable way. Genuine leaders encourage self-concept values in their followers ensuring that they will have similar beliefs (Klenke, 2007). The public manager secures a good organizational culture through the maintenance of a trustworthy relationship among his employees. He supports the report of unethical behavior, such as corrupt acts in public organization (Zipparo, 1999). Consequently, the unethical behavior in public organizations decreases. Genuine leaders, who evoke positive emotions in their team' members, encourage employee's innovation (Zhou, Ma, Cheng & Xia, 2014). As a result, a large number of public employees will generate new ideas for the development of public organizations, which will influence the Government's modernization.

Relational transparency, as a dimension of authentic leadership, plays a mediator role between authentic leadership behavior and employees' organizational citizenship behavior (Valsania, Moriano León, Molero Alonso & Topa Cantisano, 2012). In public organization, it is important for every manager to share information with his public employees, especially with the new ones. If a person is informed about the real situation of an organization, he can have a better understanding of organization's activities and he can generate new objectives for its development. Through authentic leadership, the manager can generate genuine behavior in their employees. Thus, the positive outcomes from public organization become higher. Relational transparency, as a dimension of authentic leadership, contributes to the discouragement of unethical behavior (e.g., bribery, conflict of interest) in public

organizations. For example, bribery, which is a widespread phenomenon in public organizations, is defined as an illegal supply of public goods for individual financial benefits (Ryvkin & Serra, 2012). Social elements can contribute to the encouragement of the bribery in organizational structure, in order to not fall in "social exclusion" (Guerrero & Rodriguez-Oreggia, 2008). For example, in order to not be isolated in his organization, a public employee can bribe his manager to obtain some advantages at his workplace. But taking into consideration that authentic public managers promote social cohesion in their organizations, the public employee will be easily included in the collective work. Thus, public employee's desire to act in a corrupt way will decrease. The relationship of authentic manager toward his employees is positively related to an increased level of organizational success and its development processes.

The positive effects of authentic leadership can be analyzed through its influence on public employees and on public organizations.

Authentic leadership is positively related with employee's behavior. Authentic leadership contributes to the raising level of employee's hope during their work activities, which motivates them to identify their goals and their ways of achievement (Khan, 2010). The employee will be interested in promoting his ideas and in persuading their managers and coworkers to turn these ideas into reality (Janssen, 2004). Moreover, according to social support theory and social learning theory, when people acknowledge that they are supported by their leaders and learn from their authentic behaviors, they are able to achieve excellence (Hinojosa, Davis McCauley, Randolph-Seng & Gardner, 2014). Thus, authentic manager supports and motivates his public employees to set and to achieve attainable goals. He creates conditions in order to promote ethical behavior and high performance in his organization. The commitment degree of public employees with their organization increases, which, consequently, their desire to act unethically decreases. If the organization has high degree of organizational innovation, authentic leader is more interested in promoting creative behavior in his followers (Azanza et al., 2013). Therefore, an authentic manager will be focused on developing industrious employees. This objective is especially important for public organizations, because industrious employees know how to provide a high quality of public services. Subsequently, public managers develop the intelligence of employees because in future they will take their managers' places.

Authentic leadership has an essential role on organizational performance of an organization (Khan, 2010). Authentic leadership behavior ensures that every public employee is morally supported and the ethical standards are promoted. Consequently, one of public

manager's main goals is to discourage public employees' positive attitude toward unethical behavior, especially acts of corruption. His confidence and optimism spirit influence employee's performance, which subsequently has an impact on organization's performance. When a leader's actions are oriented toward organization, his impact on employees is stronger (Valsania et al., 2012). Consequently, authentic public manager must adapt a suitable behavior in order to secure a high level of public employees' ethical behavior. Genuine leadership is positively related to employee's team commitment and job's satisfaction (Darvish & Rezaei, 2011). This impact contributes to an increased level of public employee's positive outcomes which generate a high level of public organization's good reputation.

Authentic leadership is positively related to public employees' negative position toward unethical behavior, especially acts of corruption. Authentic public manager is responsible for the maintenance of suitable working environment and cohesive organizational culture in public organizations. If the working environment is pervasive, public employees will be less involved in bribery acts than in an arbitrary working environment (Wu & Huang, 2013). Thus, authentic manager contributes to the decreasing level of unethical acts in public organizations. The main roots of possible acts of corruption (such as bribery and nepotism to obtain public benefits, goods and services) can be established in the mistrust of employees in the transparency of public institutions (Vargas-Hernández, 2009). Authentic leadership behavior in public organizations generates a decline level of illegal activities and a growth level of organizational transparency and democracy. Authentic leadership discourages potential corrupt behavior of public employees. The managers with negative position toward acts of corruption will be more involved in disciplining process of their employee who has received a bribe (Wated & Sanchez, 2005). Moreover, individuals with high moral values are less interested to commit themselves in unethical behaviors (Martin, Kish-Gephart & Detert, 2014). Taking into consideration the high moral values of authentic managers, they will engage themselves in discouragement unethical behavior from their public organizations, especially corruption acts. Authentic managers contribute to the enforcement of public organization's transparency and democracy.

In conclusion, Avolio & Gardner (2005) stated that "authentic leadership can make a fundamental difference in organizations by helping people find meaning and connection at work through greater self-awareness, by restoring and building optimism, confidence and hope, by promoting transparent relationships and decision making that builds trust and commitment among followers, and by fostering inclusive structures and positive ethical climates". Therefore, an authentic leadership has an essential role in every public

organization. The increase level of employees' job satisfaction ensures a decrease level of positive attitude toward unethical behavior, especially acts of corruption. Thus, authentic leadership, through its main effects on employees, generates new ethical behaviors which strengthen the good reputation of public organizations and an increased level of citizen's trust in their Government.

II. THE RELATIONSHIP BETWEEN AUTHENTIC LEADERSHIP AND SELF-DETERMINATION THEORY

2.1 Theoretical framework of self-determination theory

The main goal of every public organization is to provide high quality of public services. In order to achieve this goal, the organization must ensure a good work environment for its employees. Every organization has its own strategies in motivation process of its employees. The basic needs of employees can be a good indicator of an employee's motivation level. Self-determination theory is a general theory of motivation process with the main objective to systematically explain the dynamics of human needs (Deci & Ryan, 2000). Nowadays, self-determination theory can be identified as one of the most empirically supported theories of motivation (Farah-Jarjoura, 2014). According to this theory, it can be established that every individual has its own personal needs which he is willing to fulfill them. Therefore, if public manager will adapt adequate motivation tools for his employees according to their needs then public employees will be satisfied and their job performance level will increase.

Self-determination theory argues that there are three main psychological needs for an individual, namely competence, relatedness and autonomy. According to this theory, the first need of a person is competence which supposes that a person should be involved in varied challenges and he should experience all aspects from physical and social worlds (Deci & Ryan, 2000). The need of competence is achieved when individuals conceive that they are capable and productive during the fulfillment of their actions (Sheldon, Elliot, Kim & Kasser, 2001). Therefore, every individual must feel competent, because this strengthens his own personality and confidence in himself. As a result, the individual become self-assured and he can try to accomplish challenging tasks. This is especially important in public organizations, where public employees must realize difficult tasks with different deadlines. Under an environment where public employee will feel competent, he will be more motivated to perform the objectives at high levels.

The second psychological need, namely relatedness was identified as a wish to be part of a social group, to be connected with its members, to care for others and to understand that they also care for you (Baumeister & Leary, 1995). Relatedness supposes that an individual searches for attachments and he experiences feelings of security and belongingness to others (Deci & Ryan, 2000). Therefore, relatedness refers to individual's need to socialize and to be

connected with other individuals. Their communications needs are very important, because the feeling of belongingness to a group reinforces the individual's confidence in himself. Moreover, he becomes more open-minded and sociable. Relatedness is very important for public organizations because public employees have direct connections with beneficiaries of public services. Thus, the process of providing public services becomes more improved. A large number of public organizations promote their organizational culture in their work environment in order to consolidate the employee's feeling of security and belongingness.

The last psychological need of self-determination theory is autonomy. Autonomy implies the capacity of an individual to self-organize and regulate his own behavior in the process of achieving his goals based on his regulatory demands (Deci & Ryan, 2000). Therefore, the need of autonomy is the need of a person to be individual, to act according to his interests and values and to achieve his objectives in his own manner. In public organization, it can be observed that every employee has his own personal activities which must be realized in the most suitable way. Usually, this behavior becomes individualistic. Public employees demonstrate self-control of their behavior which generates a bureaucratic working environment.

