

**AUTHENTIC LEADERSHIP AND ORGANIZATIONAL PERFORMANCE IN THE
PUBLIC SECTOR IN KENYA: A CASE OF THE NATIONAL TREASURY**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND
LEADERSHIP IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE
AWARD OF THE DEGREE OF MASTER OF MANAGEMENT AND LEADERSHIP OF
THE MANAGEMENT UNIVERSITY OF AFRICA.**

OCTOBER, 2024

DECLARATION

This project is my original work and has not been presented for a degree in any other University.

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Date: 8th November 2024

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This project has been submitted for examination with my approval as University Supervisor.

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DEDICATION

This work is dedicated to my immediate family, friends, and relatives who have shown remarkable patience and understanding during my academic journey. Most importantly, I express my gratitude to God for bestowing upon me the grace necessary to complete both my project and my coursework.

ACKNOWLEDGEMENT

I wish to extend my heartfelt appreciation to my close family and friends for their invaluable suggestions, encouragement, and unwavering support, as well as to my family for their assistance. I am particularly thankful for the help, encouragement, and understanding provided by my MUA lecturers, especially my supervisor, Prof. Washington Okeyo, which has been instrumental in the success of my research. Additionally, I am grateful to my employer for allowing me the necessary time off to complete my master's degree. I also wish to express my gratitude to the National Treasury for granting me the opportunity to conduct my study there.

ABSTRACT

The ability to delegate effectively, articulate a vision that inspires positive change, and cultivate employee confidence are critical characteristics of an effective leader. This study aimed to investigate authentic leadership and organizational performance within Kenya's public sector, focusing on the National Treasury as a case study. The operations of the National Treasury are becoming increasingly intricate, leading to a growing ambiguity in distinguishing acceptable practices from unacceptable ones. Tools such as the authentic leadership inventory and the authentic leadership questionnaire can be employed to evaluate authentic leadership, enabling followers to assess their leaders' perspectives and authenticity. The theoretical framework for this research included goal-setting theory, adaptive leadership theory, and authentic leadership theory as the anchor theory. A descriptive research design was adopted for this research work, targeting a population of 300 employees, from which a random sample of 171 was selected. Questionnaires were adopted as the primary tool for data collection. A pilot study was conducted with ten randomly chosen employees from the target population, who were not included in the final analysis. Quantitative data were analyzed using SPSS Version 27. Before drawing broad conclusions, the uncoded raw data collected from the field were examined, and results were presented in tabular form. The relationships between variables were illustrated using inferential statistics. The study found that relational transparency significantly influences organizational performance, concluding that it is a key predictor of performance. Additionally, the results indicated that internalized morals significantly affect organizational performance, with a notable influence on the performance of the National Treasury at a rate of 0.645. Furthermore, the research findings indicate that self-awareness is crucial in enhancing organizational performance, with a notable correlation of 0.588. Additionally, the study highlights that balanced processing significantly influences organizational performance, demonstrating a positive effect on the National Treasury's performance at a rate of 0.609 for each unit change in balanced processing. Various organizational factors, such as relational transparency, internalized morals, self-awareness, and balanced processing, were found to impact the performance of the National Treasury significantly. The analysis reveals that internalized morals emerged as the most influential predictor of performance, followed by balanced processing, self-awareness, and relational transparency, which had the least impact on authentic leadership. The research study offers several recommendations for enhancing the performance of the National Treasury and similar organizations. To leverage the benefits of relational transparency, managers at the National Treasury need to maintain consistency in their objectives, motivations, and values, while also being open in their communications with staff. This approach will foster trust and intimacy through self-disclosure, ultimately enhancing teamwork and collaboration, which will lead to improved performance. Furthermore, the National Treasury should prioritize self-awareness as a key element of effective leadership. Management should actively encourage self-awareness to cultivate strong, positive relationships between leaders and employees. To facilitate the development of self-awareness behaviors, the National Treasury's executives must create a supportive organizational environment. Additionally, the organization should promote balanced processing behaviors and take into account all relevant components, including personal information, subjective experiences, and externally sourced data. Given the study's findings, recommendations for improvement, and five-year follow-up, the National Treasury must conduct a study on authentic leadership and organizational performance. The goal of the study should be to validate the existing study's findings and offer further insights into them.

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ACRONYMS AND ABBREVIATION

AL	:	Authentic Leadership
ALI	:	Authentic Leadership Inventory
ALQ	:	Authentic Leadership Questionnaire
CEO	:	Chief Executive Officer
JKUAT	:	Jomo Kenyatta University of Africa and Technology
MUA	:	Management University of Africa
SD	:	Standard Deviation

OPERATIONAL DEFINITION OF TERMS

Authentic leadership	It is a leadership style focused on genuineness, ethical behavior, and self-awareness. Authentic leaders lead by being true to their core values and beliefs, prioritizing integrity, openness, and trust. They inspire others by setting an example of honesty and consistency, fostering a positive and supportive environment.
Balanced processing	It is a key aspect of authentic leadership, where leaders make decisions by objectively analyzing all relevant information, including diverse viewpoints and opinions, before reaching a conclusion. It requires setting aside personal biases, carefully weighing both positive and negative aspects, and ensuring that decisions are fair and transparent.
Internalized moral perspective	It is a critical component of authentic leadership, where leaders' actions are guided by their deeply held ethical beliefs, values, and principles rather than external pressures or societal expectations. Leaders with an internalized moral perspective make decisions based on what they believe to be right and just, creating consistency between their words and actions.
Leadership	It is the ability to guide, inspire, and influence a group of people toward achieving a common goal or vision. It involves setting a direction, motivating others, and making strategic decisions that support both individual and collective success.
Organizational performance	It refers to how effectively and efficiently an organization achieves its goals and fulfills its mission. In the context of management and leadership, organizational performance reflects the extent to which leaders and managers contribute

to an environment that maximizes productivity, innovation, and goal attainment.

Relational transparency

It is a fundamental aspect of authentic leadership, focused on building trust and fostering open, honest relationships with others. Leaders who practice relational transparency openly share their thoughts, emotions, and values with their teams, allowing for genuine connections and deeper mutual understanding.

Self-awareness

It is a key component of authentic leadership, reflecting a leader's understanding of their own emotions, strengths, weaknesses, values, and motivations. It involves an honest and deep look into one's own personality, behaviors, and tendencies, allowing leaders to act more intentionally and authentically in a way that aligns with their beliefs and values

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter includes background details on the different aspects of authentic leadership and its impact on organizational performance. It outlines the objectives, research problem, research questions, significance, scope, and a summary of the chapter. Additionally, it offers the essential background knowledge required to understand the research topic. The focus is placed on the research elements and the definition of the problem, aiming to ascertain the influence of authentic leadership on organizational performance.

