

EXAMINING THE ROLE OF AUTHENTIC LEADERSHIP IN SHAPING POSITIVE WORK CLIMATE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract - Increasing organizational competition requires the creation of a work environment that supports productivity and maximizes employee contributions. Leadership is a decisive factor in shaping the characteristics of the work environment and the behaviors demonstrated by employees. Authentic leadership, characterized by honesty, consistency, and openness, has gained significant attention due to its ability to foster relationships built on trust and mutual respect. This study aims to examine the influence of authentic leadership on positive work climate and organizational citizenship behavior, and to analyze how honest and consistent leadership contributes to the development of a healthy work environment while encouraging employees to engage in activities beyond their primary responsibilities. The method employed is a literature review that collects and critically evaluates relevant scholarly sources. The findings indicate that the application of authentic leadership fosters a positive work climate through enhanced trust, openness, and a sense of belonging among employees. The main conclusion of this study is that honest and consistent leadership serves as a key driver of organizational citizenship behavior, as employees feel motivated to contribute beyond their formal roles for the advancement of the organization. This study contributes to the development of knowledge in organizational behavior and human resource management and provides practical guidance for organizational leaders in creating work environments that support sustainable employee performance and contributions.

Keywords: Authentic leadership, positive work climate, organizational citizenship behavior, honesty, consistency, healthy work environment, employee contribution.

INTRODUCTION

The dynamic development of the organizational environment creates changes in the demands placed on employee roles and behaviors in the workplace. A phenomenon currently observed is that an increasing number of organizations realize that success is not only determined by the achievement of set core task targets, but also by additional contributions provided by employees beyond their formal duties. These additional contributions include actions such as helping colleagues, voluntarily complying with organizational regulations, and participating in activities aimed at organizational advancement (Rausch, 2021). These initiatives are heavily influenced by the mental readiness and personal motivation that make an individual feel attached to their responsibilities (Darmawan & Mardikaningsih, 2021). This change demands that organizations create a work environment that encourages the emergence of such behaviors, where employees feel comfortable and motivated to provide their best contributions without being forced by strict formal regulations (Darmawan et al., 2016). This effort can be supported by providing a satisfying work atmosphere and periodic coaching of work capabilities to boost productivity (Mardikaningsih & Putra, 2021).

One of the main issues arising in organizational management practice is the prevalence of leaders who apply leadership styles focused solely on result achievement without paying attention to the aspects of honesty and consistency in behavior. This leadership style often positions the leader as a figure to be followed without providing clear explanations regarding the reasoning behind each decision made. This issue creates negative impacts, where employees feel undervalued and untrusting toward existing leadership. Consequently, the resulting work environment becomes un conducive, characterized by a low sense of togetherness, high levels of job dissatisfaction, and minimal willingness among employees to provide the additional contributions needed by the organization in facing various existing challenges (Xanthopoulou & Karampelas, 2020). Such conditions are often exacerbated by internal policies related to performance appraisal and reward distribution that are perceived as lacking objectivity (Darmawan & Marsal, 2021).

Another issue of significant concern is the continuing lack of understanding regarding how leadership styles grounded in honesty and consistency can create a healthy work environment and encourage the emergence of organizational citizenship behavior. Many leaders assume that honesty and consistency are merely personal values with no direct link to organizational performance. In reality, when applied consistently in every action and decision taken, these values create a trusting work relationship between leaders and employees. This mutual trust will trigger a sense of belonging and responsibility among employees, prompting them to feel driven to perform actions beneficial to the organization even when those actions are not included in their primary assigned tasks (Chraim, 2016). Aligning these moral principles becomes an essential foundation in unifying diverse viewpoints within a team (Hariani &

Mardikaningsih, 2021). Moreover, the application of virtue-based values starting from the selection process has proven effective in shaping a workforce with high integrity (Jahroni & Darmawan, 2021).

Furthermore, there remain divergent views regarding the mechanism by which authentic leadership influences a positive work climate and organizational citizenship behavior among employees. Some studies indicate that authentic leadership has a significant direct impact on these two variables, while other studies suggest that this impact is mediated by various factors such as individual characteristics and existing organizational culture (Margiadi & Wibowo, 2020). External factors, such as the quality of social relationships and team cohesion, also determine the success of implementing such leadership styles (Putra et al., 2021). These differing perspectives create ambiguity regarding the extent to which authentic leadership can contribute to the creation of a healthy work environment and the enhancement of organizational citizenship behavior, as well as how other factors influence this relationship. This also poses difficulties for organizational leaders in determining the appropriate steps to implement authentic leadership within their specific work environments.

