



# PRACTICAL ASPECT OF AUTHENTIC LEADERSHIP CONCEPT AT MEDIUM LEVEL OF MANAGEMENT IN POLAND

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## Abstract

*The subject of the thesis hereby is the concept of authentic leadership at medium level of management in corporations operating in Poland. The paper consists of two parts. The first academic part presents the concept of authentic management and its dimensions. The second empirical part enunciates the feedback from own research conducted by the author in 2013 in corporations functioning in Poland. The characteristic features of the concept make a research task even more interesting, because it attempts to verify the influence, which the leader exerts on their team both in the area of behavior and attitudes and the system of values of the subordinates. In the exploratory part of this study it was examined whether and, if so, to what extent the concept of authentic leadership is used in Polish corporations at medium level of management. The actual survey was conducted with the use of the Authentic Leadership Questionnaire (ALQ) version 0.1 prepared for examining of leaders.*

**Keywords:** Leadership, authentic leadership, management

## 1 THE RANGES OF MEANING OF BASIC CONCEPTS

The phenomenon of leadership is a matter of common interest for both theoreticians and practitioners of management. It is believed that at the time of turbulent changes occurring in the economic environment, organizations are in need of leaders – heads in the first place instead of supervising directors – managers per se. Bennis and Nanus believe the leadership to be a key power in an organization, as it is responsible for creating a new vision whose delivery is supposed to be inspiring and motivating the members of an

organization. (Bennis & Nanus, 1997, p. 2) Academic achievements on management with regard of leadership is immense, which stems from the fact that the problematic aspects of the kind have been preoccupying great thinkers for ages. Questions that had been asked in ancient times, the Middle Ages and the Enlightenment are still valid till today.

The etymology of the terms “leading” and “leadership” stems from an old English word “lithan” which means “go”. The word “lead” derives from Anglo-Saxon word denoting a way, a course, knowledge of next steps, thus leadership implies demarcating directions and taking a certain path of action. (Supernat, 2005, p. 308) The notion is hard to define, it’s “a people-centered skill essential in almost every situation in which two or more people have the intention to deliver a

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specific task". (Loeb & Kindel, 2008, p. 19) Leadership has been defined as a "process of influencing people" for a long time (Blanchard, 2007, p. 14), emphasizing that the word may be mentioned in each case of someone having an effect on someone else with the aim of achieving the established target. Although, the definitions of leadership undergo constant modifications, since more emphasis is put on the statement that leadership does not target at accomplishing specific goals, but is a challenge triggered and posed in front of managing directors, the concept of which should elicit enthusiasm in people as well as exploit their potential minding the benefits for the organization at the same time. The analysis of the definition implies that leadership is a process, which leads up to achieving group goals by exploiting tools of social influence and motivates the group to deliver these goals and also affects the organizational culture. Other definitions concentrate on the characteristics of leadership understood as the characteristics attributed to those entities, which are perceived as leaders. In the most recent concepts leadership is treated as a communication process by which the objectives of the organization are being delivered. In this context, the success of a leader is synonymous with the work of the whole team for the good of the organization. (Wojcik & Wojcik-Czarnecka, 2009, p. 18)

As a result of great interest in leadership, there are many classifications of the concept in the teachings about organizations and management. The author will differentiate between classic and contemporary theories for the purposes of the paper hereby. One should indicate the following classical theories: theories based on traits, behavioral theories of leadership and situational theories (Stoner & Wankel, 1997) (Robbins, 1998) (Steinmann & Schreyogg, 1998) (Griffin, 2001). By contrast, the contemporary theories should bring into attention the following: natural emotional leadership, level 5 leadership, Intelligence Leadership, transformational leadership and Authentic Leadership (Griffin, 2001) (Goleman, Boyatzis, & McKee, *Naturalne przywództwo*, 2002) (Collins & Porras, 2003) (Goleman, *Inteligencja emocjonalna*, 2007). For the purposes of the dissertation hereby, the author will focus on the assumptions of authentic leadership.