1.1 Background of the Study

Researchers and scholars have studied leadership for many years, but they have never come to a consensus on a single, precise description of what constitutes a good leadership style. The capacity to delegate, provide a vision that spurs good change, and foster employee confidence are all essential traits of a successful leader (Cospers,2019). While delegation, responsibility sharing, and giving guidance to staff members to achieve predetermined objectives are all part of Aij and Teunissen's (2017) definition of leadership, another explanation given by Kumar (2018) is that the function is to help society achieve its objectives and assignments by attaining the best performance from its employees. The principles of leadership influence active management, but they are not the same as active management. According to trait theory, individuals are born with the ability to lead, and organizations seeking outstanding leadership need only work with those who possess it. The researcher examined outstanding leaders and noted several characteristics. Finally, leadership theory developed, and the notion of cultivating leadership gained traction (Chen, Zheng, Yang, & Bai, 2019). This study found that while many people possess leadership qualities, these qualities must logically be developed for people to lead effectively. After all was said and done, experts concluded that a strong bond between the leader and the follower is essential. This connection encourages the collaboration necessary to reach corporate objectives.

According to Domnguez-Escrig, Mallén Broch, Chiva, and Lapiedra-Alcam (2023), authentic leadership plays a pivotal role in supporting firms in implementing necessary changes by

fostering a positive work environment and enabling individuals to find purpose in their lives. Authentic leadership, according to Gardener (2022), has a profound impact on workers' behaviour because it fosters trust, productivity, and job happiness. Datta (2015) found that moral behaviour is influenced by authentic leadership, which models moral thinking and ethical scope for employees to follow while making and keeping commitments. Additionally, they create, uphold, and support an ethical corporate culture. Organizations want leaders who can help them achieve better results, according to research on ineffective leadership. Modern researchers started with trait theory in an attempt to comprehend and pinpoint the qualities of excellent leaders (Northouse, 2016).

Organizations in the twenty-first century have had to deal with several issues and crises, including commercial scandals, social degradation, and unfair competition, among others. Organizations now have to search for leaders who base their choices and deeds on morally upright principles. Luthans and Avolio offered their authentic leadership paradigm in 2003's anthology *Positive Organizations Scholarship* in answer to this demand. Although the concept of authenticity in administration was not fresh, Luthans and Avolio developed a proper model in which they made an effort to define authenticity and rank it along with other leadership philosophies. The two also aimed to define the traits and conduct of authentic leaders and show how authentic leadership affects followers and companies. Following the findings of the Luthans and Avolio (2018) study, several corporate leadership academics have been working to hone the authentic leadership model and determine how to evaluate its merits as a leadership style. Many researchers agree that authenticity is important in leadership and that there is a need for leaders who are capable of guiding companies in a way that is delicate to values, ethics, and morals.

These leaders are essential in the quick-paced, diverse, and goal-oriented environment that today's CEOs lead. A key tenet of the theory put forward by Luthans and Avolio is that effective leaders must fundamentally confirm traits in both followers and leaders that have a direct impact on productivity. Additionally, according to experts, many of the positive attributes people display at work can be learned (Luthan & Avolio, 2018), rather than innate personality traits. The concept of trait development is crucial to authentic leadership theory and distinguishes it from many other trait-based leadership theories, which is vital to keep in mind (Dougall, Parkes, & Langford, 2019). The authentic leadership paradigm of Luthans and Avolio to achieve successful

organizational outcomes (Begley, 2021). Begley emphasized during his discussion of authentic leaders that besides understanding oneself, leaders need to be conscious of the effect their principles have on the people they manage and the organizational environment they assist to establish and preserve. Authentic leaders must understand that they don't operate in a vacuum and that the choices they make must reflect both their principles and those of the organization they represent. Authentic leaders who are self-aware and self-reliant take into account both their own needs and those of the company they manage. According to this viewpoint, being self-conscious is being aware of all the advantages at play and accepting the need for self-regulation to make the best choice possible given the complex value structure (Ahmed, 2019).

From a global perspective, in China Liu and Wong (2023) looked at two intermediary mechanisms job satisfaction and sense of calling to see how authentic leadership affects social workers' withdrawal tendencies. According to this study, social workers' decisions to leave their jobs are directly impacted negatively by authentic leadership. Furthermore, the association between social workers' evaluations of authentic leader behaviours and turnover intention is mediated by their sense of purpose and job satisfaction. In India, Malik (2018) examines the correlation between contextual performance and authentic leadership, taking into account the moderating influence of autonomy and the influence of psychological capital as an intermediary. The findings show a direct relationship between nurses' contextual performance and authentic leadership.

The performance of Jordanian public hospitals was studied about authentic leadership and managerial capability by Aboramadan, Alolayyan, Turkmenoglu, Cicek, and Farao (2021). The results suggest that management aptitude and authentic leadership both have a positive impact on hospital performance. The direct impact of management capacity on performance was marginal, albeit favourable. Additionally, work engagement showed that authentic leadership and hospital performance had a partial mediation effect while management competency and performance had a full mediation effect. In the South African setting, Scheepers and Storm (2019) looked into the impact of authentic leadership on ambidexterity with mediators. The results showed that authentic leadership significantly and favourably influences ambidexterity directly, and it also significantly influences ambidexterity indirectly by fostering an innovative environment. The influence of authentic leadership on ambidexterity was diminished by the volatility of the

environment. In a research on Egyptian academics, Mousa, Massoud, and Ayoubi (2020) looked at organizational learning, authentic leadership, and resistance to change at the individual level. The results establish a statistical correlation between authentic leadership and organizational learning. Furthermore, a statistical correlation between authentic leadership and reluctance to change at the individual level is investigated. Moreover, the statistical study demonstrated that authentic leadership in the workplace promotes organizational learning's ability to lessen people's resistance to change. Masimane (2023) investigated the performance, motivation, and authentic leadership of Kenyan commercial banks' staff. The findings revealed a clear link between the performance of employees in Kenyan commercial banks and authentic leadership, showing statistical significance. Moreover, motivation was found to play a statistically significant role in strengthening this relationship between authentic leadership and the performance of employees in Kenyan commercial banks.

1.1.1 Authentic Leadership

Recent years have seen a lot of results on the notion of authenticity in leadership. According to Domnguez-Escrig, Mallén Broch, Chiva, and Lapiedra-Alcam (2023), it describes leaders as having a strong capacity for processing information about themselves (their values, beliefs, goals, and feelings), having distinct personal identities, the ability to adapt their behaviour in leadership by those identities, and the capacity to harmonize their preferences with societal demands. Authentic leaders, according to Omeihe and Harrison (2022), positively affect the actions of their followers because they promote their followers' right to self-determination. Authentic managers are better at encouraging intrinsic worker motivation, which in turn increases job satisfaction among their subordinates (Zhang, Zhao, & Yu, 2022). Authentic leaders encourage internalized control mechanisms in their subordinates, which raises follower well-being and increases work satisfaction. According to the research, fair and compassionate treatment of employees results in greater job satisfaction and a greater likelihood that they would have favourable views toward their work (Domnguez-Escrig, Mallén Broch, Chiva, & Lapiedra-Alcam, 2023). Employees' ability to relate to their manager on a personal level is a crucial component of authentic leadership. By doing this, authentic managers help all employees within an organization adopt shared cognitive behavioural patterns (Omeihe & Harrison, 2022).