This research is based on the Authentic Leadership Theory developed by Walumbwa et al. (2022). This theory explains that authentic leadership is a pattern of behavior based on self-awareness, balanced information processing, relational transparency, and internalized moral perspective. According to this theory, authentic leaders act in accordance with their core values, are honest in conveying information, and remain consistent in their behavior across various situations. The theory emphasizes that authentic leadership creates a work environment that allows employees to feel safe, valued, and trustful of the direction set by the organization, thereby motivating them to provide their best contributions. This safe work atmosphere is crucial for maintaining the continuity of performance for the entire group of workers amidst changing times (Darmawan, 2020).

Based on a review of various previous studies, there remains a gap in understanding regarding the internal processes within employees that cause authentic leadership to create a positive work climate and encourage the emergence of organizational citizenship behavior. Some studies focus on the relationship between authentic leadership and organizational performance in general without providing sufficient explanation regarding the mechanisms occurring at the individual and work-group levels. A lack of attention to fulfilling support facilities at the lower level risks triggering a loss of work commitment (Oluwatosin et al., 2021). Meanwhile, other studies discuss positive work climate and organizational citizenship behavior separately without deeply examining the role of authentic leadership as the primary driver of these two variables. This gap creates difficulties for organizational leaders in understanding the steps necessary to implement authentic leadership in order to create a healthy work environment and increase employee contributions beyond their primary assigned tasks.

Another issue that arises is the lack of understanding regarding the factors that can strengthen or weaken the influence of authentic leadership on a positive work climate and organizational citizenship behavior. Although many studies show that authentic leadership has a positive impact on these two variables, there are still many organizations that implement this leadership style without achieving the expected results. This indicates that there are specific factors determining whether the application of authentic leadership can be successful or not, yet these factors have not been adequately identified and explained in the various studies that have been conducted. Shifts in work trends and the uncertainty of the current market situation are suspected to also influence the stability of the relationship between workers and management (Ishaq et al., 2021). The lack of understanding regarding this matter causes organizational leaders to struggle in preparing themselves and determining the appropriate strategies to implement authentic leadership within their own work environments.

The urgency of conducting this research is increasing given the growing importance of a positive work climate and organizational citizenship behavior as determining factors for organizational success in the long term. Organizations that possess a positive work climate will have high levels of job satisfaction and employee retention, while organizational citizenship behavior will increase overall work efficiency and effectiveness. Comfort in the workplace is proven to correlate directly with the optimal quality of service provided to the public (Gautama et al., 2021). Authentic leadership is one of the primary factors that can create both conditions; therefore, a deep understanding of the role of this leadership will assist organizations in developing more effective management systems to achieve expected goals. A well-planned governance system is proven capable of boosting operational achievements as well as the institution's social responsibility (Barzani et al., 2022). Furthermore, this study is also expected to contribute to the development of knowledge in the fields of organizational behavior and human resource management, as well as serve as a reference for subsequent studies discussing similar topics. This research is also crucial for addressing the challenges of labor absorption amidst the tight competition of the modern era (Arifin & Darmawan, 2021).

The objective of this research is to examine the influence of authentic leadership style on a positive work climate and organizational citizenship behavior, and to analyze how honest and consistent leadership creates a healthy work environment while encouraging employees to engage in tasks beyond their primary duties. This objective is structured in alignment with the established problem formulations, ensuring that each goal provides a clear answer to the issues being faced. This study is expected to provide a comprehensive understanding of the authentic leadership concept and its impact on the work environment and employee behavior, as well as provide useful guidance for organizational leaders in implementing appropriate leadership styles to achieve organizational success.

RESEARCH METHODS

This research employs a literature study method aimed at collecting, examining, and synthesizing various information sources relevant to the study topic to gain a comprehensive and systematic understanding (Bland et al., 1995). This method was chosen because it allows the researcher to examine various previously conducted studies addressing authentic leadership, positive work climate, and organizational citizenship behavior. Through this method, the researcher can identify various views, findings, and concepts developing regarding the influence of authentic leadership, as well as develop a complete understanding of how honest and consistent leadership can create a healthy work environment and encourage the emergence of organizational citizenship behavior. This method is considered appropriate for the research objective, which seeks to compile summaries and analyses from various previously conducted studies to provide a clear picture of the phenomenon being studied.