The concept of authentic leadership largely refers

to humanistic psychology. It is worth mentioning that it has the features of an eclectic concept, since it comprehensively and thoroughly combines the elements of the previous leadership theories including transformational leadership assumptions involving positive psychology, ethics and morality at the same time. When it comes to transformational leadership - the authors point to some shortcomings in the assumptions of the theory – namely that the transformational leader is not required ethical behavior. It has been believed for many years now that the main and actually the only objective of corporations is to maximize profit and efficiency which should be incorporated in the leadership. However, it should be assumed that ethical behaviors relate to people and people make business. This, in turn, justifies the need to focus on ethics and morality, especially in terms of leaders who influence the subordinates and the entire organization. It was Friedman who formulated the need of Institutionalism of moral responsibility within the company. (Chryssides & Kaler, 1999)

Bass and Steidlmeier (1999) coined the term of "an authentic transformational leader" by using the behaviors described as "4 i" - idealized influence, individual care for the employee, inspirational motivation, and intellectual stimulation. (Bass, 1990) This authenticity was initially understood in different ways, inter alia as the ability to lead in times of chaos, (Abdullah, 1995) or the ability to build a sustainable organization (George, 2004) and motivate and support the development of subordinates. The authentic leaders are characteristic of influencing the team in a way as to increase the feeling of commitment, dedication and motivating to improve the tasks performed in the organization permanently. (Avolio, Gardner, Walumbwa, Luthans, & May, *Unlocking the mask: a look at the process by which authentic leaders impact follower attitudes and behaviours*, 2004) What the authentic leaders are acknowledged for are high moral standards reflecting both by creating visions of the future, stimulation of conduct and communication devoid of rhetorical tricks and language of persuasion. (Bass, Winter 1990, pp. 19–31) The focus on the morality of the leader as one of their basic features is something, which distinguishes the concept from other theories. Ethics and morality of the leader is the central element of this theory. (May, Chan,

Hodges, & Avolio, 2003)

Characteristic features of the authentic leadership's concept are the dimensions that describe behaviors of leaders influencing their authenticity. Luthans and Avolio indicate that these are: transparency, self-awareness, openness to feedback and ethics (morality). (Luthans & Avolio, 2003)

The transparency<sup>1</sup> of leadership has to fulfil mainly a requirement of clarity. Clear leadership states for a behavior which is defined as lucid, straight, and easy to understand and interpret. There is no secrets, no pretending or falsifying the results of taken decisions and intentions lying behind them. Transparency is a way of behaving. Being transparent means that people from the environment can easily recognize person's intentions, they can also understand person's way of thinking and acting and see a coherence between them. Palmer believes that the leader, in any situation and regardless of the context, has to be guided by the consequence and honesty, which are the basis of leadership qualities (Palmer, 2010, pp. 204-205). The next aspect is cohesion of beliefs and actions of a leader (Deering, Dilts, & Russell, 2009).

Self-awareness of a leader is mainly built by the consciousness of his or her own strengths and weaknesses, needs, emotions, values and targets. Self – aware manager is able to enhance a level of his motivation and also efficiently increase effectiveness of his team. Authors of the authentic leadership style distinguished four basic elements that constitutes the self-awareness of a leader: values, emotions, self-cognition and forming own goals (both private and professional) (Avolio, Gardner, & Walumbwa, Authentic Leadership Theory and Practice: Origins, Effects and Development, 2005).

Speaking of openness to feedback, for authentic leader a point of view of other people is very

important, even if it is critical towards his or her own opinion. Moreover, authentic leaders are open to discuss and realistically appraise their actions. The last feature is an ethical approach (morality). There is no shortage of ethical dilemma in manager's profession and the aspect of social responsibility of business is gaining a particular importance. In the context of authentic leadership it is important for a manager to act in accordance with his or her professed values and, what is the most important, these postulated values should be in accordance with his or her actual actions.

## 2 RESEARCH METHODOLOGY

The aim of presented empirical research was to determine to what extent representatives of top management in Polish enterprises can be considered as authentic leaders. Apart from characteristics of authentic leaders (4 dimensions of authentic leadership), additional factors were included to analysis: seniority on particular post, gender and age. Longer seniority of each manager was treated as a confirmation that both the manager and the company meet each other's expectations. In case of variables age and gender, it was decided to investigate whether, and if so, to what extent these two variables influence on the authentic leadership. The aim of the study was to determine the actual state of using the authentic leadership by Polish managers, so the "ex post facto" research was used. To examine the dimensions of authentic leadership the Authentic Leadership Questionnaire (ALQ) version 0.1 (Avolio, Luthans, & Walumbwa, 2004) was used. It is destined to examine leaders in four dimensions forming authentic leadership style. To enable managers to make a self-assessment of their behavior a five-level scale was used (due to the identification of the occurrence of behavior: 1 means strongly disagree, 3 is a neutral response and 5 stands for behavior that a manager strongly agrees with<sup>2</sup>.