The adherents take in healthy psychological conditions. The self-confidence, hope, trust, resilience, and optimism of their followers are all increased by authentic managers, who also help to enhance their positive psychological capital. The circumstances for the followers' personal good growth are created by authentic managers who support learning in their team members (Omeihe & Harrison, 2022). Many developing countries have educational systems that are designed to meet the highest international standards. The expectations on leadership style have increased as a result. In a public institution, leadership encompasses both the national mission and the organization's demands. According to Domnguez-Escrig, Mallén Broch, Chiva, and Lapedra-Alcam's (2023) argument 2023, which claims that a leader's authenticity entails acting by thoughts and is a function of the moral self and transparent strength, authentic leaders are required in public institutions due to their roles in nation-building and the development of human capacity, particularly in institutions of higher learning. The majority of authentic leadership ideas promote moral conduct norms and better consistency between what leaders say and practice (Omeihe & Harrison, 2022).

1.1.2 Relational Transparency

This reveals the level of the leadership's transparency to knowledge and their readiness to share both their opinions and their feelings. Workers have a friendly relationship with management and the institution they work for, and they see institutional difficulties as their own and further take steps to address them in a way that is similar to how they address their problems (Tansel, 2019). Towler (2019) asserts that an authentic leader avoids impression control strategies in favour of matching their guiding ideas to the institution's goals and activities. The leadership and employees who engage in relational transparency demonstrate authentic relationships formed from growing in reliability and honesty. When a leader practices relational transparency, they share both their strengths and their weaknesses with others, demonstrating authenticity by acknowledging their flaws when they make mistakes and sharing their accomplishments with their followers.

Authentic leadership demonstrates closer relationships with the followers. They are prepared to reveal who they are and share their perspectives with everyone. To the degree that humans have emotions and sentiments and should be treated as such, leaders should have compassion and a heart. It entails both being willing to give and caring about other people's interests. Compassion

may gradually emerge over time, perhaps occurring during a bonding phase during which life experiences are exchanged. When one is asked to be a leader, especially in the tea business, one must be prepared to value the variety of employees' backgrounds, educational levels, and mentalities. The staff includes those with the highest levels of education as well as those who have never entered a classroom.

1.1.3 Internalized Moral Perspective

Authentic leaders act according to their ethical standards and values rather than basing their decisions on outside circumstances. This is what is meant when someone talks about an authentic leader having an internalized moral element. According to Novicevic, Harvey, Ronald, and Brown (2016), authenticity is the manager's capacity to assign roles to themselves, the subjects, and other players to achieve collaboration in an institution on both an internal and external level. Authentic leadership is still a complex activity that reiterates the development of qualities that make it possible for leaders to be perceived by their followers as either trustworthy or credible (Northouse, 2016). Avolio, Luthans, and Walumbwa (2014) state that an authentic leader has self-assurance, optimism, and good moral character. These qualities make them the greatest choice for navigating through difficult times and crises since they can develop a good rapport with their followers. The following respect leaders who uphold high standards of moral and values. Anyone who aspires to lead a morally upright team must be prepared to lead by example in this regard.

Union leaders will never take a leader seriously in areas involving labour relations who are not morally upright. For the stakeholders involved to be able to take the concerns seriously, leaders must be aware of the facts around them. The idea of moral judgment is based on the development of a life process that enables leadership to demonstrate selflessness and good judgment while advancing the interests of others. Northouse, (2016). This kind of relational transparency relies on authentic leadership having an internalized moral component to regulate their behaviour according to the values they uphold. Furthermore, authentic leadership assesses every issue before making a decision and bases its response on the core principles it upholds.

1.1.4 Self-awareness

Self-awareness is more closely linked to introspection and a greater comprehension of oneself. Understanding your strengths, boundaries, moral principles, and human values are prerequisite for having an authentic leadership potential. According to Northouse (2016), authentic leadership demonstrates the capacity to identify one's standards and interact with others in a way that is in line with those standards. These people, according to Bill (2023), are aware of their true value (Northouse, 2016). According to a review by Avolio & Gardner (2015), self-awareness is a constant activity that gradually helps one discover their unique skills rather than being an ultimate goal. Self-aware rulers can demonstrate to their teams where they excel and where they fall short. They are also able to show that they are unafraid of their flaws. As a result, one stays well-prepared to foster trust within a team so that once a worker makes a mistake, they are not afraid to speak up about it. Three strategies should be used by authentic leadership while practising self-awareness, according to a book by Avolio and Wernsing (2019) titled "Practicing Authentic Leadership": Look for both positive and Negative Feedback, use reflections to Better Understand Actions, and engage in regular personal analysis to keep negativity to a minimum. Many times, leaders fail to get input, especially from their subordinates, which leads to them making ill-advised decisions that might be detrimental to their enterprises.

1.1.5 Balanced Processing

According to Covelli (2017), authentic leadership tries to maintain objectivity in considering views to effectively evaluate and translate various angles of a matter to authenticate a well-thought-out choice; a process involving regulation of an individual's tendencies in making decisions. The capacity and desire to critically analyze a situation and outside perspectives before making a decision is another trait of authentic leadership (Wong & Cummings, 2019). Covelli (2017) asserts that authentic leadership aims to maintain objectivity when taking into account viewpoints to successfully evaluate and translate various perspectives of a matter to authenticate a well-thought-out choice; this process entails regulation of an individual's tendencies about their character while maintaining open, friendly relationships with the subjects and colleagues. The appraisal of an individual self and exact, measured opinions free from emotion are activities related to balanced processing (Gardner, Fischer, & Hunt, 2019). The sense by the subjects that the leadership has their interests at heart comes from the absence of

prejudice in assessing comments passed across, claims Bamford (2018). Balanced processing, according to Besen, Tecchio, and Fialho (2017), is concerned with the critical assessment of crucial information before making a decision. Therefore, it is crucial to have leadership that is impartial and capable of making judgments in everyone's best interests (Northouse, 2016). To build trust with both employees and stakeholders, it is necessary to separate leadership egoism from the role of a leader. The processing of all information by leaders must be balanced, and their responses to both good and negative information must be accurate and unbiased. Authentic leaders have this quality; hence it is a trait to look for. Seeking out the opinions of individuals who disagree with you and carefully weighing their arguments before acting on your own are examples of balanced processing (Northouse, 2016).

1.1.6 Organizational Performance

Borman and Schmit (2019) characterize organizational performance as a multifaceted notion encompassing diverse benchmarks. According to Aguinis and Kraiger (2018), it is gauged by the degree to which job objectives are achieved, encompassing outcomes like job results, customer relations, service excellence, and intangible impacts. This research embraced Aguinis and Kraiger's (2018) interpretation, which delineates organizational performance in terms of mission alignment, job accomplishments, customer satisfaction, service quality, and intangible results. These elements, when put into practice, measure an organization's capability to boost revenue, meet customer needs, and attract and retain top talent. Various metrics can assess organizational performance, and it's crucial to consider the holistic quantitative unit. Metrics like operational revenue, income, total sales, profitability, debt management, liquidity, solvency, and financial efficiency all come into play.