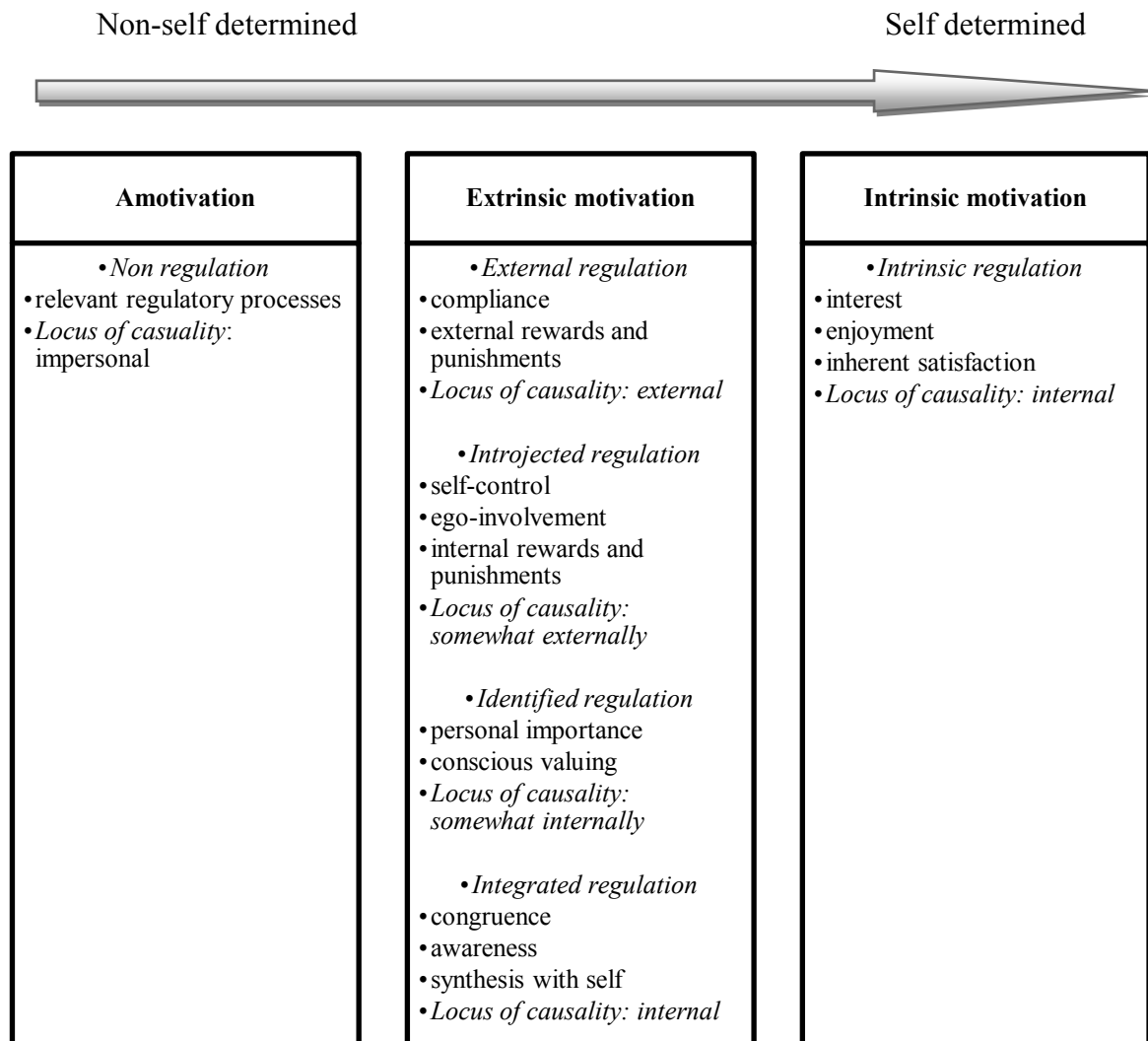
According to self-determination theory, there are three types of motivation: intrinsic motivation; extrinsic motivation and amotivation. Intrinsic motivation can be identified as the realization of activities which generate to the individual a high level of internal satisfaction (Ryan & Deci, 2000b). When an individual is intrinsically motivated, he acts for challenge or pleasure rather for reward or pressures. Therefore, the intrinsically motivated behavior does not depend on external reinforcements because the individual is lead by an intrinsic reward.

Extrinsic motivation is the engagement of an individual in different activities which result in desirable consequences (e.g., financial rewards) (Deci, 1972). According to this definition, the extrinsic motivation uses different tangible rewards in order to ensure good results from work performance. Every individual makes differences between different types of values and regulations. Some of these values and regulations are used in his own behavior while the other ones can be identified in other's individual behavior. Self-determination theory mentions that an individual can take external values or regulations and adapt them to his own behavior. Thus, an external value becomes accepted by individual which is used in his behavior. This active process is defined internalization and was described by Deci & Ryan, (2000). According to them, the process has four stages: external regulation, introjection, identification and integration. The first stage is external regulation. The researchers mentioned that this is a stage where individual's behavior is manipulated by specific external

contingencies. The second stage is introjection where individual takes an external regulation and keeps it in an isomorphic state (Deci & Ryan, 2000). Therefore, the individual does not adapt yet the external regulations, but keep it in an isomorphic phase. The third stage is identification. The researchers argued that this is the process through which an individual admits and adopts the specific value of a behavior. In this stage, the individual can use the external regulation in his own behavior. Integration is the complete form of extrinsic motivation's internalization process (Deci & Ryan, 2000). In this phase, researchers supported that the individual associates himself with the behavior which he accepted with all its identification aspects. The four stages represent the process through which an external regulation is transformed into self-regulation.

Amotivation is identified in the absence of an individual's aims to adapt specific comportment (Ryan & Deci, 2000a). According to self-determination theory, individuals are amotivated when they are not interested in controlling their desired activities and they are not able to control their own behavior. According to the three types of motivation, Deci & Ryan (2000) have released a scheme which shows the self-determination continuum. The scheme represents the motivational, self regulatory and locus of causality bases of behaviors that vary in the degree to which they are self-determined. The scheme can be identified in Figure 3.

Figure 3 – The self determination continuum



Source: adopted after Deci & Ryan, (2000)

In public organizations, every public manager creates a supportive or a controlled organizational climate. This climate depends on his employees' activities. If their employees have positive results, the public manager adapts a supportive working environment. By contrast, if their employees have serious working mistakes, it is more likely that the public manager will adapt a more controlled behavior. Therefore, the attitude of public managers toward his employees depends on his employees' job activities and results. Supervisor's controlling attitude toward their subordinates depends on subordinates' performance level (Pelletier & Vallerand, 1996). Subsequently, if subordinates have high performance results, supervisors are more diplomatic and supportive. By contrast, when subordinates' performance is poor, supervisors adapt a controlled working environment. They can use financial punishments in order to motivate them. The main goal of every public manager is to ensure

that citizens are satisfied with the quality of public services. Therefore, its providers must realize their job at a high level. If employees' job outcomes are evaluated at a high rate, the public manager strengthens their job autonomy. By contrast, if their job outcomes are low, the public manager adapts a more controlled behavior. As a result, public employees' job autonomy depends on their job outcomes.

Every public organization has its own strategies and tactics for the motivation process of their employees. However, every employee's behavior is determined by the working environment of public organizations. According to self-determination theory, it can be identified three types of employee's behavior: autonomously-oriented, control-oriented and impersonal oriented employees.

Autonomously-oriented individuals seek to organize their behaviors according to their intrinsic interest and they search for opportunities that provide self-determination (Lam & Gurland, 2008). Subsequently, their work motivation and job satisfaction level increase. Autonomously-oriented public employees create a more productive working environment. Subsequently, the public organization will be developed and improved. By contrast, control-oriented individuals organize their behaviors according to the organization's rules, their activities are controlled and their main motivation tool is external reward (Lam & Gurland, 2008). Thus, the work motivation and job satisfaction level are controlled by external contingencies. Control-oriented public employees are less interested in improving their jobs without an external reward. Hence, public manager must adopt suitable motivation tools in order to increase their job performance level. For example, the public employees' decisions can be influenced by a deadline of the new project implementation process in a public organization. Therefore, autonomously-oriented public employees are more intrinsically motivated to realize their job at a high level than control-oriented public employees. Individuals can be also impersonal oriented which implies focusing on signs of ineffective behavior or not behaving deliberately (Deci & Ryan, 2000). This behavior is linked with lack of external control and with depression which lead the individual to a negative well-being (Deci & Ryan, 1985). Subsequently, individual's impersonal attitude toward work can decrease his job satisfaction level. Taking into consideration these facts, the public manager must adopt appropriate decisions during the selection and implementation of motivation tactics.

Intrinsic motivated autonomous employees consolidate the organizational culture through their high level of positive feedback. This implies sharing information and experience among their colleagues (Foss, Minbaeva, Pedersen & Reinholt, 2009). Empowerment also

strengthens the staff motivation level (Kuvaas, 2009). For example, when the employee accomplishes his work, the higher job autonomy and support he will have, the better will be his work results. Employee's performance level is positively related to his work initiative (Grant, Nurmohamed, Ashford & Dekas, 2011). If public employee has autonomy during the implementation process of his objectives, his motivation level becomes higher. By contrast, when his activities are controlled, his motivation level steadily decreases. Thus, his job performance and job satisfaction will increase when he will have more autonomy in his job than less one. When an individual with a high intrinsic motivation level realizes an activity, being paid for this more than he deserves, he will seek out to accomplish new additional tasks in order to restore "equity" (Deci, 1972). Intrinsically motivated public employees, under an authentic leadership, are more satisfied with their job. Subsequently, they will perform their job at a high level. As a result, the public organization will be modernized.

In every public organization, the manager tries to find the most suitable motivation strategies in order to ensure that his employees are satisfied with their jobs. According to these strategies, an employee can be either intrinsically or extrinsically motivated. Rewards and threats, which undermine public employee's job autonomy, have a negative influence on public employee's creativity, on intrinsic motivation level and on the capacity of solving problem (Deci & Ryan, 2000). The competence, which they experience during their work, has a positive impact on public employee's intrinsic motivation and on commitment to organizational goals (Schüler, Sheldon & Fröhlich, 2009). Subsequently, public manager must adapt suitable motivation policies in order to increase the employees' competence level. As a result, the public employee's intrinsic motivation level will increase.