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<sup>1</sup> The phrase transparency comes from English word „transparent” which has two meanings: if the subject or substance is transparent it is possible to see through it. A situation, system or action are transparent when they are easy to understand or recognize. (Sinclair, 1997)

<sup>2</sup> Five-level scale used in the study is called Likert scale.

This scale is a nominal scale comprising several items. These items are usually short sentences, which characterize certain attitudes towards the object. All Likert scale items are having assigned intensity scales to them, which are ordinal bipolar scales. (Kaczmarczyk, 2002)

Presented studies are partial, they cover only a subset of the general population. Ten number of sample, which is a number of individual elements of the subjected general population, was 62 persons. The author is aware of limited possibility of making inferences with such sample, but it is considered that there are all variables interesting to researcher, so the sample is typologically representative (Kowal, 1998). Due to the problem of reaching the mid-level managers, it was decided to use purposive sampling and the scheme of tracking links designs (link-tracing design), together with the technique of random sampling<sup>3</sup>.

### 3 EMPIRICAL VERIFICATION OF THE AUTHENTIC LEADERSHIP STYLE AMONG POLISH MIDDLE MANAGERS

#### 3.1 Characteristic of the sample

Participants constituted a diverse group in respects like age, sex, general work experience and seniority in current company. The first criterion of segmentation of examined population was the respondent's gender. Among 62 respondents there were 39 men (63%) and 23 women (37%).

Respondents were also diversified in case of age. There were five basic age brackets distinguished in respondent's particulars. The first and the smallest age group was formed by two

respondents in age up to 30 years old (3,2%) who have already started their professional career. The second group consists of 18 employees in age between 31 – 40 years old which is 29 % of participants.

The most numerous group includes 20 people between age of 31- 40 years old (32,3% of all respondents). The group of 51- 60 years old was represented by 16 people (25,8%) and the group of more than 60 years old by 6 persons (9,7%). From the point of view of using the authentic leadership style, it was also important to know respondents' length of work experience in the current company. Four time periods were divided. The most numerous group consists of 29 respondents (46.8%) who were employed at a given position from 6-10 years. Second in order was a group of employees working for 5 years - 21 respondents (33.9%). 11 people were employed for 11 to 20 years (17.8%), while the smallest group of employees who have been working for more than 20 years consists of only one person (1.6%).

#### 3.2 The transparency of Polish Middle Managers of own research

Dimension of transparency enables to specify the degree of leaders' openness in interactions with others which is expressed by allowing employees to present their ideas, opinions and thoughts. This area was assessed by analyzing the answers to the four questions of ALQ 0.1..

*Table 1 ALQ – Relational Transparency*

No	No ALQ	Question/ % Value	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total%
1	4	I openly share my feelings with others	12.9	29.0	9.7	30.6	17.7	100.00
2	8	I let others know who I truly am as a person	0.0	19.4	29.0	32.2	19.4	100.00
3	12	I rarely present a "false" front to others	0.0	6.5	27.4	56.4	9.7	100.00
4	16	I admit my mistakes to others	3.2	25.8	14.6	43.5	12.9	100.00

*Source: Author's elaboration*

These were the questions numbers: 4, 8, 12, 16.

In a study of transparency a special attention was

<sup>3</sup> Link-tracing designs were first described by sociologist James Coleman (1958) in the context of social structures' research often based on informal affiliations,

so hardly perceptible by the researcher. (Coleman, 1958)

paid to these features of a manager which support creating employees' trust. This results in the openness of employees, the actual willingness to engage in team's actions which is mainly a result of desire to share their opinions. Transparent leaders' behaviors show "true self" of a leader in relationships with others

Analysis of the first (ALQ 4) gave a picture of leaders' behavior in the area of expressing their thoughts and feelings to other people. In the subjected group of 62 managers, 41.9% of respondents gave a negative answer<sup>4</sup>. A little bit more of answers were coincided with a positive response (48.3%). A cross-analysis of the question and gender has provided interesting information. It revealed that women have predominantly indicated the positive response (20 women, who are representing 87.0% of subjected women and 32.3% of respondents in total). Only 3 women marked the answer "disagree" (13.0% of women and 4.8% of respondents in total). There was no relation between that statement, age or seniority of respondents.