The performance of an organization depends on a mix of internal and external factors. External influences like competition, technology, and the work environment play a role in shaping performance, while internal elements such as skills, motivation, competencies, and knowledge also contribute. Hasani and O'Reilly (2020) have outlined three dimensions of performance: business performance, organizational performance, and organizational performance. Business performance revolves around metrics like market share, innovation, and the development of new products. However, a broader perspective of organizational performance encompasses achieving

organizational objectives, building reputation, ensuring survival, perceived performance by competitors, and overall perceived performance, as articulated in the work of Liu, Ma, and Huang (2015).

1.1.7 The National Treasury

The National Treasury has undergone a reorganization to enhance its operational effectiveness. Its mandate is established by the Public Finance Management Act of 2012, Executive Order No. 2/2013, and the Constitution of 2010. To efficiently carry out its responsibilities, the National Treasury has been restructured into five technical directorates, each overseen by a Director General, along with one Administrative and Support Services directorate led by a Principal Administrative Secretary. Each Director General manages a directorate that encompasses a group of departments focused on related policy functions essential for the government's overall objectives, while also engaging other stakeholders, including the Private Sector, to provide necessary support.

1.2 Statement of the Problem

At the National Treasury which operates in governmental settings, characterized by high politicization, building trust between leaders and employees is challenging. Bligh (2016) suggested that trust can hinder change implementation and alleviate stress, reduce turnover intentions, and enhance organizational commitment. In various contexts, the National Treasury is anticipated to operate with accountability, transparency, and ethical conduct to consistently earn the trust and confidence of its citizens. Ethics in government institutions is simply about the level at which citizens and other stakeholders perceive employees of the National Treasury as faithful and honest, impartial, trustworthy, value key governance principles, and conduct their duties in a transparent manner (Kour, 2021). In the context of the current study, National Treasury operations are growing increasingly complex, and distinguishing between what is acceptable and what isn't is becoming increasingly ambiguous. (World National Treasury, 2020). Among the tools that can be used to gauge authentic leadership are the authentic leadership inventory and the authentic leadership questionnaire. These tools can assist followers in assessing the views and sincerity of their leaders (Northouse, 2016).

By encouraging a positive work environment and enabling employees to find purpose in their lives, authentic leadership plays a crucial part in helping firms make the necessary changes (Avolio & Gardner, 2005). According to Gardner et al. (2005), authentic leadership fosters hope, trust, productivity, and job happiness, all of which have a profound impact on the behaviour of employees. According to Datta (2015), moral reasoning and ethical scope are regularly used by authentic leaders while making and upholding their promises, which sets an example for employees to follow. They also create, uphold, and support an ethical organizational culture.

The majority of earlier research on authentic leadership concentrated on certain situations and industries, such as the behaviour of senior executives and CEOs of business companies. According to Armstrong (2012), authentic leadership is widely known for fostering the psychological capital and creativity of employees providing an contextual gap. Leaders in this paradigm, according to Bass and Steidlmeier (2009), behave by their discourses. As a result, they are consistent in both their words and actions, providing an empirical gap that needs local examination. Authentic leaders, according to Gardner (2015), are recognized as authentic leaders who are open and upbeat, have integrity and high ethical standards, and build trust. Even though authentic leadership is widely acknowledged to be important and is an emerging notion in organizations in developing countries, there is little empirical research on authentic leadership. Against this backdrop, the study tends to fill the information, empirical and contextual gap by examining the influence of authentic leadership and organizational performance at the National Treasury.

1.3 Objectives of the Study

The primary goal was to examine the relationship between authentic leadership and organizational performance focusing on the National Treasury.

1.3.1 Specific Objectives

- i. To establish the effects of relational transparency on organizational performance at the National Treasury.

- ii. Investigating how internalized moral principles influence the National Treasury's organizational performance.
- iii. To assess the effects of self-awareness on organizational performance at the National Treasury.
- iv. Exploring how balanced processing impacts the performance of the National Treasury.

1.4 Research Questions

- i. To what extent does relational transparency affect organizational performance at the National Treasury?
- ii. How do internalized morals affect organizational performance at the National Treasury?
- iii. To what extent does self-awareness affect organizational performance at the National Treasury?
- iv. What impact does balanced processing have on the National Treasury performance?

1.5 Significance of the Study

A diverse array of stakeholder groups will find this study beneficial. These stakeholders encompass the management of the National Treasury, the Government of Kenya, and academic researchers. Theoretically, the study aims to define and construct the concept of authentic leadership, which, when embraced as a strategic framework by the National Treasury and similar organizations, is expected to enhance organizational performance. Additionally, it will help assess the need to realign leadership strategies within the organization to foster accountability.

The findings will also serve experts and other organizations in evaluating their leadership approaches in relation to sector performance, promoting the adoption of effective management strategies as a novel concept for achieving efficient and effective organizational outcomes. Ultimately, the National Treasury will benefit from this research by gaining insights into authentic leadership practices that can be utilized to evaluate organizational performance in Kenya.

This research will provide essential data that will serve as a reference point, having identified gaps or alternative leadership strategies that were previously overlooked. Scholars and practitioners will also find a basis for discussing competitive tactics and overall organizational performance at the National Treasury, with the findings serving as a theoretical foundation within the field of authentic leadership and its core principles.

1.6 Scope of the Study

The research focused on the National Treasury, located at the Old Treasury Building on Harambee Avenue in Nairobi. The study was conducted over a period from March 2024 to October 2024. Data was collected through questionnaires distributed to all employees of the institution, targeting a population of 185 respondents. However, participation was hindered by issues of mistrust, leading some individuals to decline cooperation with the researcher. To mitigate these challenges, the researcher engaged in direct conversations with the respondents, clarifying that the study was being conducted as a unit by the Management University of Africa and assuring them that their identities would remain confidential. Additionally, the demanding nature of the respondents' work could extend the duration of the data collection process. To address this, a drop-and-pick method for administering surveys was employed, which proved effective in facilitating participation.

1.7 Chapter Summary

The contextual content explains the importance of understanding the relationship between organizations' performance and authentic leadership. It also offers the background information required to understand the research issue. Emphasis is placed on the research factors from both a global and local viewpoint, and the problem description, gap analysis, and significance are all clearly explained. It functioned as the cornerstone for the guiding principles that directed the process of conducting research and analysis, developing theories, evaluating the body of literature, and developing methods. The chapter also included the targeted study, which was released with an emphasis on the National Treasury.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, I have explored the existing body of research to identify gaps in comprehension by analyzing previous studies related to relational transparency, internalized moral perspective, self-awareness, and balanced processing. The literature review serves to compile pertinent information while also critically evaluating established knowledge, illuminating fresh perspectives and offering a comprehensive understanding of essential subjects and earlier research. Additionally, it includes a summary, a conceptual framework, definitions of variables, and an in-depth analysis of empirical studies.