The data sources used in this research are various scientific literatures relevant to the study topic. The collected literature sources include national and international scientific journals addressing leadership, organizational behavior, human resource management, and organizational psychology. In addition, literature sources also include textbooks written by experts in management and organization, research reports published by reputable research institutions, and other scientific publications addressing factors influencing work environments and employee behavior in the workplace. The researcher ensures that the literature sources used possess high credibility and have gone through a rigorous peer-review process, so that the information obtained can be accounted for in terms of its accuracy and can be used as a basis for conducting accurate analysis and synthesis.

The data analysis technique used in this research is thematic analysis, where information collected from various literature sources is grouped into primary themes corresponding to the study's focus (Lochmiller, 2021). The analysis process is conducted by identifying main ideas found in each literature source, grouping them into relevant categories, and arranging them into a systematic and structured series of descriptions. This technique allows the researcher to compare and contrast existing views, as well as develop a complete synthesis regarding the influence of authentic leadership on a positive work climate and organizational citizenship behavior. This approach aligns with the view of Miles and Huberman (2020), who state that thematic analysis in literature reviews can be used to organize and present information logically, thereby providing a clear and comprehensive picture of the topic being studied.

RESULTS AND DISCUSSIONS

Authentic leadership is understood as a behavioral pattern integrated from self-awareness, balanced information processing, relational transparency, and an internalized moral perspective (Intesarach & Ueasangkomsate, 2021). Authentic leadership has emerged as a potentially effective approach that encourages positive employee behavior with benefits for specific work groups and the entire organization (Ribeiro et al., 2018). Leaders who apply this style demonstrate alignment between the values they hold and the actions they take in every work situation. The self-awareness possessed by authentic leaders enables them to understand their strengths and limitations, allowing them to behave naturally and avoid projecting an image that does not correspond to reality (Adams, 2020). The leader's openness regarding self-limitations serves as an important stimulus that encourages continuous learning processes, both for individuals and groups within the team (Kurniawan & Darmawan, 2021). A balanced approach to information processing leads leaders to consider various perspectives before making decisions, ensuring that the decisions made are more objective and accountable. Relational transparency allows leaders to communicate information openly and honestly to all organizational members, while an internalized moral perspective ensures that every action taken is in accordance with principles of truth and justice.

The application of authentic leadership contributes significantly to creating a positive work climate within an organizational environment (Otaghsara & Hamzehzadeh, 2017). A positive work climate is characterized by mutual trust, openness, togetherness, and a sense of belonging among all organizational members. Authentic leaders create a positive work climate through consistent and honest actions in every interaction held with employees. When leaders act honestly and consistently, employees feel safe to share their opinions and ideas without fear of being criticized or punished. This sense of safety enables open and honest communication across all levels of the organization, ensuring that every member feels valued and heard. Such a supportive work atmosphere and conducive environmental conditions ultimately lead to tangible improvements in employee performance achievement (Arifin & Mardikaningsih, 2021). This open communication subsequently creates a strong sense of togetherness and belonging among employees, as they feel that their presence and contributions hold significant meaning for the organization. In addition to being target-oriented, this open climate also helps every layer of workers to balance professional responsibility demands with their personal lives (Eddine & Darmawan, 2021).

Trust serves as the core element built through the application of authentic leadership, forming the foundation for a positive work climate (Wulffers, 2016). The trust bestowed by leaders upon employees creates a greater sense of responsibility among staff, while the trust received by leaders from employees fosters respect and compliance rooted in

awareness rather than coercion. When employees believe that their leader acts with honesty and consistency, they are confident that every decision made is intended for the good of the organization and the well-being of all its members. This sense of confidence allows employees to feel comfortable working and interacting with others in the workplace, thereby creating a conducive work climate that enhances overall productivity and performance. This stable psychological condition has proven crucial for maintaining the productivity of the entire workforce amidst the dynamics of a changing era (Darmawan, 2020). The trust that is built also enables the organization to face various challenges and changes more effectively, as all organizational members possess the conviction that the leader will guide them in the right direction (Mardikaningsih & Darmawan, 2022). This strength of relationship becomes an essential capital for the organization in anticipating the uncertainty of the increasingly dynamic external labor market (Ishaq et al., 2021).