In conclusion, it can be determined that self-determination theory reflects the roots of individual's motivation according to their personal needs (competence, relatedness and autonomy). The classification of motivation, according to self-determination theory, provides a deep analysis of individual's personality and of motivation process which can take place under external or internal factors. The theory has an essential contribution to the acknowledgement of human needs. This theory is a fundamental information source for public managers, which can be used for a better understanding of his employees. Moreover, the public manager can use this knowledge in the decision-making process which involves motivation tools and strategies. As a result, the public manager will take suitable motivation decisions for employees, which will raise not just their job performance level, but as well the reputation of the public organization itself.

2.2 The influence of authentic leadership on work motivation on employees from public organizations

The main goal of every Government is to ensure that his citizens are satisfied with its policies. The link between the Government and citizens is realized through public organizations (institutions and authorities). Therefore, every public organization, through its employees, must provide high quality of public services to its citizens. Every employee must be satisfied with his job in order to increase his job performance. The public manager is responsible for motivation policies from his public organizations. If the public manager adapt an authentic behavior, he is more likely to implement appropriate motivation strategies which affect work motivation of his employees. Job satisfaction, which is positively related to work motivation, can generate a decrease level of public employees' potential to act unethically. Thus, public manager must secure an adequate working environment and he should strengthen organizational culture of his organization in a suitable manner. According to self-determination theory, there are three types of motivation: intrinsic motivation, extrinsic motivation and amotivation.

According to the first type of motivation, namely intrinsic motivation, public employees can be affected by internal factors. Intrinsically motivated public employees want to be involved in challenging tasks and to accomplish actions that increase their self-assurance. Intrinsic work value is an employee's wish to actualize and develop himself, to grow in his professional career, to develop positive relationships with his colleagues and to help them when the situation requires (Vansteenkiste et al., 2007). Subsequently, it is important that every public employee to be intrinsically motivated. This motivation can be generated by an authentic leadership behavior. Every public manager acts according to his values and beliefs. If the manager adapts an authentic behavior, which supposes promotion of trust, confidence and resilience through its employees, it can be considered that public manager will positively influence the intrinsic motivation of these public employees. Intrinsic motivation can be identified through three dimensions: intrinsic motivation to know; intrinsic motivation toward accomplishments and intrinsic motivation to experience stimulation (Vallerand et al., 1989).

Intrinsic motivation to know can be defined as the act of accomplishment activities for personal satisfaction and pleasure which an individual can experience during the learning and exploring process of something new (Vallerand, Pelletier, Blais, Brière, Sénécal & Vallières, 1992). Consequently, intrinsic motivation to know is based on willingness to learn, to explore

and to improve individual's intellectuality. At the beginning of his career, public employee is identified in organization as "new student". Although, he has theoretical knowledge, the employee must also acquire new practical experiences. Firstly, the employee will be informed about the history of public organization and its development. Secondly, he will analyze all organization's legal regulations. Finally, public employee will be informed about the principles of organizational culture. Through relational transparency dimension of authentic leadership, a leader shares information with his followers, expressing his thoughts and feelings in an open way (Peterson et al., 2012). The manner in which information is provided has a deep influence on public employee's ethical perceptions. Taking into consideration the moral standards of authentic leadership, if the employee receives all information from a supervisor who has genuine behavior, it is more likely that his intrinsic motivation will steadily raise. The employee will be motivated to learn continuously about the public organization and to improve organization's activities. As a result, managers' authentic leadership behavior secures the maintenance of intrinsic motivation of public employee to know and develops their knowledge in public field.

The second type of intrinsic motivation, namely intrinsic motivation toward accomplishments, was described as the act of performing different activities for personal satisfaction and pleasure in the process of new creation (Vallerand et al., 1992). Every authentic manager is focused on building creative thinking of his public employees and on encouraging them to realize their ideas. This support consolidates a trustworthy working environment which raises the public employee's job performance and job satisfaction.

Finally, intrinsic motivation to experience stimulation is the process of performing activities in order to experience incitement sensation (i.e., sensory pleasure) from the accomplishment of these activities (Vallerand et al., 1992). Every public function is difficult to be realized because it involves high responsibilities. However, an authentic leadership behavior in public organization can generate trustworthy, loyal and honest working environment. Consequently, it is more likely that under these conditions a public employee will experience positive emotions from his work activities.

According to the second type of motivation, namely extrinsic motivation, individuals can be affected by different external factors. According to these factors, the individual adapts corresponding behavior. Consequently, public employee can be involved in the implementation process of different public projects in order to achieve prestige, status or high income. Authentic public manager will successfully implement suitable motivation strategies in his organization. It can be identified 2 types of external rewards: verbal reinforcement

(positive feedback) and monetary rewards (Deci, 1972). Consequently, if public manager uses a verbal reinforcement, the level of intrinsic motivation of his employees will increase. By contrast, if public manager will use monetary rewards, his employees will perceive that their behavior is controlled. Thus, their level of intrinsic motivation will decrease. As a result, in order to maintain a high level of intrinsic motivation, the authentic public manager will reward his employees with rather verbal reinforcement than with monetary rewards. Taking into consideration the influence of authentic leadership behavior on public employees, the following hypothesis can be formulated:

H1: The authentic leadership behavior in public organizations has a positive influence on employees' work motivation level.

Amotivation is an individual state without motivation (Deci & Ryan, 2000). Amotivation is identified in the situation where employee is not interested in controlling his desired results. In this case, the authentic public manager must adapt a suitable behavior (e.g., offering a financial reward or acknowledgement of his employee's past achievements) in order to increase employee's motivation level.

A large number of public managers consider that the most appropriate motivation strategies should involve the increase of extrinsic motivation rather than intrinsic motivation level of their employees. However, some researchers found that private employees are more externally motivated than public employees (Rashid & Rashid, 2012). Thus, financial rewards or career development opportunities will produce more effect on private rather than public employees. However, public employees are more motivated by a supportive working environment (external motivation which increases intrinsic motivation). Moreover, individuals with a high degree of intrinsic motivation (e.g., community), in comparison with individuals with a high degree of extrinsic motivation (e.g., money, image) are more happy, thus, they are more satisfied with their job (Sheldon, Gunz, Nichols & Ferguson, 2010). Authentic leader creates positive psychological environment by promoting self-awareness and transparency within his followers (Walumbwa et al., 2008). Consequently, authentic public manager will encourage their employees toward high performance through his beliefs and integrity, rather than external rewards. The creation of honest and reliable working atmosphere causes a raised level of employee's intrinsic motivation.

Authentic leadership behavior of public managers creates suitable psychological working environment which raise the organizational commitment of public employees. In

organization, public managers can adopt two behaviors: they can either maintain a control on their employee's activities or they can offer them autonomy. In the first case, the public managers will maintain extrinsic motivation of his employees while in the second case they will maintain a high level of employees' intrinsic motivation (Pelletier & Vallerand, 1996). However, individuals are more motivated when they have more control on their working environment (Zuckerman, Porac, Lathin, Smith & Deci, 1978). Taking into consideration that authentic public manager promotes an autonomous working environment, employees will be intrinsically motivated. Authenticity in social interactions is more maintained by independent individuals (Lewis & Neighbors, 2005). Taking into consideration the main objective of public employees, it is important to have more autonomy in their working environment in order to generate high job performance.

If leaders will adopt an authentic leadership behavior, then their level of intrinsic motivation will increase (Ilies et al., 2005). Subsequently, authentic leaders' attitude and attachment toward work has a positive impact on employees' intrinsic motivation. Moreover, authentic leaders encourage the followers' self-determination. Taking into consideration that authentic public manager is interested in supporting intrinsic motivation of his employees, he will not just have a positive impact on employee's mood (Hsiung, 2011), but also he will ensure an increased level of employee's creativity (Rego et al., 2011). Consequently, public employees' job performance and job satisfaction will increase. Taking into consideration the impact of authentic leadership behavior on public employees' work motivation level, it can be formulated the following hypothesis:

H2: The increase work motivation level of public employees is positively related to their job satisfaction.

During their activities, public organizations must face different negative factors which can jeopardize the public organizations' reputation. One of the major problems in public organizations is unethical behavior of public employees. The most important element of unethical behavior is corruption acts. Corruption can be defined as a specific behavior of an individual, through which he makes abuse of his work position in favor of another person or institution (Rabl, 2011). Corruption can be individual (one person participate in the act of corruption) or collective (more than one person participate in the corruption act) (Ashforth & Anand, 2003). Corruption can be identified through different forms, such as bribery, collusion, theft, fraud, extortion, favoritism, gift-giving, nepotism and clientelism. However, in

public organizations more often can be established the phenomena such as bribery, favoritism, gift-giving, nepotism and clienteles. One of the most important consequences of corruption in organizations is the discredit of the working environment and of the organization's reputation (Almeida dos Santos, José de Hoyos Guevara, Sanchez Amorim & Ferraz-Neto, 2012). Acts of corruption encourage the public employee's unethical behavior and promote low moral standards. It is important for every public manager to identify suitable motivation tools in order to avoid corruption acts in public organizations. Also, he must encourage ethical behavior in order to ensure that his public employees will adapt a negative attitude toward corruption acts.

Some researchers (e.g., Van Rijckeghem & Weder, 2001) found that higher public employee's salaries (relative to manufacturing wages) are associated with less corruption. By contrast, others (e.g., Barr, Lindelow & Serneels, 2009) established strong arguments that service providers do not realize their job better when they have higher wages. Authentic leadership behavior contributes to the increased level of employee's intrinsic motivation. Subsequently, public employees will be reserved from acting in a corrupt manner and they will adapt a negative attitude toward it. The corruption in public organizations can be consolidated by unsatisfied public employees. The factors which can contribute to a high level of public employees' job dissatisfaction are: low level of job security, bad working environment and low level of socialization in the public organization. These elements consolidate the growth of employees' acts of corruption. Therefore, the higher is job satisfaction of public employees, the lower is their positive perception of corruption. As a result, it can be formulated the following hypothesis:

H3: The increase level of public employees' job satisfaction increase their negative attitude toward corruption acts from public organizations.