2.1 Theoretical Literature Review

The research was fundamentally guided by three theoretical frameworks: goal-setting theory, adaptive leadership theory, and authentic leadership theory. The theoretical review presents a coherent and systematically examined network of relationships among variables that are pertinent to the identified problem. Theories are typically developed to facilitate understanding, prediction, and explanation of various phenomena. Additionally, they are often constructed within the bounds of significant limiting assumptions to test and expand the existing body of knowledge. The theoretical literature delineates and articulates a theory that elucidates the fundamental causes of the issue under investigation, thereby establishing a foundation for the theoretical framework of the study (Saunders, Lewis, & Thornhill, 2016). In this research, the primary focus was on authentic leadership theory as the anchor theory.

2.1.1 Authentic Leadership Theory

The theory was developed in the early 2000s and Psychological capital is considered an antecedent of authentic leadership theory as well as an outcome of it in both conceptual and empirical investigations in year 2000. The school of positive organizational behavior, which gave rise to authentic leadership theory (Luthans, Avolio, Avey, & Norman, 2007), is noted in the scientific literature for signaling a notable shift in focus from dwelling on the negative aspects of organizations to highlighting positive outcomes that help achieve goals in today's complex, globalized business world. This shift, documented in research, centers on a fresh

concept called psychological capital. This composite idea comprises psychological resilience, hope, optimism, and self-efficacy. It's considered the bedrock of the positive organizational behavior movement, spearheading a new approach to understanding and enhancing workplace dynamics (Luthans, Avolio, Avey, & Norman, 2007).

Authentic leadership traces its roots back to the wisdom of ancient Greek philosophy. Within this philosophical framework, the essence of leadership lies in the cultivation of timeless virtues such as wisdom, temperance, justice, and fortitude. Bill George, a former CEO and chairman of Medtronic, published a number of research papers, essays, and books during the previous three decades that brought real leadership to the fore of management studies. These books sparked widespread endorsement for the authentic leadership management approach, particularly among numerous CEOs. It encouraged upcoming leaders of the twenty-first century to blend intellect and emotions, coupled with fervor and a moral compass. The research underscores four key elements of authentic leadership theory outlined by Walumbwa et al. (2008): self-awareness, balanced processing, relational transparency, and internalized moral perspective. Ilies et al. (2005) found that authentic leaders positively influence their followers by empowering their autonomy. Additionally, Walumbwa et al. (2008) suggest that authentic leadership correlates with heightened intrinsic motivation among employees, thereby enhancing job satisfaction.

According to Bill (2007), authentic leadership focuses on qualities such as reason, ethics, relationships, connections, resolve, and empathy (Northouse, 2016). Wulffers (2017) claims that the goal of true leadership is to help people develop mental qualities like self-assurance, resolve, and adaptability. Authentic leadership demonstrates sensitivity to the thoughts, feelings, and intentions of others. Sincere leaders can ultimately direct institutional processes based on this. The idea illustrates how leaders and followers interact and what is expected of them. Leaders on the tea estates can use this theory. It provides insight into what leaders anticipate from followers in terms of behavior because there is a connection between the two. The goal of any leader is to create a culture where employees support the company's efforts to increase productivity. When the parties collaborate and support one another, this may be accomplished. According to Galer et al. (2005), it is essential for employees to get along at work.

On the other hand, Avolio et al. (2007) conclude that followers' social and personal identification is how true leadership manifests its effect. Following an authentic leader and identifying with his or her principles and ideas helps followers see themselves as moral, dependable, and honest. Similarly, authentic leaders foster followers' social identity by establishing bonds and connections through a focus on moral principles, integrity, and honesty. In this sense, the leader's moral principles and values are connected to the group that the followers subsequently identify with. Ilies et al. (2005) suggest that emotional contagion involves a reciprocal exchange where followers and leaders both share and amplify each other's positive emotions. Two theoretical strands of argumentation support this viewpoint. The broaden-and-build theory of positive emotions developed by Fredrickson (2001) states that a leader's positive emotions are very "contagious" and lead to an upward developmental spiral. The second is the theory put forth by social psychologist Kernis (2003), according to which the creation of pleasant affective experiences is encouraged by authenticity. Ultimately, by adjusting each of these models,

Walumbwa et al. (2008) elucidate the essence of authentic leadership, which comprises four fundamental components: transparency in relationships, internalized moral viewpoint, fair-minded decision-making, and deep self-awareness. These elements are interconnected, forming a cohesive framework for leadership behavior. According to Walumbwa et al. (2008), authentic leaders who exemplify qualities such as honesty, integrity, and emotional positivity serve as role models for their followers. By fostering personal and social identification with these leaders, followers are likely to experience improved attitudes and productivity. This theory serves as a foundational framework for understanding leadership dynamics, as it integrates various important aspects such as relational transparency, moral perspective, balanced decision-making, and self-awareness. Employers can leverage this theory to align their efforts with those of their workforce, thereby achieving desired outcomes more effectively.

2.1.2 Adaptive Leadership Theory

Heifetz, Marty, and Alexander were the first to propose this concept in 2009. It is currently employed as a doctrinal framework for corporations, firms, and training programs for human resource leaders, among other uses, as a leadership tool in the modern workplace. Adaptive leadership is a more recent development in leadership approach (Dougall, Parkes, & Langford,

2017). Heifetz, Marty, and Alexander (2009) state that "organizing people to face difficult circumstances and succeed is the practice of adaptive leadership." The idea is that good leadership involves encouraging change that raises people's and organizations' potential for success. In particular, leadership is the skill of motivating sizable crowds of people to take on and overcome challenging tasks. Ultimately, it boils down to executives grasping the importance of being adaptable and know how to use the right procedures and resources in order to enhance an organization's capability for it. Although adaptive leadership has been applied in a novel way, it is still not officially recognized as a distinct theory. Adaptive leadership, according to Northouse (2015), focuses on the way individuals develop and adjust to novel situations.

According to Dougall, Parkes, and Langford (2017), leadership specialists have identified a wide range of leadership circumstances, each of which imposes different expectations on leaders and gives birth to different situational and behavioral approaches. Chen, Zheng, Yang, and Bai (2016) contend that a successful leader's personality traits are assumed to be possessed by the individual. Emotionally stable individuals, optimistic outlooks, initiative, dependability, persuasiveness, quick decision-making, willingness to accept responsibility, honesty, integrity, and adaptability are characteristics of successful leaders. The behavioral hypothesis emphasizes that followers are happier when they follow a leader who behaves in a certain way. This approach, however, has a fault in that it ignores the fact that a leader's behaviors and activities may be relevant and helpful at one moment but irrelevant and ineffective at another, making time a critical factor that needs to be considered. These was employed in the investigation to ascertain how self-awareness and well-balanced processing affect the performance of organizations.

2.1.3 Goal-Setting Theory

This theory was established by Dr. Edwin Locke, who began researching it in the 1480s, building on Kurt Lewin's early work on degrees of aspiration (Locke & Latham, 2010). A goal is the desired result of a task or action that an individual deliberately aspires to achieve. In order to attain desired outcomes, setting objectives requires a purposeful process of selecting performance criteria (Latham, 2010). This goal-setting approach views motivation as arising from the desire and purpose to attain a goal. If individuals or groups find that their current performance is not producing the desired results, they are frequently urged to increase their effort

or modify their strategy (Locke & Latham, 2010). Locke and Latham (2010) claim that when someone is working toward a goal, they don't appear to be satisfied until the goal is reached.