Another subjected aspect of the test (ALQ 8) associated with the transparency of a leader is his willingness to let others to know him as a "person". According to that, his behavior is clear and lucid. As a result of analysis of the responses to this question, it turned out that the respondents represent different approaches to give others a chance to get to know them.

Although more than half of respondents (32 people, which is 51.6%) answered positively, 12 respondents (19.4%) do not give others that kind of chance. What was surprising, 18 respondents (29.0%) decided to mark an answer "neutral". The cross-analysis of extreme answers and gender showed that among those who let others to get to know them, there are again almost only women (22 positives answers, which is 95.7%<sup>5</sup> of women and 35.5% of total). The value of Pearson coefficient<sup>6</sup> confirmed the existence of a linear

relation between these variables. Interestingly, the subjected area does not indicate any relations with age or seniority. Next question was connected with telling untruth about undertaken actions. This issue definitely affects on the transparency of a leader. It turned out that only 4 people (6.5%) opted for a negative response. Again, quite a lot of people did not decide to give a clear answer by choosing the option "neutral". It was a group of 17 respondents (27.4%). Optimistically, 41 people (66.1%) responded positively<sup>7</sup>. Similarly as in the previous question, the majority of women (20, 87.0% women, 31.7% of total) chose a positive response. The value of Pearson coefficient<sup>8</sup> confirmed the existence of a linear relationship between the variables. Interestingly, the tested area again did not reveal any relations with age or seniority.

Another aspect affecting the transparency of leadership is the ability to admit to own mistakes. The analysis of responses to this question provided information that 18 managers (28.6%) were not able to admit to mistakes which they have made. A cross-analysis of responses to this question, age and work experience has revealed that a negative response was chosen more often by young people<sup>9</sup>, including young people with short work experience on current position.

Simultaneously, value of the Pearson's r coefficient<sup>10</sup>, calculated for both variables, confirmed the existence of a linear relationship between the variables.

### **3.3 Self-awareness of Polish Middle Managers of own research**

The dimension of self-awareness enables to determine whether, and if so, to what extent a manager (leader) is aware of his or her strengths, weaknesses and limitations. It also allows to evaluate how a manager (leader) is perceived by others and how he or she can affect on that. Majority of managers who are successful, seek

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<sup>4</sup> Strongly disagree and disagree

<sup>5</sup> Strongly agree and agree

<sup>6</sup> This relation was verified by Pearson's r coefficient, which amounted to  $r = 0.592$  and is significant on the level of significance  $p < 0.01$ .

<sup>7</sup> Strongly agree and agree

<sup>8</sup> This relation was verified by Pearson's r coefficient,

which amounted to  $r = 0.521$  and is significant on the level of significance  $p < 0.01$

<sup>9</sup> Strongly disagree and disagree

<sup>10</sup> This relation was verified by Pearson's r coefficient, which for age amounted to  $r = 0.482$  and for seniority 0.566 and is significant on the level of significance  $p < 0.01$

honest feedback about their strengths, weaknesses and the way of being perceived by others. Thanks to that they can analyze their managing style and they can improve the way of solving problems, building relationships, gaining

support and achieving expected results. This area was assessed by analyzing the answers to four questions ALQ 0.1. These were the questions numbers: 1, 5, 9 and 13.