In conclusion, authentic behavior of a public manager produces different effects on employees' work motivation. Taking into consideration that an authentic public manager is concerned about ethical moral standards, he is more likely to encourage intrinsic motivation of his employees than the extrinsic ones. He will create a good working environment for his employees where they will be encouraged to develop their knowledge, skills and abilities. Their job performance and job satisfaction will increase while their perception and attitude toward unethical behavior will decrease, especially toward acts of corruption. Authentic leadership behavior contributes to the public organizational development.

III. THE INFLUENCE OF AUTHENTIC LEADERSHIP ACTIVITIES ANALYZED THROUGH SELF-DETERMINATION THEORY ON EMPLOYEES FROM PUBLIC ORGANIZATIONS FROM REPUBLIC OF MOLDOVA. METHODOLOGY AND OBJECTIVES

3.1 General and specific objectives

Over the years, authentic leadership behavior has been analyzed by different researchers. Its theoretical and empirical support can be used for making a research in order to identify the link between self-determination theory and genuine leadership behavior. An authentic leader who promotes a suitable working environment for his employees generates an increased level of their organizational commitment (Alok & Israel, 2012). Also, authentic leadership behavior is positively correlated with employee's innovation abilities (Zhou et al., 2014), employee's mood (Hsiung, 2011) and employee's intrinsic motivation level (Ilies et al., 2005). Subsequently, authentic leadership activities have a positive influence on employees' self-determination during the accomplishment process of their tasks. The main goal of this research is to demonstrate that authentic leadership is positively related to employee's work motivation and their job satisfaction which decrease their positive attitude toward unethical behavior, namely corruption acts.

Authentic leader, through his genuine activities, has a positive influence on employee's creativity (Rego et al., 2011). Therefore, the employee's ability to solve organizational problems or to propose new developmental directions for their organizations can increase under an authentic leadership behavior. Moreover, genuine behavior contributes to a raise level of team potency (Rego et al., 2013). This leads the organization toward a good team work. Hence, it generates productive working environment. Taking into consideration that self-awareness, self-esteem, high moral values are encouraged by authentic leader, they influence employees' work motivation level, which is positively related to employees' job satisfaction. It is important to acknowledge that a high degree of employees' job satisfaction increases their negative attitude toward corruption acts. Moreover, a manager with genuine behavior can prevent his tempted employees from making unethical decisions during their work (Cianci et al., 2014). Therefore, authentic leadership behavior can contribute to the increase level of ethical behavior of public employees. Thus, the objectives of this research are to demonstrate that genuine behavior is positively related to employees' work motivation and job satisfaction. Job satisfaction and work motivation generate a raise level of public employees' negative position toward unethical behavior.

3.2. Description of research methodology

3.2.1 Population and sample

Data for this research were collected from seven public organizations from Republic of Moldova. All its participants are actively involved in different domains (educational field, health field and administrative field). Only completed correctly questionnaires were considered. The sample is comprised of 98 participants (see Annex I), were 19,4% are male (N = 19) and 80,6% are female (N = 79). Taking into consideration that the age range of participants is between 22 and 61 years (Mean (M) = 37.12, Standard Deviation (SD) = 12.47), it can be determined that the vast majority of respondents are middle aged public employees (see Annex II). In terms of work experience (see Annex III), it can be established that the majority of participants are involved in their job between 2 and 15 years (M = 12.22, SD = 12.63). With reference to the marital status, it can be identified that most of participants are married (74,5 %), followed by those who are single (19,4 %), divorced/widowed (6,1%).

3.2.2 Instruments

Instruments used for data collection were: Authentic leadership inventory questionnaire, Work extrinsic and intrinsic motivation scale, Global job satisfaction scale and one questionnaire realized by Haberfeld, Kutnjak Ivkovich, Klockars & Pagon (2000) in order to establish the public employees' attitude toward corruption. All these questionnaires were translated in Romanian language. The sample used for checking the reliability of these four questionnaires was small (N = 15). However, the Cronbach's alpha for Romanian version of Authentic leadership inventory questionnaire was .833 while for Work extrinsic and intrinsic motivation scale was .867. The Cronbach's alpha for Romanian version of Global Job satisfaction scale was .637 while for the questionnaire realized by Haberfeld et al. (2000) was .630.

Authentic leadership inventory (ALI)

The degree of manager's authenticity during the accomplishment of their work was measured by Authentic Leadership Inventory questionnaire, developed by Neider & Schriesheim (2011). This is a 16-item questionnaire using a Likert -7 point scale from 1 (Strongly Disagree) to 7 (Strongly Agree) and comprising four authentic leadership dimensions: self-awareness (for example, item 1: „My leader solicits feedback for improving

his/her dealings with others''); relational transparency (for instance, item 2: „My leader clearly states what he/she means''); internalized moral perspective (for example, item 3: „ My leader shows consistency between his/her beliefs and actions''); balanced processing (for instance, item 4: „ My leader asks for ideas that challenge his/her core beliefs''). The internal consistency of the scale was measured with the Cronbach's alpha-coefficient. The Authentic Leadership Inventory survey (16-items) has a Cronbach's alpha of .918. However, the Cronbach's alpha for self-awareness dimension of authentic leadership is .774 while for relational transparency is .729. For the third dimension of authentic leadership, internalized moral perspective, the Cronbach's alpha is .657 while for balanced processing is .767.

Work Extrinsic and Intrinsic Motivation Scale

The work motivation level was assessed through Work Extrinsic and Intrinsic Motivation questionnaire (shortened 18-item version). The survey was originally developed by Blais, Brière, Lachance, Riddle & Vallerand (1993) but adopted by Tremblay, Blanchard, Taylor, Pelletier & Villeneuve (2009) in English version. This 18-item tool, rated according to a Likert-type scale from 1 (Strongly Disagree) to 7 (Strongly Agree), is a multidimensional measure that includes six factors of motivation: intrinsic motivation (for example, item 4: „Because I derive much pleasure from learning new things''); integrated regulation (for instance, item 5: „Because it has become a fundamental part of who I am''); identified regulation (for example, item 1: „Because this is the type of work I chose to do to attain a certain lifestyle"); introjected regulation (for instance, item 6: „Because I want to succeed at this job, if not I would be very ashamed of myself''); external regulation (for example, item 2: „For the income it provides me''); amotivation (for instance, item 3: I ask myself this question, I don't seem to be able to manage the important tasks related to this work). Similar to Authentic leadership Inventory Scale, the internal consistency of Work Extrinsic and Intrinsic Motivation Scale was measured with the Cronbach's alpha-coefficient. The Cronbach's alpha for this survey (18-items) is .871, where for intrinsic motivation α is .691 and for extrinsic motivation α is .896 (for integrated regulation $\alpha = .864$; for identified regulation α is .797; for introjected regulation $\alpha = .636$; external regulation α is .845) while for amotivation $\alpha = .739$.

Global Job satisfaction Scale

During this research, it was also used Global Job Satisfaction Scale. Global Job Satisfaction is a survey realized by Warr, Cook & Wall (1979) which includes 15-items for

the measurement of job satisfaction level. All 15-items were rated according to a Likert-type scale from 1 (Strongly Disagree) to 7 (Strongly Agree). The Global Job Satisfaction survey (15-items) has a Cronbach's alpha of .885.

The establishment of employee's attitude toward unethical behavior, namely corruption acts

In order to identify the attitude toward unethical behavior of public employees, namely their position toward corruption, it was used the questionnaire realized by Haberfeld et al. (2000). This questionnaire contains 10 situational questions for the establishment of individual's attitude toward acts of corruption (for example, situational question 1: A member of the exam committee works in his free time as a driver instructor on the basis of a work contract in a driving school but not in the area of his exam centre. He only drives in his free time and never when he is at work). These 10 items were rated on a 5-points Likert-type scale, with alternative ranging from 1 (Totally disagree) to 5 (Totally agree). The Perception of Corruption survey (10-items) has a Cronbach's alpha of .836.

In order to characterize the sample, in addition to the scales, it was included items on the biographical variables (age, gender, marital status and work experience).

3.2.3 Procedure

3.2.3.1 Data collection

Data collection for this research was performed in seven public organizations from Republic of Moldova during three months. All participants were asked to answer a complex questionnaire, composed by four parts (authentic leadership inventory; work intrinsic and extrinsic motivation scale; global job satisfaction scale and establishment of public employees' corruption attitude through 10 situational questions). The tools used for the data collection were the interview and individual fulfillment of the questionnaire. The interview and the fulfillment of the questionnaire for each person were realized between 20 and 35 minutes. In order to respect the ethical criteria, the questionnaires were voluntary and anonymous.

3.2.3.2 Data analysis

The data collected were statistically analyzed using IBM SPSS (version 20.0). Mean scores and standard deviations were calculated for each dimension of the variables under study. All the hypotheses from this research were tested through multiple hierarchical regressions. A Kolmogorov-Smirnov test showed that all continuous variables were normally distributed. During this research, it was analyzed model assumptions, such as the normal distribution, homogeneity and independence of errors. The independence assumption was validated with the Durbin-Watson statistic, which takes values between 0 and 4. According to this model, values less than 2 show positive correlations between residuals while values greater than 2 indicates negative correlations between residuals (SPSS, Inc., 1994). Tolerance and Variance Inflation Factor (VIF) measures were used for the establishment of the multicollinearity existence. Subsequently, the values of VIF which are above 5 (Montgomery & Peck, 1982) or 10 (Myers, 1986) denote multicollinearity presence in the independent variable while values closer to 0 indicates no multicollinearity in independent variable. Tolerance varies between 0 and 1. If the values are close to 1, than there is less multicollinearity while values closer to 0 denote more multicollinearity (Pestana & Gageiro, 2003). The T-tests were used for the establishment of any significant difference between biographical variables and other variables from this research. The homogeneity of variances between the groups was evaluated with the Levene's test based on the median, assuming equal variance for p -values above .05 (Pestana & Gageiro, 2003).