The hardest goal lines act as a benchmark for measuring levels of satisfaction and dissatisfaction because they are challenging to accomplish within the organization's time limits. When goal-setting is applied to evaluate an individual's performance, it implies that in order to create an environment that will enable them to realize their full potential, an individual's goals should guarantee that their fundamental needs—like a stable job and a safe place to live—are met (Ferris, 2007). According to Ferris (2007), goal-setting is a synthesis of concepts from decision theory used to analyze productivity and motivation. This theory emphasizes how perception affects one's cognitive capacity to anticipate potential behavioral action results (Kinicki, 2013).

According to Amit and Livnat (2008), goal-setting theory is based on two fundamental assumptions: first, people perceive the concerns that result from their interactivity with others and the causal relationships between the outcomes; and second, people respond effectively to both positive and negative outcomes. According to this hypothesis, people perform because of two expectations. Setting first goals is based on the probability that an effort will always provide the desired outcome. Probability of a particular performance yielding desired outcomes is the second goal setting factor. Workers won't be motivated to finish a task even though some of their efforts won't be recognized.

In order to explain behavior at a workstation, the goal-setting theory relies on motivators. When conduct is driven by internal forces, rewards from external sources are perceived as driving motivations rather than intrinsic motivators (Ferris, 2007). Regarding the study, assurance, accountability, and maturity are required. Setting an organization's goals transforms the process of managing it according to its objectives. Employees can then establish their own goals as they know what is expected of them. The study endorsed this theory since it has a good correlation with the dependent variable of organizational performance.

2.2 Empirical Literature Review

The study's variables' prior research is summarised in the empirical review. This involves research on the performance of organizations' relational transparency, internalized moral, self-awareness, and balanced processing.

2.2.1 Relational Transparency and Organizational Performance

Masimane, Ndambuki, and Mulinge (2022) looked at the impact of relational transparency on Kenyan commercial banks workers' productivity. Four independent variables transparency, honesty, self-disclosure, and mutual trust were used to assess relationship transparency. Efficiency, productivity, turnover, and output quality were the four metrics used to assess staff performance. Social Exchange Theory serves as the study's theoretical foundation. A descriptive cross-sectional study approach was employed. Kenya has 31,605 people working for 38 Kenyan commercial banks. 395 respondents which was obtained via a proportional stratified sampling technique. Primary information was gathered from respondents using a standardized questionnaire. The research formulated a null hypothesis and then proceeded to experimentally examine with SPSS and the spearman correlation coefficient. The research revealed that the degree of transparency in relationships significantly influences the efficiency of employees working in Kenyan commercial banks. The results would be helpful to Kenyan commercial banks and other businesses in assessing their leaders' "relational transparency" in order to raise staff performance (Masimane, Ndambuki, & Mulinge, 2022).

Duan et al. (2023) delve into the influence of leadership empowerment on the innovation prowess and relational networks of businesses within China's entrepreneurial landscape. They explore how relational capital, a facet of intellectual capital, shapes innovation performance among enterprises in various regions of China, drawing insights from data gathered across eastern, central, and western provinces. The authors separated relational capital into three categories: trust, reciprocity, and transparency, based on the way that businesses operate in respect to their connections with external stakeholders. Additionally, the moderating component in the aforementioned hypothesized connection is assumed to be leadership empowerment. There is strong evidence that transparency, reciprocity, and trust have a favorable effect on how well businesses innovate (Domínguez-Escrig, Mallén Broch, Chiva, & Lapiedra-Alcamí, 2023).

Leadership empowerment plays a significant role in balancing the impact of trust and reciprocity on innovation performance positively. However, when it comes to the relationship between transparency and innovation performance, leadership empowerment doesn't seem to have a

significant moderating effect. Intellectual capital stands out as a key factor driving innovation performance for businesses in the knowledge economy. The entrepreneurial ecosystem forms a vital groundwork for companies to enhance their capabilities and outcomes in innovation. Despite its importance, there's been limited in-depth exploration into how the entrepreneurial ecosystem, intellectual capital, and innovation performance interconnect. (Duan et al., 2023)

2.2.2 Self-awareness and Organizational Performance

Ndambuki, Mulinge, and Masimane (2022) looked into how self-awareness affected the performance of Kenyan commercial banks' personnel. Efficiency, productivity, turnover, and output quality—all topics covered in the literature review—were used to gauge employees' performance. The investigation is supported by the idea of objective self-awareness. A descriptive cross-sectional study approach was employed. Kenya has 31,605 people working for 38 commercial banks. 395 respondents, which was obtained using the proportional stratified sampling technique. The data gathering tool's validity and dependability were examined. Primary information was gathered from respondents using a standardized questionnaire. The hierarchy of needs theory served as the study's foundation. The social sciences' statistical software was employed to craft and evaluate the null hypothesis, utilizing the Spearman correlation coefficient for testing. The analysis's findings at the 0.05 level of significance demonstrated that self-awareness had a statistically significant impact on Kenyan commercial banks workers' performance. The results would be helpful to Kenyan commercial banks as well as other businesses in assessing their leaders' self-awareness in order to raise staff performance. (Ndambuki, Mulinge, & Masimane, 2022).

Kang'ethe and Waiganjo (2023) examined the connection between organizational performance and self-awareness at Kenyan public institutions, using JKUAT as their case study. The information from this study will assist public institutions in understanding how to manage the various emotional intelligence levels of their staff. Every employee has a unique history, therefore it's critical for the company to recognize this and communicate with them in a way that will help them comprehend, identify with, and support the organization's objectives. Both qualitative and quantitative methods were employed in this investigation. Structured questionnaires were employed for collecting original data. The JKUAT personnel were the intended audience. Random stratified sampling was used. Data was illustrated through the

utilization of tables and figures once it had been gathered, statistically examined, and presented. A descriptive research approach and correlation analysis were employed in the study. The study's presentation was in line with its goals, as well as its dependent and independent variables. The research utilized tables and figures to showcase its discoveries. It revealed that employees were mindful of their emotions and recognized their impact on their job performance. While a considerable number of participants grasped the concept of self-awareness, there's a clear call to enhance understanding and furnish additional insights on its essence and methods of enhancement to enhance organizational performance. This will assist to enhance internal communication inside the company, enhance working conditions, and enhance overall company performance (Kang'ethe & Waiganjo, 2023).

2.2.3 Internalized Moral Perspective and Organizational Performance

Alavi (2023) investigated how ethical philosophies affected the formation of an internalized moral worldview in an authentic leader. It expands on earlier studies on moral identity by arguing that a authentic leader's internalized moral identity may be formed over time by internalizing ethical ideologies including deontology, rule utilitarianism, and virtue. While virtues and altruism are covered in the literature on true leadership, the study contends that other ethical theories are often ignored in this regard. Instead of serving as filters for moral reasoning, these ethical beliefs that are inherent in corporate environments may be assimilated and integrated into a leader's moral identity. Moral identities of authentic leaders control their moral motivation and behavior. The article also suggests that altering the focus of moral concerns or triggering events might activate internalized ethical beliefs. Authentic leaders, grounded in solid moral principles, are encouraged to exercise humility in their moral reasoning. They should carefully consider various ethical perspectives when faced with new challenges, integrating them as needed while staying true to their virtue-based moral compass. This interdisciplinary research provides a framework and theoretical insights to deepen our comprehension of how ethical philosophies shape the internalized moral perspective of an authentic leader (Alavi, 2023).