Transparency demonstrated by authentic leaders plays an important role in creating a fair and equitable work climate within an organizational environment (Kiersch & Byrne, 2015). Through relational transparency, leaders reveal their true selves to their subordinates by openly sharing feelings and motives, which helps build trust, cooperation, and encourages teamwork (Iqbal et al., 2018). Authentic leaders communicate information relevant to the work openly to all employees, ensuring that every individual has a shared understanding of the goals, policies, and expectations set by the organization (Baykal, 2018). This open dissemination of information prevents misunderstandings and speculation that could lead to distrust and conflict in the workplace. Such information openness also facilitates the implementation of cross-training programs between departments to strengthen teamwork (Fared & Darmawan, 2021). Furthermore, transparency ensures that every policy and decision made by the leader can be accounted for and understood by all organizational members. When employees understand the reasoning behind each policy and decision, they are more willing to accept and execute them effectively. This creates a fair and equitable work climate where every individual is treated consistently and has equal opportunities to grow and contribute. This flexibility simultaneously expands opportunities for employees to compete healthily in an era of intense industrial competition (Arifin & Darmawan, 2021).

Consistency in behavior demonstrated by authentic leaders also plays an important role in creating a stable and predictable work climate (Lee, 2014). Authentic leaders behave in the same manner across various situations, allowing employees to understand what is expected of them and what they can expect from their leader. This consistency creates a sense of order and stability in the workplace, so employees can focus on the work being performed without worrying about unexpected changes in leadership behavior. This sense of stability also makes employees feel comfortable developing their potential and interacting with others in the work environment. Furthermore, the leader's exemplary attitude can foster a strong work ethic and hone the interpersonal communication skills of staff in the field (Mardikaningsih & Sinambela, 2021). When employees feel that the existing work environment is stable and predictable, they will find it easier to adapt to various changes that occur and be more motivated to work effectively.

Authentic leadership also creates a work climate that supports self-development and career growth for all employees (Woolley et al., 2011). Authentic leaders realize that organizational success depends on the capabilities and performance demonstrated by every individual who is a member. Therefore, authentic leaders strive to create a work environment that allows every employee to develop their abilities and potential optimally. Authentic leaders provide the support and guidance needed by employees to develop themselves, as well as provide equal opportunities for each individual to participate in training and career development provided by the organization. This support and the opportunities provided make employees feel valued and cared for, so they will be more motivated to work well and improve the abilities they possess. This competency coaching step serves as an important instrument for institutions in improving internal governance management to increase competitiveness amidst intense rivalry (Abdullah et al., 2021). This work climate that supports self-development also creates a culture of continuous learning within the organizational environment, where every individual strives to continuously improve their skills so they can provide better contributions to the organization.

The application of authentic leadership also has a significant influence on the emergence of organizational citizenship behavior (OCB) among employees (Shifare et al., 2021). Organizational citizenship behavior refers to voluntary actions performed by employees that are not included in their primary assigned tasks but provide substantial benefits to the organization. These actions encompass various activities such as assisting colleagues experiencing difficulties, voluntarily complying with organizational regulations, participating in activities aimed at organizational advancement, and providing constructive input or suggestions to improve organizational performance. The existence of these voluntary behaviors simultaneously supports the smooth execution of group tasks that demand high flexibility and speed in adapting to changing situations (Darmawan, 2021). Authentic leadership triggers the emergence of this behavior through the creation of trusting and respectful work relationships between leaders and employees. When employees feel that their leader acts with honesty and consistency, they feel a greater responsibility toward the success of the organization, thereby driving them to perform actions beneficial to the organization even when such actions are not mandated by existing formal regulations.

The trust built through the application of authentic leadership becomes the primary factor driving the emergence of organizational citizenship behavior (Leilei & Peilan, 2009). When employees believe that their leader acts with honesty and consistency, they feel that the organization's success is also a success that they will enjoy collectively. This sense of

belonging motivates employees to perform various actions that can help the organization achieve its desired goals. The exemplary attitude demonstrated by leaders strengthens social awareness and moral responsibility at every layer of the organization (Rojak & Darmawan, 2021). Furthermore, trust makes employees feel comfortable helping colleagues in need, as they are confident that the assistance provided will be valued and that they, in turn, will receive the same support when they require it. The trust that is established also makes employees feel comfortable offering constructive input or suggestions to improve organizational performance, as they are assured that their contributions will be carefully considered by the leader and can provide significant benefits to the organization as a whole.