3.3 Results

3.3.1 Mean and standard deviations

The mean scores and standard deviations for all the variables under study are displayed on Table 1.

Table 1. Mean and Standard Deviation for authentic leadership's dimensions, work motivation factors, job satisfaction and corruption

	Mean	SD
Authentic leadership inventory		
Self-awareness	5.47	.990
Relational transparency	5.28	.953

Internalized moral perspective	5.51	.847
Balanced processing	5.42	.966
<i>Mean = 5.42</i>		<i>SD = .844</i>
Work extrinsic and intrinsic motivation scale		
Intrinsic Motivation	6.06	.808
Extrinsic motivation	5.67	.884
- External regulation	5.20	1.35
- Introjected regulation	6.03	.768
- Identified regulation	5.78	1.05
- Integrated regulation	5.68	1.17
Amotivation	3.65	1.39
<i>Mean = 5.40</i>		<i>SD = .748</i>
Global job satisfaction scale	5.36	.788
Corruption Perception		
- Perception of corruption more serious	1.68	.666
- Perception of corruption less serious	3.08	.965
<i>Mean = 2.24</i>		<i>SD = .672</i>

The overall mean score for authentic leadership is 5.42, with the internal moral perspective dimension having the highest mean ($M = 5.51$, $SD = .847$) and relational transparency dimension presenting the lowest mean ($M = 5.28$, $SD = .953$). Regarding work motivation, mean score range from the lowest score 3.65 ($SD = 1.39$) for amotivation to the highest score of 6.06 ($SD = .808$) for intrinsic motivation. The overall mean score for work motivation is 5.40 ($SD = .748$). The mean score for global job satisfaction is 5.36 ($SD = .788$) while for perception of corruption is 2.24 ($SD = .672$). However, according to the Table 2, it can be established that the lower level of seriousness perception of corruption has the conflict interest, small and holiday gifts receipt and kickback receipt ($M = 3.08$, $SD = .965$). By contrast, the level of corruption seriousness' perception become higher in bribery and theft acts, readiness to report an offender and violation of organizational rules ($Mean = 1.68$, $SD = .666$).

Table 2. Mean and Standard Deviation for measurement of corruption perception according to the respondents' conception of seriousness of corruption acts

Perception of corruption		
	Mean	SD
Perception of corruption more serious		
- Incidents of bribery	1.97	1.08
- Theft 1	1.50	.87
- Violating organizational rules 1	1.83	1.08
- Theft 2	1.45	.72
- Violating organizational rules 2	1.46	.73
- Readiness to report an offender	1.89	.87

<i>Mean</i> = 1.68		<i>SD</i> = .666
Perception of corruption less serious		
- Conflict of interest	3.70	.99
- Small gifts receiving	3.22	1.32
- Holidays gifts receiving	2.52	1.24
- Receipt of kickback	2.90	1.39
<i>Mean</i> = 3.08		<i>SD</i> = .965

3.3.2 Regression and comparative analysis

A multiple linear regression was performed in order to find a model predictive of authentic leadership behavior and job satisfaction, based on the independent variables (authentic leadership's dimensions and global job satisfaction). Various models were carried out to determine the influence of these variables on the dependent variables (work motivation level and perception of corruption).

Work intrinsic/extrinsic motivation level

The Tolerance and VIF values were found to be close to 1, indicating there is multicollinearity. The values showed by the Durbin-Watson test are close to 2, indicating no autocorrelation of residuals.

Table 3 presents the predictive effect of authentic leadership's dimensions and job satisfaction on work motivation and its three factors. According to this table, it can be established that authentic leadership behavior explains 8% of work motivation level ($R^2 = .082$, $p = .004$). However, analyzing the dimensions of authentic leadership separately, it can be established that the best predictive effect on work motivation has balanced processing dimension ($R^2 = .094$), which explains 9% of work motivation level ($p = .002$). By contrast, the smallest predictive effect on work motivation can be identified for internalized moral perspective dimension ($R^2 = .022$, $p = .142$). It is important to notice that self-awareness dimension of authentic leadership explains 12% of external regulation factor ($R^2 = .123$, $p = .000$) while balanced processing dimension gives 15% explanation for the same factor ($R^2 = .150$, $p = .000$). A strong predictive effect can be established for self-awareness, ($R^2 = .110$, $p = .001$) relational transparency ($R^2 = .104$, $p = .001$) and balanced processing ($R^2 = .113$, $p = .001$) dimensions of authentic leadership on work motivation's identified regulation factor. Balanced processing dimension of authentic leadership explains 14% of extrinsic work motivation ($R^2 = .135$, $p = .000$).

Making a research of authentic leadership's behavior predictive effect on each factor of work motivation, it can be established that the best predictive effect has on extrinsic motivation ($R^2 = .116, p = .001$). and its identified regulation ($R^2 = .117, p = .001$) and external regulation ($R^2 = .104, p = .001$) factors. For other factors of work motivation, the authentic leadership behavior's predictive effect is small (e.g., for integrated regulation factor, $R^2 = .066, p = .011$).

Table 3. Hierarchical regression for the prediction of work motivation and its factors – Models

	Work extrinsic/intrinsic motivation level			Intrinsic Motivation					
	r^2	ΔR^2	p	r^2	ΔR^2	p			
	Authentic leadership inventory	.082	.073	.004	.071	.061	.008		
Self-awareness	.080	.070	.005	.068	.059	.009			
Relational transparency	.078	.068	.005	.050	.040	.027			
Internalized moral perspective	.022	.012	.142	.023	.013	.136			
Balanced processing	.094	.085	.002	.096	.086	.002			
<i>d (ALI) = 1.37</i>			<i>d (ALI) = 1.26</i>						
Job satisfaction	.283	.275	.000	.219	.211	.000			
<i>d = 1.43</i>			<i>d = 1.23</i>						
	Extrinsic Motivation			External Regulation			Introjected Regulation		
	r^2	ΔR^2	p	r^2	ΔR^2	p	r^2	ΔR^2	p
	.116	.107	.001	.104	.095	.001	.020	.010	.162
Self-awareness	.123	.113	.000	.123	.114	.000	.022	.011	.150
Relational transparency	.085	.076	.004	.036	.026	.061	.040	.030	.049
Internalized moral perspective	.041	.031	.046	.049	.039	.028	.003	-.007	.593
Balanced processing	.135	.126	.000	.150	.141	.000	.011	.000	.313
<i>d (ALI) = 1.24</i>			<i>d (ALI) = 1.65</i>			<i>d (ALI) = 1.99</i>			
Job satisfaction	.390	.383	.000	.285	.277	.000	.145	.136	.000
<i>d = 1.41</i>			<i>d = 1.86</i>			<i>d = 2.09</i>			
	Identified Regulation			Integrated Regulation			Amotivation		
	r^2	ΔR^2	p	r^2	ΔR^2	p	r^2	ΔR^2	p
	.117	.108	.001	.066	.056	.011	.009	-.001	.353
Self-awareness	.110	.101	.001	.067	.057	.010	.016	.006	.208
Relational transparency	.104	.094	.001	.059	.049	.016	.001	-.010	.784
Internalized moral perspective	.052	.042	.024	.013	.002	.270	.014	.004	.246
Balanced processing	.113	.103	.001	.087	.077	.003	.015	.005	.223
<i>d (ALI) = 1.40</i>			<i>d (ALI) = 1.35</i>			<i>d (ALI) = 1.41</i>			
Job satisfaction	.347	.340	.000	.242	.234	.000	.020	.010	.163
<i>d = 1.62</i>			<i>d = 1.39</i>						

Job satisfaction has a strong predictive effect on work motivation and its factors. Therefore, job satisfaction explains 28% of work motivation ($R^2 = .283, p = .000$). Analyzing the predictive effect of job satisfaction on each work motivation's factor, it can be established that the best predictive effect of job satisfaction has on extrinsic motivation ($R^2 = .390, p = .000$). By contrast, the smallest predictive effect job satisfaction has on amotivation ($R^2 = .020, p = .163$).

The predictive effect of authentic leadership and its dimensions on work motivation is presented in Table 4. According to this table, it can be determined that authentic leadership has a significant contribution to work motivation ($\beta = .287, p = .004$), especially through balanced processing dimension ($\beta = .306, p = .002$). This means that the higher is authenticity of a behavior, the higher is the work motivation of an individual. However, analyzing the predictive effect of authentic leadership behavior and its dimensions on each factor of work motivation, it can be determined the following facts. Authentic leadership behavior has a significant contribution to extrinsic motivation ($\beta = .341, p = .001$) and its external regulation ($\beta = .323, p = .001$) and identified regulation ($\beta = .342, p = .001$) factors. By contrast, this significance decreases for the rest of work motivation factors (e.g., for intrinsic motivation, $\beta = .266, p = .008$; for integrated regulation, $\beta = .257, p = .011$; for introjected regulation, $\beta = .142, p = .062$), especially for amotivation, where authentic leadership behavior contributes negatively to it ($\beta = -.095, p = .353$) (the higher is authenticity of the leader, the lower is the level of amotivation in individuals).