*Table 2 ALQ – Self-Awareness*

No	No ALQ	Question/ % Value	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total%
1	1	I can list my three greatest weaknesses	8	16	9	21	8	100.00
2	5	I can list my three greatest strengths	0	8	16	20	18	100.00
3	9	I seek feedback as a way of understanding who I really am as a person	9	29	3	10	11	100.00
4	13	I accept the feelings I have about myself	0	10	16	22	14	100.00

*Source: Author's elaboration*

The first question in this category (ALQ 1) was related to the manager's awareness of his or her weaknesses. It turned out that almost half of managers (29 people, 46.8%) answered positively and 9 respondents (14.5%) had no opinion on the subject. As many as 24 people (38.7%) were not able to define their weaknesses. Cross-analysis helped to conclude that mostly it were young people between 31-40 years old (14 people, 77.8% of people in this category, 22.6% in total). The ALQ questionnaire does not allow to point out real causes of this phenomenon. It can be assumed that the level of self-awareness perhaps increases with age and seniority. Answers to questions about strengths (ALQ-5) were shaped differently. Only 8 respondents (12.90%) answered negatively, but surprisingly as many as 16 people (25.8%) indicated a neutral response or had no opinion on the subject. 38 people (61.3%) responded positively. A cross-analysis of the question, age and work experience showed that, as in the case of weaknesses, negative responses were given mainly by young people with little experience on a managerial position. Another issue (ALQ 9) was connected with searching for feedback from people. Thanks to that, the manager can also understand himself.

Unfortunately, the majority of respondents do not use feedback in this way. While assessing this issue, as many as 38 persons (61.3%) indicated a negative response. Only 21 respondents (33.8%) confirms seeking for feedback. A cross-analysis revealed that among those who benefit from the feedback there are mostly women (19, 82.6% women, 30.6% in total). At the same time the value of Pearson coefficient<sup>11</sup>, calculated for both variables, confirmed the existence of a linear relationship between the variables. The last issue (ALQ 13) was concerned with the level of self-acceptance expressed by the acceptance of feelings towards oneself. Once again, the large number of responses were neutral (16, 25.8%). More than half of respondents (36 people, 58.1%) accept the feelings for themselves. Test procedure enabled to verify the relationship between the level of self-acceptance and awareness of own strengths and weaknesses. The value of Pearson coefficient<sup>12</sup>, calculated for both variables, confirmed the existence of a linear relationship between the variables. This means that with manager's increasing awareness of strengths and weaknesses the level of his self-acceptance increases too.

<sup>11</sup> This relation was verified by Pearson's r coefficient, which amounted to  $r = 0.511$  and is significant on the level of significance  $p < 0,01$

<sup>12</sup> This relation was verified by Pearson's r coefficient, which amounted to  $r = 0.511$  and is significant on the level of significance  $p < 0,01$

### 3.4 Ethics / morality of Polish Middle Managers of own research

Dimension of ethics / morality of a manager examines the leader's compliance with high ethical and moral standards, which are expressed by his or her behavior. It is believed that ethically

acting managers have to develop their own moral grounds first, just to be able to formulate requirements for subordinates. They should develop a personal philosophy of ethical action. This area is formed by 4 questions - ALQ 2, 6, 10 and 14.

*Table 3 ALQ – Internalized Moral Perspective*

No	No ALQ	Question/ % Value	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total%
1	2	My actions reflect my core values	8	10	2	20	22	100.0
2	6	I do not allow group pressure to control me	6	11	2	28	15	100.0
3	10	Other people know where I stand on controversial issues	8	10	2	32	10	100.0
4	14	My morals guide what I do as a leader	2	8	4	27	21	100.0

*Source: Author's elaboration*

The first question (ALQ - 2) examined whether manager's actions reflect his or her core values. It turned out that as many as 18 people (29.0%) replied it negatively. However, it is encouraging that up to 42 people (67.7%) actually act in accordance with their values. The analysis of negative answers did not reveal any relations with variables (gender, age, seniority). Another step was to evaluate how managers behave when they face group pressure (ALQ - 6). The vast majority (43 persons, 69.4%) do not succumb to group pressure and 17 respondents (27.4%) assume that they could change their decision in the case of such situation. A cross-analysis of responses to questions about age and work experience has shown that a negative response<sup>13</sup> was chosen mainly by young people, including young people who have short work experience on the position. At the same time the value of Pearson's r coefficient<sup>14</sup> confirmed the existence of a linear relationship between the variables. Another question (ALQ - 10) was designed to diagnose whether employees know what is the opinion of their manager on controversial topics. As in the

previously analyzed question, the vast majority of respondents (42 people, 67.7%) answered positively, while 18 (29.0%) responded negatively.