The fairness demonstrated by authentic leaders also plays an important role in encouraging the emergence of organizational citizenship behavior (Kyei-Poku & Yang, 2020). Authentic leaders treat every employee fairly and equitably, regardless of their position, title, or background. This fair treatment makes employees feel valued and properly acknowledged, which motivates them to provide greater contributions to the organization. Conversely, ignoring a sense of fairness and balance in the work environment risks triggering job dissatisfaction, which may lead to employees' desire to leave the institution (Mardikaningsih & Hariani, 2020). When employees feel that they are treated fairly, they believe their efforts and contributions will be duly recognized, thereby increasing their motivation to perform actions that benefit the organization. Furthermore, fair treatment creates a sense of togetherness and solidarity among employees, making it easier for them to collaborate and assist one another in completing the various tasks they face. Objective evaluation of tangible contributions in the field is a fundamental factor in ensuring the comfort and quality of life for workers in their work environment (Eddine et al., 2021).

The openness demonstrated by authentic leaders also plays an important role in fostering organizational citizenship behavior (Kyei-Poku & Yang, 2020). Authentic leaders open themselves to receiving opinions, ideas, and feedback from employees, ensuring that every individual feels they have the opportunity to participate in decision-making processes and organizational development. This openness makes employees feel that their opinions and ideas hold value and can provide significant benefits to the organization, thus motivating them to propose new ideas and provide constructive input to improve organizational performance. The self-confidence formed by this climate of openness serves as a strong asset in optimizing individual work capabilities to achieve group goals (Hariani, 2021). Furthermore, openness makes employees feel comfortable sharing their knowledge and experiences with others in the workplace, thereby creating a work environment where individuals support and complement one another.

Authentic leaders also create a work environment that supports independence and responsibility among employees, which further contributes to the emergence of organizational citizenship behavior (Faheem et al., 2021). Authentic leaders grant trust and authority to employees to make decisions and take actions deemed necessary in carrying out their assigned tasks. This delegation of trust and authority makes employees feel a greater sense of responsibility for their work outcomes, prompting them to perform their duties to the best of their ability and seek more effective methods to improve their performance. This sense of responsibility also drives employees to perform various actions that assist the organization in achieving its objectives, even when those actions fall outside their primary assigned roles. When employees feel a strong sense of ownership over the organization's success, they are more inclined to voluntarily engage in beneficial actions. This behavior is considered essential as it enhances the overall effectiveness of the organization (Darmawan, 2017). Therefore, the ability to manage internal dynamics and devise appropriate strategies becomes a determining factor in maintaining the organization's operational stability amidst dynamic conditions (Mardikaningsih & Darmawan, 2021).

The mutually respectful relationships established through the application of authentic leadership also play a crucial role in encouraging the emergence of organizational citizenship behavior (Atwijuka & Caldwell, 2017). Authentic leaders value every employee as an individual with unique strengths and limitations, while appreciating the contributions each person makes toward the organization's success. Recognition and appreciation of employees' extra contributions can be an effective strategy to strengthen organizational citizenship behavior (Darmawan et al., 2020). This appreciation shown by leaders makes employees feel valued and noticed, which motivates them to provide greater contributions to the organization. When employees feel appreciated, they perceive their efforts and hard work as meaningful, thus becoming more motivated to perform actions that benefit the organization. Furthermore, mutually respectful relationships create a sense of togetherness and unity among employees, making it easier for them to collaborate and support one another in facing the various challenges encountered by the organization. However, management must also consider that excessive increases in organizational citizenship behavior can risk causing burnout, especially if employees feel pressured to always do more than what is expected (Arifin et al., 2022). This condition underscores the importance of maintaining a balance between professional demands and personal life to ensure that employees' work comfort remains optimal (Arifin et al., 2021).

Authentic leadership also has a positive influence on overall organizational performance through the creation of a positive work climate and the emergence of organizational citizenship behavior (Ribeiro et al., 2018). A positive work climate creates a conducive environment for increasing employee productivity and performance, while organizational citizenship behavior enhances overall work efficiency and effectiveness. Organizational citizenship behavior refers to voluntary employee actions that go beyond their formal duties, such as assisting colleagues or taking

additional initiatives, which are not directly recognized by formal reward systems (Darmawan, 2020). When employees feel comfortable and motivated to work, they can complete assigned tasks faster and more accurately, thereby increasing achieved productivity. Furthermore, organizational citizenship behaviors such as helping coworkers and participating in organizational development activities help the organization complete various tasks and achieve expected goals more effectively. This positive impact is reflected in the improvement of overall organizational performance, which provides a competitive advantage for the organization in facing increasingly tight competition. Well-regulated emotional conditions in the workplace are also proven effective in maintaining individual peace of mind and daily performance (Irfan & Darmawan, 2021).