Table 4. Hierarchical regression for the prediction of work motivation and its six factors

	Work motivation			Intrinsic motivation			Extrinsic motivation		
	β	t	p	β	t	p	β	t	p
Authentic leadership Inventory	.287	2.93	.004	.266	2.70	.008	.341	3.55	.001
Self-awareness dimension	.283	2.89	.005	.261	2.65	.009	.350	3.66	.000
Relational transparency dimension	.279	2.84	.005	.224	2.24	.027	.292	2.98	.004
Internalized moral perspective dimension	.149	1.48	.142	.152	1.50	.136	.202	2.01	.046
Balanced processing dimension	.306	3.15	.002	.309	3.18	.002	.367	3.87	.000
Job satisfaction	.532	6.15	.000	.468	5.18	.000	.624	7.82	.000
	External Regulation			Introjected Regulation			Identified Regulation		
	β	t	p	β	t	p	β	t	p
Authentic leadership inventory	.323	3.34	.001	.142	1.41	.062	.342	3.56	.001
Self-awareness	.351	3.67	.000	.147	1.45	.150	.332	3.45	.001
Relational transparency	.190	1.89	.061	.199	1.99	.049	.322	3.33	.001
Internalized moral perspective	.222	2.22	.028	.055	.536	.593	.229	2.30	.024

Balanced processing	.387	4.11	.000	.103	1.01	.313	.336	3.49	.001
Job satisfaction	.534	6.18	.000	.381	4.03	.000	.589	7.14	.000
Authentic Leadership Inventory									
	Integrated Regulation				Amotivation				
	β	t	p		β	t	p		
Authentic leadership inventory	.257	2.60	.011						
Self-awareness	.258	2.61	.010						
Relational transparency	.243	2.45	.016						
Internalized moral perspective	.112	1.10	.270						
Balanced processing	.295	3.02	.003						
Job satisfaction	.492	5.54	.000						

Regarding the authentic leadership dimensions, it can be determined a significant influence of self-awareness and balanced processing dimensions on extrinsic work motivation ($\beta = .350, p = .000, \beta = .367, p = .000$) and on its external regulation factor ($R^2 = .351, p = .000; R^2 = .387, p = .000$). Similar to extrinsic motivation factor, self-awareness, relational transparency and balanced processing dimensions of authentic leadership have a significant contribution to identified regulation factor ($\beta = .332, p = .001; \beta = .322, p = .001; \beta = .336, p = .001$). Balanced processing dimension of authentic leadership has a significant influence on intrinsic motivation ($\beta = .309, p = .002$) and on integrated regulation ($\beta = .295, p = .003$) factors.

Job satisfaction is positively related to work motivation ($\beta = .532, p = .000$) and its three dimensions, except amotivation, where job satisfaction negatively associated to it ($\beta = -.142, p = .163$). Separately, authentic leadership behavior explains about 8% of work motivation ($R^2 = .082, p = .004$) while job satisfaction shows about 28% explanation of work motivation ($R^2 = .283, p = .000$).

Perception of corruption level Measurement – Regression

The Tolerance and VIF values were found to be close to 1, indicating there is multicollinearity. The values showed by the Durbin-Watson test are close to 2, indicating no autocorrelation of residuals.

Table 5 presents the predictive effect of authentic leadership behavior and its dimensions and job satisfaction on overall individual's perception of corruption and its two ways of seriousness' perception. Making an analysis of the table, it can be established that authentic leadership behavior and its dimensions have a small predictive effect on individual's corruption perception (e.g., predictive effect of authentic leadership behavior on overall individual's perception of corruption is $R^2 = .061, p = .014$). However, authentic leadership

behavior explains 11% of individuals who perceive some aspects of corruption as less serious ($R^2 = .110, p = .001$), especially self-awareness dimension ($R^2 = .155, p = .000$) and balanced processing dimension ($R^2 = .084, p = .004$). Job satisfaction presents a small predictive effect on individual's corruption perception, indifferent of its seriousness of perception (e.g., job satisfaction has a small predictive effect on individual's corruption perception, $R^2 = .003, p = .575$).

Table 5. Hierarchical regression for the prediction of individual's corruption perception and its two ways of seriousness perception – Models

	Perception of corruption			Perception of corruption more serious			Perception of corruption less serious		
	r^2	ΔR^2	p	r^2	ΔR^2	p	r^2	ΔR^2	p
Authentic leadership inventory	.061	.051	.14	.009	-.001	.357	.110	.101	.001
Self-awareness	.070	.061	.008	.004	-.006	.517	.155	.146	.000
Relational transparency	.033	.023	.072	.008	-.002	.369	.049	.039	.028
Internalized moral perspective	.059	.049	.016	.019	.008	.180	.079	.070	.005
Balanced processing	0.39	0.29	.052	.003	-.008	.622	.084	.075	.004
d (ALI) = 1.27			d (ALI) = 1.34			d (ALI) = 1.25			
Job satisfaction	.003	-.007	.575	.016	.005	.218	.053	.043	.023
d = 1.23			d = 1.36			d = 1,17			

The predictive effect of the various dimensions of the independent variables on corruption perception is displayed on Table 6. There are few dimensions with significant contributions. Authentic leadership behavior and its dimensions have no predictive effect on perception of corruption, except only in the case when perception of corruption' seriousness is low. Subsequently, in this case, authentic leadership behavior has a significant contribution on it ($\beta = .332, p = .001$). Its two dimensions, namely self-awareness and balanced processing have also a significant contribution to low seriousness of corruption perception ($\beta = .394, p = .000, \beta = .230, p = .004$). Job satisfaction has no predictive effect on perception of corruption.

Table 6. Hierarchical regression for the prediction of corruption perception and its two levels

	Corruption Perception			Perception of corruption more serious			Perception of corruption less serious		
	β	t	p	β	t	p	β	t	p
Authentic leadership inventory	.247	2.49	.014	.094	.925	.357	.332	3.44	.001

Self-awareness	.265	2.69	.008	.066	.650	.517	.394	4.19	.000
Relational transparency	.182	1.81	.072	.092	.903	.369	.222	2.23	.028
Internalized moral perspective	.243	2.45	.016	.136	1.35	.180	.281	2.87	.005
Balanced processing	.197	1.96	.052	.050	.495	.622	.290	2.96	.004
Job satisfaction	.057	.562	.575	-.125	-1.23	.218	.230	2.31	.023

3.3.3 Research analysis T-tests

For a thorough analysis, a comparative research was realized for the establishment of any difference between gender, age, work experience and work motivation, job satisfaction, perception of manager's activities and individual's attitude toward unethical behavior, namely acts of corruption.

According to the research results of this study, it can be established that there is no significant difference between the male ($M = 5.74$) and female's ($M = 5.34$) attitude toward their manager, the perception of their manager's activities being almost similar ($t_{(96)} = 1.84$, $p = .014$). The degree of male and female's job satisfaction does not depend on their gender ($t_{(96)} = 1.46$, $p = .092$). Regarding the work motivation, it can be determined that there is no significant difference between male ($M = 5.36$) and female's ($M = 5.41$) work motivation level ($t_{(96)} = -.243$, $p = .763$). As for individual's attitude toward corruption, it can not be identified difference between the genders ($t_{(96)} = .670$, $p = .578$).

Making an analysis of employees' age and its influence on perception of their manager's activities ($t_{(67)} = .091$, $p = .928$), it can be established that there is no significant difference between younger ($M = 5.36$) and older employees ($M = 5.34$) in this field. However, regarding the work motivation level, it can be determined a significant difference between young ($M = 5.03$) and old employees' ($M = 5.64$) work motivation. Younger employees tend to be less motivated than older employees ($t_{(67)} = -3.17$, $p = .002$). The age does not have any significant influence on employees' job satisfaction ($t_{(67)} = .093$, $p = .926$). Similar to job satisfaction, the perception of corruption does not differ depending on employee's age ($t_{(67)} = .587$, $p = .569$).

It was established no significant difference between work experience and individual's perception of their manager's activities ($t_{(68)} = .793$, $p = .437$). By contrast, it can be identified a significant difference between employees with a higher and lower work experience ($t_{(68)} = -3.82$, $p = .000$). Subsequently, the higher is work experience, the higher is the individual's work motivation. It was found no significant difference between work experience and

individual's job satisfaction ($t_{(68)} = .014, p = .989$) and their perception of corruption acts ($t_{(68)} = .811, p = .424$).

3.4 Discussion

Authentic leadership behavior was studied by a large number of researchers (e.g., Avolio et al., 2004; Gardner et al., 2011). Its empirical aspects underline its importance in nowadays society (e.g., Azanza et al., 2013; Cianci et al., 2014; Hinojosa et al., 2014). However, fewer researchers analyzed the relationship between self-determination theory and authentic leadership behavior (Miniotaite & Buciuoniene, 2013). The purpose of this study was to determine to what extent authentic leadership behavior influence employees' work motivation and what kind of relationship there is between work motivation and job satisfaction. Also, one of the main goals was to identify if there is a relationship between job satisfaction and employees' willingness to act unethically during their work performance and what is the role of authentic leadership behavior in this process. Using authentic leadership behavior and job satisfaction as independent variables, it was realized a multiple linear regression analysis in order to identify the best predictive effect of work motivation and perception of corruption. The results reported indicate that some variables have a great explanatory power for some independent variables. For example, job satisfaction was identified to explain 28% of work motivation (with the higher explanation for extrinsic motivation factor, namely 39%) whereas authentic leadership was shown to explain 8% of work motivation (with the higher explanation for extrinsic motivation factor, namely 11%). By contrast, job satisfaction is not related to perception of corruption whereas authentic leadership explains 6% of employees' positive perception of unethical behavior (corrupt acts, but only when they perceive these acts less serious).