The last question in this category (ALQ - 14) was related to the use of personal moral rules and values in building a role of a leader or manager. 48 managers (78.2%) responded positively, while 10 (16.1%) answered negatively. Interestingly, there is a relationship between the first (ALQ - 2) and the last question (ALQ - 14) in this category. It means that managers who reflect their core values through behavior simultaneously build their leadership role. The value of Pearson's r coefficient<sup>15</sup>, calculated for both variables, confirmed the existence of a strong linear relationship between the variables.

### 3.5 Polish Middle Managers openness to feedback of own research

Another tested area was the area of openness to feedback which indicates the degree in which leader asks subordinates for their opinions before

<sup>13</sup> Strongly disagree and disagree

<sup>14</sup> This relation was verified by Pearson's r coefficient, which amounted for age  $r = 0.419$  and for seniority  $0.468$  and is significant on the level of significance

$p < 0,01$

<sup>15</sup> This relation was verified by Pearson's r coefficient, which amounted to  $r = 0.721$  and is significant on the level of significance  $p < 0.01$

making important decisions. This area is formed by 4 questions ALQ: 3, 7, 11 and 15. The first examined issue (ALQ - 3) was concerned whether managers look for opinions of others before making their own decisions. It turned out that 35 managers (56.5%) responded negatively and it means that they do not take that kind of actions. However, 25 respondents (40.3%) indicated that they act in this way. A cross-analysis of this question, age and work experience has provided

interesting information. Young people between 31 and 40 years-11 respondents (representing 61.1% of people in this age group, and 17.7% of the total) and people with low rate of seniority (to 5 years) - 8 persons (38.1% in this period, 12.9% of the total) are more likely to seek information before making a decision. At the same time the value of Pearson's r coefficient<sup>16</sup>, calculated for both variables, confirmed the existence of a linear relationship between the variables.

*Table 4 ALQ – Balanced Processing*

No	No ALQ	Question/ % Value	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total%
1	3	I seek others' opinions before making up my own mind	23	12	2	11	14	100.0
2	7	I listen closely to the ideas of those who disagree I with me	10	4	7	18	23	100.0
3	11	I do not emphasize my own point of view at the I expense of others	0	5	9	28	20	100.0
4	15	I listen very carefully to the ideas of others before I making decisions	14	22	2	15	10	100.0

*Source: Author's elaboration*

Another examined aspect is connected with listening to employees' opinions, even in situations when they are not consistent with the opinion of the manager. In this regard, there were 41 positive opinions obtained (66.1%). However, 14 managers (22.6%) do not pay attention to this issue. It was also examined whether discussed behavior of managers is connected with emphasizing their beliefs and attitudes regardless of other people. Encouragingly, 48 managers (77.4%) answered that they do not behave in this way. The question number 4 (ALQ - 15), which determines whether managers listen carefully the opinions of others before making a decision, is an extension of the first question (ALQ - 3). In this question, high compliance of responses was obtained. Almost the same number of managers responded positively (25 persons, 40.3%) and negatively (35 people, 56.5%).

the usage of the authentic leadership by Polish managers. Analysis of the raw data allowed to determine the overall level of this phenomenon in different areas (Table 5).

*Table 5 ALQ – Dimensions of authentic leadership*

ALQ – dimensions	Value
Transparency	13.74
Self-awareness	14.49
Openness to feedback	13.24
Ethics/ Morality	13.14
TOTAL	54.61

*Source: Author's elaboration*

According to assumptions of the study ALQ version 0.1., the level of authentic leadership (54.61) indicates that Polish managers use a style of authentic leadership in a large extent<sup>17</sup>. Optimistically, all of the tested areas revealed a similar level. Taking into account the

#### 4 FINAL REMARKS

Areas described above provide an overview on

<sup>16</sup> This relation was verified by Pearson's r coefficient, which for age amounted to  $r = 0,433$  and for seniority  $r = 0.411$  and is significant on the level of significance

$p < 0,01$

<sup>17</sup> Very high = 64-80, high = 48-64, low = 32-48, and



fact that the study was conducted only by using a questionnaire 1.0, which is intended to examine leaders, it is important to be aware that the results may have a declarative character. In this context,

it would be important to conduct further researches in this area, which would cover the scope of both managers and their employees.

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very low = 16-32. Scores in the upper ranges indicate stronger authentic leadership, whereas scores in the lower ranges indicate weaker authentic leadership. (Northouse, 2010)

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