The application of authentic leadership can also increase employee retention rates within an organizational environment. When employees feel that the existing work environment is positive and supports self-development, they feel comfortable remaining with the organization for the long term (Beal, 2016). Moreover, when employees feel valued and treated well by their leaders, they develop a strong sense of attachment to the organization, making it more difficult for them to leave even when receiving job offers from other organizations. High employee retention rates provide significant benefits to the organization, as it can retain the high-quality and experienced human resources it possesses. This helps the organization reduce costs incurred for recruiting and training new employees, while ensuring that work processes run smoothly and effectively. Proper compensation arrangements, workload mapping, and clarity of task characteristics become primary pillars for retaining the best talent within the company (Djazilan & Darmawan, 2020). Organizations must ensure that workloads remain balanced and provide fair rewards for employee efforts so that the additional contributions provided do not negatively impact their well-being (Darmawan, 2021).

Authentic leadership also creates a sustainable organizational culture grounded in the values of honesty, fairness, and togetherness (Ogunyemi & Ogunyemi, 2020). Organizational culture serves as the foundation for resolving external and internal problems, with its implementation carried out consistently by a group and then passed on to new members as the appropriate way to perceive, think about, and feel regarding related issues. This sustainable organizational culture will become a strong foundation for the organization to face various changes and challenges occurring in the surrounding environment. When the values of honesty, fairness, and togetherness have become a part of the organizational culture, these values will continue to be upheld and applied by all organizational members even if changes occur in the existing leadership or organizational structure. This sustainable organizational culture will also assist the organization in maintaining a positive work climate and encouraging the emergence of organizational citizenship behavior over the long term. This ensures that the organization can continue to develop and achieve success in the long run, as it possesses a strong foundation based on positive values that are beneficial to all its members.

Overall, a review of various literature sources indicates that authentic leadership plays a very important role in creating a positive work climate and encouraging the emergence of organizational citizenship behavior among employees. Honest and consistent leadership creates work relationships characterized by mutual trust and respect between leaders and employees, which subsequently fosters a healthy and conducive work environment for improving employee performance and contribution. The success of implementing authentic leadership is determined by the leader's ability to understand and apply the values contained within authentic leadership consistently in every action and decision taken. The proper application of authentic leadership will provide significant benefits for organizational development in the long term, as it establishes a strong foundation based on healthy work relationships and optimal employee contributions.

CONCLUSIONS

Based on the review conducted, it can be concluded that authentic leadership has a positive and significant influence on the development of a positive work climate and the enhancement of organizational citizenship behavior among employees. Leadership characterized by honesty, consistency, transparency, and an internalized moral perspective fosters relationships of trust and respect between leaders and employees. These relationships create a healthy, fair, and supportive work environment that encourages personal growth for all members of the organization. Furthermore, authentic leadership promotes organizational citizenship behavior, in which employees voluntarily engage in actions that benefit the organization even though such actions are not part of their formal responsibilities. The success of authentic leadership depends on the leader's ability to maintain alignment between personal values and actions across diverse work situations. The application of this leadership style provides long-term benefits for organizations, including improved performance, higher employee retention, and the establishment of an organizational culture grounded in positive values.

Future research is recommended to conduct empirical studies that examine the relationship between authentic leadership, positive work climate, and organizational citizenship behavior across different types of organizations and industrial sectors. Such studies could identify contextual factors that influence the effectiveness of authentic leadership, such as organizational size, existing organizational culture, and employee characteristics. In addition, future research may develop more comprehensive frameworks that explain the mechanisms linking authentic leadership to these variables and test the role of mediating and moderating factors that may affect these relationships. Longitudinal studies

are also suggested to observe the long-term influence of authentic leadership and to identify changes in work climate and employee behavior over time.

For organizational leaders, the findings of this study imply that the adoption of authentic leadership represents a strategic approach to creating a healthy work environment and enhancing employee contributions. Leaders need to cultivate self-awareness to understand their values and ensure that their actions consistently reflect those values. They should also strengthen their ability to communicate openly and honestly with all members of the organization and maintain behavioral consistency across different work situations. Moreover, leaders should establish systems and policies that support authentic leadership, such as fair performance appraisal systems, equal career development opportunities, and open mechanisms for expressing opinions. For organizations, the findings highlight that investing in the development of authentic leadership capabilities yields substantial benefits in fostering a conducive work environment and improving overall organizational performance.

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