Public employees' job satisfaction generates an increased level of their work motivation, especially when they are extrinsically motivated. Hence, the financial rewards for the acknowledgment of public employees' achievements are positively related to their job satisfaction. Job satisfaction positively influences the quality of public services. Authentic leadership behavior was found to have strong impact on public employees' work motivation. In a country with high level of political disappointment, it is essential for Government to maintain genuine managers which through their behavior will foster high moral values and trust in public organizations. Republic of Moldova is fighting with the corruption phenomena

for years. Therefore, its public employees are not influenced neither by job satisfaction nor by authentic managers when they adapt unethical behavior in performing their job.

In order to perform a detailed analysis, it was examined the differences between the variable's dimensions. The regression analysis showed that authentic leadership behavior has a strong influence on public employees' work motivation, especially through its balanced processing dimension. Therefore, it can be mentioned that the first hypothesis of this research was supported. Authentic leadership behavior creates a supportive working environment, where employees' self-determination is encouraged (Ilies et al., 2005). Thus, they are motivated, especially when their manager (under a fair decision-making process) takes suitable decisions for his public organization. A fair decision-making process increases public employees' work motivation and loyalty in their manager. Moreover, authentic managers, through their own behavior example, motivate their followers to achieve high performance (Toor & Ofori, 2008). Therefore, employees become more motivated in performing their job at a high level, increasing their group performance and collective efficacy (Xiong & Fang, 2014).

According to the research results of this study, it can be established that genuine behavior has a strong impact on extrinsic motivation, especially through self-awareness and balanced processing dimensions. Taking into consideration these results, it can be argued that public employees are motivated by their public manager's behavior in acknowledging his strengths and weaknesses, especially during decision-making process. Consequently, public manager's decisions which generate changes in organization are accordingly to his employees' expectations. Thus, public employees' extrinsic motivation is moderately increased. External regulation which represents a subtype of controlled motivation (Broeck, Lens, Witte & Coillie, 2013) is positively influenced by authentic leadership behavior. Public employees' behavior, being externally regulated, is lead by the desire to obtain benefits or to avoid punishments. However, in this case, public employees are non-self-determined in their job due to the fact that their behavior is controlled by external contingencies (Lam & Gurland, 2008). Authentic leadership behavior has an important impact on public employees' identified regulation, the third factor of extrinsic motivation, through all its dimensions (except internalized moral perspective dimension). In comparison with external regulation, identified regulation is an autonomous type of motivation (Vandercammen, Hofmans & Theuns, 2014). In this case, public employee is self-determined and he realizes his job without any controlling influence (Lam & Gurland, 2008). He is performing his tasks according to his values, because he has internalized his work value. Individuals with a raised level of

identified regulation are motivated to fulfill a task because it is important and valuable for them (Li, Tan & Teo, 2012). Authentic managers promote individual identification between their employees, in order to influence their values (Avolio et al., 2004). Therefore, authentic leadership behavior maintains a strong relationship with identified regulation factor of public employees, as the research results of this study have shown.

Authentic leadership behavior does not have a strong impact on public employees' intrinsic motivation, except through its balanced processing dimension. Intrinsically motivated individuals, based on their desire to receive enjoyment or to meet an obligation (such as his ethic values), perform an activity in order to obtain satisfaction, without being influenced by external factors (Li et al., 2012). Subsequently, the influence of authentic leadership in this case is low. However, manager, who maintains authenticity in his behavior, is more willing to promote intrinsic motivation in his employees (Deci, Connell & Ryan, 1989). Therefore, through his relevant decisions, authentic manager can maintain a moderate level of intrinsic motivation in his public employees. According to the research results of this study, it can be argued that authentic leadership behavior has a stronger influence on public employees' extrinsic motivation than on intrinsic one. These results can be explained by the fact that extrinsic factors, used by authentic managers during their leadership, affect the public employees' accomplishments during their job performance. Thus, financial rewards (e.g., Bassous (2015) found that monetary incentives and work motivation are positively correlated) and recognitions of public employees' successes create a supportive environment for employees which become extrinsically motivated. Public employees' intrinsic motivation is increasing because of individual factors, such as pleasure for fulfillment of tasks, desire to achieve success and personal respect.

Job satisfaction is positively related to employees' work motivation and all its factors (except amotivation factor). This leads to the idea that an increased level of job satisfaction generates a raising level of public employees' work motivation. Hence, the second hypothesis of this research was supported. Previous studies confirm the research results of this study (Locke & Latham, 1990; Pool, 1997; Fanimihin & Popoola, 2013). However, extrinsic factors (which affect extrinsic motivation) have also a positive relationship with job satisfaction (Shah, Musawwir-Ur-Rehman, Akhtar, Zafar & Riaz, 2012; Mafini & Dlodlo, 2014). Consequently, when work motivation increases, job satisfaction's level raise as well. By contrast, when work motivation decreases, job satisfaction's level drop off (Singh & Tiwari, 2011).

Authentic leadership behavior does not have any influence on public employees' corruption perception, except the case when they perceive the corruption less serious. For example, public employees from Republic of Moldova consider that the conflict of interest, small and holiday gifts and kickback receipt are accepted behaviors as a part of their activities. In this case, it can be determined that authentic leadership behavior is positively correlated with employees' acceptance of small bribe and conflict of interest or kickback if situation requires. This can be argued through existentialist theory, which mentions that the concept of authenticity does not mandatory contain ethical notions (Guignon & Pereboom, 1995). Therefore, authentic leadership behavior can positively influence some aspects of corruption through its individualistic characteristics. This behavior does not mandatory include ethical values and it can be positively associated with corruption. Also, an authentic individual's behavior and moral values can be disapproved by other individuals (Algera & Lips-Wiersma, 2011). Subsequently, individuals with high ethical standards adapt negative attitude toward authentic leadership and promote ethical leadership behavior.

By contrast, authentic leadership behavior does not have any influence on employees' perception of corruption when they perceive the corruption more serious. Employees from Moldavian public organizations do not accept bribery, theft acts and violation of organizational rules as general behaviors at their workplaces. Also, they agree with the idea of necessity in reporting an offender if the situation requires. However, it is acknowledged the fact that it is more likely that employees will take unethical decisions if they will be tempted to take these decisions (Cianci et al, 2014). Thus, it is important for public manager to take all necessary measures for eliminating unethical behavior's opportunities of public employees. However, previous studies have shown that high moral leadership behavior is positively correlated with employees' ethical behavior. For instance, a raised level of authenticity in a manager's behavior can generate a decrease level of employees' intentions to act immorally during their job activities (Tang & Liu, 2011). Moreover, this behavior has a positive impact on individuals which are under temptation to take immorally decisions during their work (Cianci et al, 2014). Employees, who maintain high ethical standards, tend to report an unethical behavior of one of his colleagues, especially under an ethical leadership (Mayer, Nurmohamed, Treviño, Shapiroc & Schminke, 2013). Subsequently, moral standards used by managers in their behavior are positively correlated with employees' ethical conduct intentions (Ruiz-Palomino & Martinez-Cañas, 2011). Taking into consideration that authentic leader has ethical values, public employees under his leadership will maintain an ethical behavior and they will create a high moral working environment.

Job satisfaction does not have any influence on public employees' perception of corruption. Authentic leadership behavior has an essential impact on employees' job satisfaction. Therefore, genuine management creates a supportive working environment which increases the level of public employees' job satisfaction (Peus et al., 2011; Wong & Laschinger, 2012; Men & Stacks, 2014). This strong relationship can be explained by the positive characteristics of authentic leadership (such as promotion of high moral values, encouragement of organizational culture and participative working environment) which are fostered through public organization. As a result, public employees are satisfied with their working conditions which lead them to perform better their job and to improve their outcomes.

IV. CONCLUSIONS AND FUTURE RESEARCH

Authentic leadership behavior has an essential role in every public organization. Its positive aspects generate an increased level of employee's job satisfaction which is positively related to employee's work motivation. The main objective of every organization is to decrease their employees' unethical behavior (e.g., corruption acts) which can be influenced by a genuine leadership behavior. In order to achieve this goal, public organizations increase their attention toward leadership style of their manager. As a result, a large number of public organizations promote authenticity in their leader's activities which results in high organizational outcomes.

Self-determination theory argues that every individual has three main psychological needs: competence, relatedness and autonomy. According to the first need, every individual should be implicated in various challenges in order to experience all elements from social worlds (Deci & Ryan, 2000). One of the main characteristics of authentic manager is the empowerment of his employees and the support of their ideas (Rego et al., 2011). As a result, he contributes to the encouragement of his employees' competence. This encouragement generates an increased level of employees' organizational commitment and performance (Leroy et al., 2011). Another psychological need of employees is relatedness. According to this psychological need, every individual wants to be part of a team and to interact with his members (Baumeister & Leary, 1995). Previous studies have shown that authentic manager is positively correlated with group cohesion and identification (García-Guiu López et al., 2015) which has a positive impact on group potency (Rego et al., 2015). Thus, authentic manager creates supportive working environment for his employees. The last psychological need is autonomy which implies the necessity of individual to self-organize his own behavior in the process of achieving his purposes (Deci and Ryan, 2000). Authentic managers encourage his employees to act autonomously and assist them in implementation process of their ideas. According to the authentic manager' support for his employees, it can be sustained that authentic leadership positively benefits his employees' self-determination. Thus, employees became more motivated in working process and they try to achieve excellence (Hinjosa et al., 2014). The research results of this study have shown that authentic leadership behavior has a positive influence on public employees' work motivation, especially on extrinsic motivation. Thus, genuine behavior creates all conditions for a productive working environment that generates opportunity for organizational development.