The impact of an authentic leader's internal (internalized moral stance) and external skills on nepotism, favoritism, and cronyism is examined by Akuffo and Kivipld (2019). Using survey questionnaires, respondents were selected from commercial and state National Treasurys in each

of Ghana's ten regions as part of the study's quantitative research methodology. 997 employees, including 127 branch managers, were sampled in total and exploratory and confirmatory factor analysis on the data that had been gathered. The results indicated that a leader's self-awareness significantly decreased nepotism within operations, while their internalized moral perspective notably increased favoritism regarding position. Nepotism, favoritism, and cronyism were not significantly influenced by self-regulation. In terms of a leader's outward abilities, being transparent in relationships greatly reduces favoritism and nepotism within the framework of roles and actions. However, striving for equilibrium in decision-making has a notable adverse impact. The findings imply that in the context of this study, AL skills had a mixed impact on nepotism, favoritism, and cronyism. The results, however, are specific to Ghana and cannot be extrapolated to other nations, including those in Europe, North and South America, Asia, and even certain African nations, which do not have a similar culture to Ghana (Akuffo & Kivipöld, 2019)

2.2.4 Balanced Processing and Organizational Performance

Mulinge, Masimane, and Ndambuki (2022) looked at how well commercial National Treasury staff in Kenya processed information in a balanced way. These independent factors were regressed against employee performance, which includes metrics like performance, productivity, turnover, and output quality. A descriptive cross-sectional study approach was employed. Kenya has 31,605 people working for 38 commercial banks. 395 respondents which was obtained using the proportional stratified sampling technique. Primary information was gathered from respondents using a standardized questionnaire. With the use of SPSS version 28.0.0.0, the research formulated a null hypothesis and scrutinized it employing the Spearman correlation coefficient. The results, assessed at a significance level of 0.05, revealed that balanced information processing significantly influenced the productivity of personnel in Kenyan commercial banks. The results would be helpful to Kenyan commercial banks and other companies in assessing their leaders' balanced processing style in an effort to raise staff performance (Mulinge, Masimane, & Ndambuki, 2022).

Meerits, Kivipöld, and Akuffo (2022) tested already current instruments and suggested a longer one (balanced processing) as ways to analyze true leadership qualities. On the basis of the testing

of three pillar models, an expanded instrument was suggested. A group of 1281 individuals from the military, representing a uniform demographic, and another group of 547 individuals from various sectors like retail, catering, public services, and logistics, each with diverse backgrounds, were studied. To assess the accuracy of the tools used, confirmatory factor analysis was employed, while the reliability of the factors was tested using Cronbach's alpha. Two out of three current instruments show problems with internal factor consistency and model fit. The expanded instrument created here is suited for evaluating real leadership abilities in a particular firm or sector due to its internal consistency of components and model fit. According to this study, authentic leadership is the conduct of leaders that is influenced by their leadership abilities. To evaluate authentic leadership intrapersonal and interpersonal abilities in the same environment, three already-existing authentic leadership instruments and a newly-proposed extended instrument were examined (Meerits, Kivipõld, & Akuffo, 2022).

2.3 Summary of Research Gaps

Table 1: Research gaps

Author and Year	Title	Methodology	Findings	Research Gap	Focus on the current study
Duan, et al., (2023)	Leadership empowerment and innovation performance	Norman, and Landis method was used to conduct a meta-analysis on a dataset consisting of 43 empirical studies that reported	Positively moderating the effects of trust and reciprocity on innovation performance is leadership empowerment. However, the connection between transparency and innovation performance is not significantly moderated by leadership empowerment. Intellectual capital is one of the most important drivers in	The study identifies a methodological gap, and this study fills it by utilizing a descriptive research design used questionnaires serving as the main data collection tool	The study was analysing the relationship between relational transparency, self-awareness, internalized moral, and balanced processing.

Author and Year	Title	Methodology	Findings	Research Gap	Focus on the current study
			terms of enterprises' innovation performance in the knowledge economy, and the entrepreneurial ecosystem provides a crucial foundation for businesses to develop their ability and performance in this area.		
Masimane, Ndambuki, and Mulinge (2022)	The impact of relational transparency on Kenyan commercial banks workers'	A descriptive cross-sectional study approach was employed. Kenya has 31,605 people working for 38	Study developed the null hypothesis and tested it with the use of SPSS and the	The research has identified empirical and contextual gap.	The study was analysing the relationship between relational transparency,

Author and Year	Title	Methodology	Findings	Research Gap	Focus on the current study
	productivity.	commercial banks. 395 respondents ,, which was obtained via a proportional stratified sampling technique. Primary information was gathered from respondents using a standardized questionnaire.	spearman correlation coefficient. The findings demonstrated that relational transparency has a statistically significant impact on the productivity of Kenyan commercial banks staff.		self-awareness, internalized moral, and balanced processing.
Ndambuki, Mulinge, and Masimane (2022)	How self-awareness affects the performance of Kenyan commercial banks.	A descriptive cross-sectional study approach was employed. Kenya has 31,605 people working for 38 Kenya commercial banks. 395 respondents ,, which was	The hierarchy of needs theory served as the study's foundation. The statistical software for social sciences was used to develop the null	The study fills a contextual gap that was investigated	The study was analyzing the relationship between relational transparency, self-awareness, internalized moral, and

Author and Year	Title	Methodology	Findings	Research Gap	Focus on the current study
		obtained via a proportional stratified sampling technique. Primary information was gathered from respondents using a standardized questionnaire.	hypothesis and test it using the Spearman correlation coefficient. The analysis's findings at the 0.05 level of significance demonstrated that self-awareness had a statistically significant impact on Kenyan commercial Banks workers' performance.		balanced processing.
Meerits, Kivipld, and Akuffo (2022)	Balanced processing as ways to analyze true leadership qualities.	A homogenous sample from the military (N = 1281) and a heterogeneous sample from the	The expanded instrument created here is suited for evaluating real leadership	On the basis of the testing of three pillar models, an expanded instrument was	The study was analyzing the relationship between relational

Author and Year	Title	Methodology	Findings	Research Gap	Focus on the current study
		<p>retail, catering, public services, and logistics industries (N = 547) were both utilized. Confirmatory factor analysis was used to evaluate the instruments' construct validity, and Cronbach's alpha was used to examine the factors' internal consistency. Two out of three current instruments show problems with internal factor consistency and model fit.</p>	<p>abilities in a particular firm or sector due to its internal consistency of components and model fit. According to this study, authentic leadership is the conduct of leaders that is influenced by their leadership abilities. To evaluate authentic leadership intrapersonal and interpersonal abilities in the same environment, three already-</p>	suggested.	<p>transparency, self-awareness, internalized moral, and balanced processing</p>