Authentic leadership behavior has a positive influence on employees' work engagement (Penger & Černe, 2014; Alok & Israel, 2012) and on job satisfaction (Peus et al., 2011; Wong & Laschinger, 2012; Men & Stacks, 2014). Job satisfaction significantly influences the quality of public services (Budiyanto & Oetomo, 2011). Organizations under a genuine leadership behavior assure an active and efficient working environment for its employees. These organizational conditions generate a growth level of public employees' work motivation level. Taking into consideration the research results of this study, it can be argued that job satisfaction is positively related with work motivation. Subsequently, the higher is employee's job satisfaction level, the higher is his work motivation (Locke & Latham, 1990; Pool, 1997).

According to the three types of work motivation provided by self-determination theory, it can be argued that every authentic manager must promote suitable human resources strategies in order to increase motivation level of his employees (except amotivation level). The results of this research study pointed out that job satisfaction has a significant impact on employees' work motivation level. The studies of other researchers also has shown that job satisfaction has a positive influence on employees' work motivation level, namely on extrinsic motivation (Mafini & Dlodlo, 2014) and on intrinsic motivation (Shah et al., 2012). Also, according to the research results of this study, it can be established that public employees are more intrinsically than extrinsically motivated. Therefore, public employees are less influenced by extrinsic factors than intrinsic ones (e.g., monetary rewards) (Abdullah, Ahsan & Alam, 2009; Rashid & Rashid, 2012). By contrast, other researchers argued that public employees are influenced by external factors, because they are willing to have good working conditions, friendly co-workers, task rotation or monetary rewards (Wright, 2001; Furham, Eracleous & Chamorro-Premusiz, 2009). Taking into consideration that authentic manager encourages a productive working environment, it can be sustained that employees will be both intrinsically and extrinsically motivated with their job.

Neither authentic leadership nor job satisfaction have any influence on employees' attitude toward unethical behavior, namely corruption acts, when they perceive these acts as more serious. However, the research results of this study have shown that public employees have a significant negative attitude toward corruption acts especially thefts, bribery and violation of organization' rules. Individuals with high moral values do not commit themselves in unethical behavior, including corruption acts (Martin et al., 2014). Also, public employees are willing to report an offender if situation requires, especially when public managers encourage this behavior (Zipparo, 1999). Subsequently, it can be argued that public

employees are engaged in their job mostly because they are intrinsically motivated in performing their job.

Authentic leadership behavior is positively correlated with unethical behavior, namely corruption acts, but only when public employees perceive these acts as less serious. Subsequently, small and holiday gifts, receipt of kickback and conflict of interest are accepted behaviors by public employees. Taking into consideration the existentialist theory (Guignon & Pereboom, 1995), it can be mentioned that genuine behavior can negatively influence public employees' perception of ethical behavior. Unethical behavior of public employees negatively influences the process of providing public services (Dorasamy, 2010). Thus, corruption jeopardizes the activities of public organizations. Overall, authentic leadership is moderately correlated with corruption acts. Consequently, the roots of corruption acts can be found in public employees' themselves and in their manager's activities.

Despite the efforts to increase rigor, this research has several limitations. Firstly, the sample used for this research is quite small ($N = 98$). Also, the sample is composed by 80,61 % female and 19,39 % male participants. Therefore, it is important to exercise caution in the process of generalizing the findings of the present study to other context. Secondly, this research is applicable only on public organizations from three districts of Republic of Moldova. The sampling frame was limited only in three districts. Therefore, the results cannot be generalized for all public organizations from this country. Thirdly, other limitation can be associated with the instruments used for this research which were translated from English into Romanian language. Finally, convenience sampling was used for this research. This is an inherent disadvantage for representativeness of this study.

In order to realize an extended study, it can be proposed to take into consideration the following suggestions. Firstly, it is important to be taken into account the demographic consideration. Hence, future studies should enlarge its sample and use a large number of public organizations from different districts of Republic of Moldova (inclusively districts from Transnistria and Gagauzia). Secondly, future research should use a longitudinal design in order to strengthen the causal relationships examined between variables. Using longitudinal design will ensure a better understanding of trends between the relationships examined which will refine the research results. Thirdly, the studies may be carried for public institutions and public authorities separately. The same research can be realized individually for central public administration and local public administration. Fourthly, it can be conducted a comparative study for public organizations from Republic of Moldova (as a country with the main goal to integrate in European Union) and other European countries. Finally, future research can

replace one variable from our theoretical hypothesis. For instance, this variable can be authentic leadership. Therefore, future research should establish if other types of leadership have an influence on public employees' perception of corruption, such as ethical leadership. Although ethical leadership has several similarities with authentic leadership, such as promotion of social motivation and ethical principles (Brown & Treviño, 2006), high moral values (Schaubroeck, Hannah, Avolio, Kozlowski, Lord, Trevino, Dimotakis & Peng, 2012), psychological empowerment (Zhu, 2008), organizational commitment (Zhu, May & Avolio, 2004) and job autonomy (Piccolo, Greenbaum, Hartog & Folger, 2010), it can be distinguished that ethical leadership is more concern about ethical values. These values can positively discourage corruption acts from public organizations. Thus, future research should analyze the influence of ethical leadership on public employees' willingness to act unethically (especially in a corrupt manner).

Authentic leadership behavior has a positive influence on employees' work motivation. Job satisfaction, which is positively correlated with authentic leadership and work motivation, contributes to the maintenance of an effective working environment. As a result, authentic leadership behavior ensures development of organizational culture which secures the progress of the organization itself.

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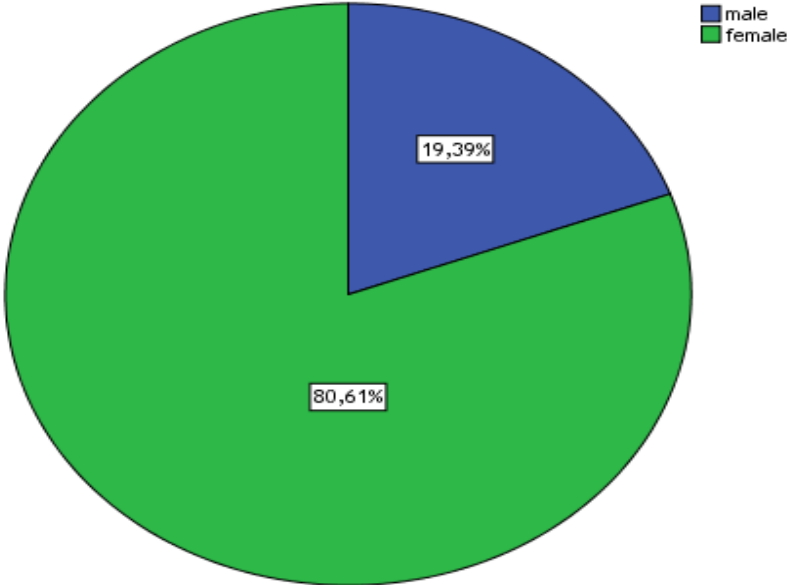
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APPENDIXES

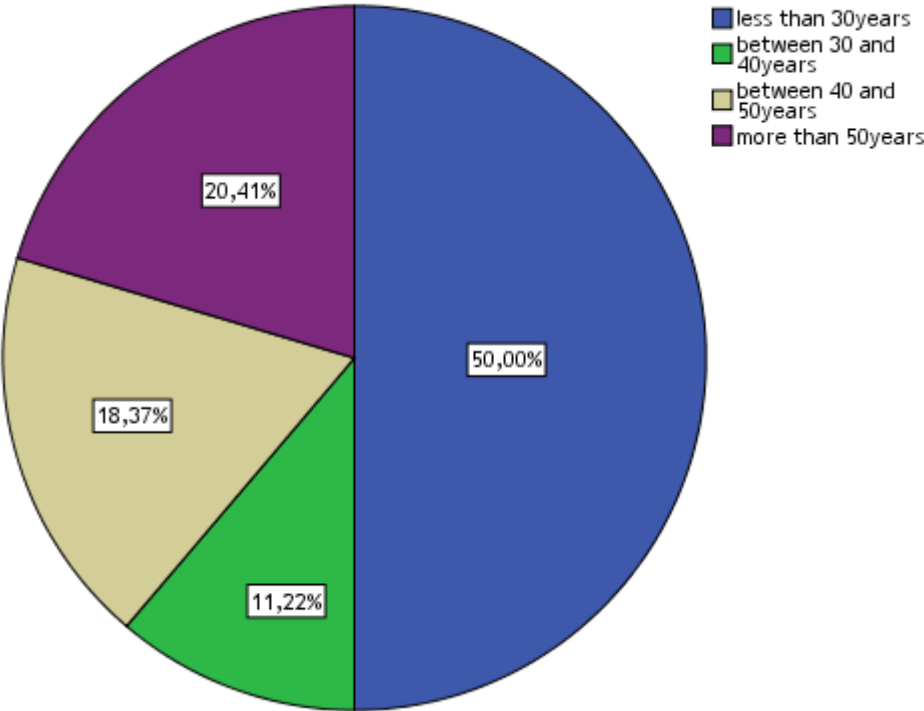
Annex I

The distribution of Gender in our research (in percentage, %)



Annex II

The distribution of participants' Age in our research (in percentage, %)



Annex III

The distribution of participants' Work Experience in our research (in percentage, %)