Author and Year	Title	Methodology	Findings	Research Gap	Focus on the current study
Akuffo and Kivipld (2019).	The impact of an authentic leader's internal (internalized moral stance) and external skills on nepotism, favoritism, and cronyism	Using survey questionnaires, respondents were selected from commercial and state National Treasurys in each of Ghana's ten regions as part of the study's quantitative research methodology. 997 employees, including 127 branch managers,	existing authentic leadership instruments and a newly-proposed extended instrument were examined The findings imply that in the context of this study, AL skills had a mixed impact on nepotism, favoritism, and cronyism. The results showed that, in terms of the leader's internal competencies, Self-awareness significantly	The results, however, are specific to Ghana and cannot be extrapolated to other nations, including those in Europe, North and South America, Asia, and even certain African nations, which do not have a similar culture	The study was analyzing the relationship between relational transparency, self-awareness, internalized moral, and balanced processing

Author and Year	Title	Methodology	Findings	Research Gap	Focus on the current study
		were sampled in total.	decreased nepotism in operational aspects, whereas an internalized moral perspective greatly increased favoritism in positional matters. Nepotism, favoritism, and cronyism were not significantly influenced by self- regulation. In terms of a leader's skills outside the organization, being transparent	to Ghana.	

Author and Year	Title	Methodology	Findings	Research Gap	Focus on the current study
			<p>about relationships had a significant positive impact on reducing favoritism and nepotism within the framework of roles and functions. However, trying to strike a balance in decision-making had a notable adverse effect.</p>		
Alavi (2023)	Ethical philosophies affected the formation of an internalized	It expands on earlier studies on moral identity by arguing that a authentic leader's internalized	Study contends that other ethical theories are often ignored in this regard.	This interdisciplinary study offers a framework and theoretical arguments to	The study was analyzing the relationship between relational

Author and Year	Title	Methodology	Findings	Research Gap	Focus on the current study
	moral worldview in an authentic leader.	moral identity may be formed over time by internalizing ethical ideologies including deontology, rule utilitarianism, and virtue.	Instead of serving as filters for moral reasoning, these ethical beliefs that are inherent in corporate environments may be assimilated and integrated into a leader's moral identity. Moral identities of authentic leaders control their moral motivation and behavior. The article also suggests that altering the focus of moral concerns or	better comprehend how ethical philosophies influence the internalized moral viewpoint of an authentic leader	transparency, self-awareness, internalized moral, and balanced processing

Author and Year	Title	Methodology	Findings	Research Gap	Focus on the current study
			<p>triggering events might activate internalized ethical beliefs. Authentic leaders with strong moral identities are also urged to practice moral modesty, reflecting on many ethical viewpoints when confronted with new problems and internalizing them as necessary while adhering to their virtue-centric moral identity.</p>		

2.4 Conceptual Framework

The conceptual framework links the variables; relational transparency, self-awareness, internalized moral perspective, and balanced processing

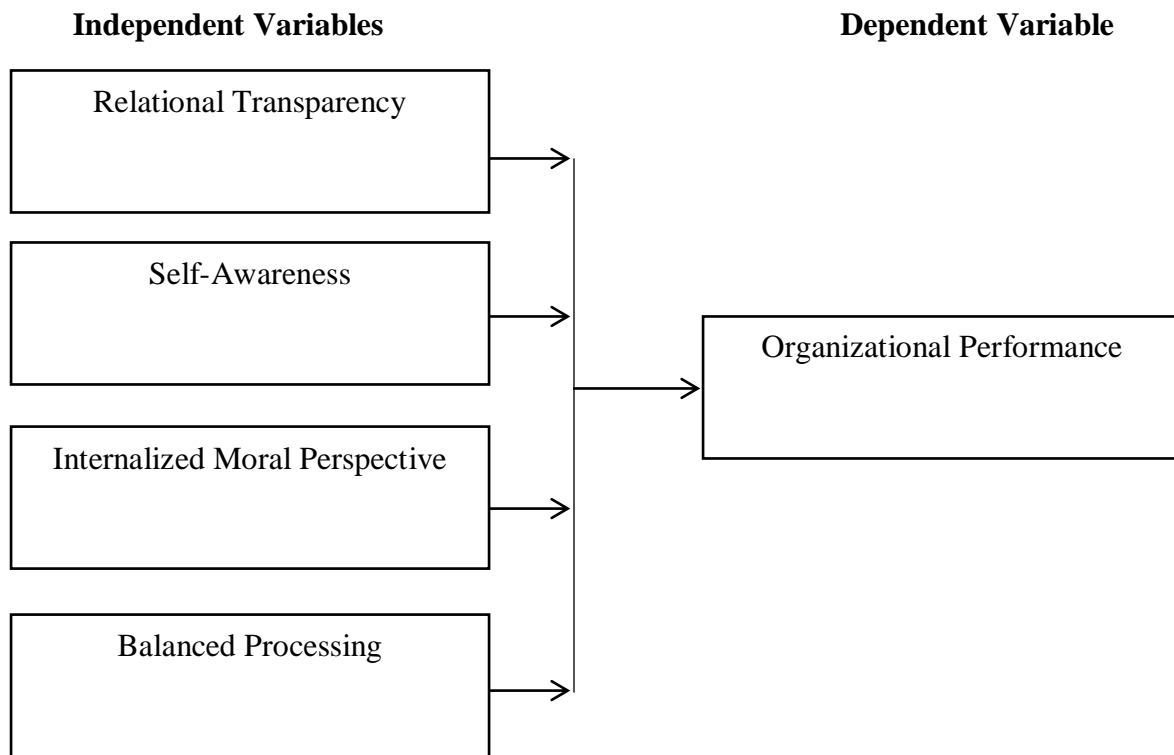


Figure 1: Conceptual Framework

2.5 Operationalization of Variables

This part of the study explicitly details the study variables, their indicators, and the methods of measurement used to achieve the study objectives, as shown in the table below.

Table 2: Operationalization of variables

Variables	Indicators	Analysis	Measurement
Relational transparency	Transparency Truthfulness Self-disclosure Mutual Trust	Descriptive statistics and inferential	Percentages Frequencies Likert scale
Internalized moral perspective	Ethics Morals Values Legal	Descriptive statistics	Percentages Frequencies Likert scale
Self-awareness	Values Cognitions Emotions Motives	Descriptive statistics	Percentages Frequencies Likert scale
Balanced processing	knowledge Internal experiences Externally-based evaluative information	Descriptive statistics	Percentages Frequencies Likert scale
Organizational performance	Quality of Service Customer Satisfaction Staff satisfaction Expenses Efficiency	Descriptive statistics	Percentages Frequencies Likert scale

2.6 Chapter Summary

The chapter has delved into prior research pertinent to the research variables, aligning with the study's objectives. Through analyzing established facts, it has structured a coherent comprehension of past studies and their pivotal points, while also elucidating existing theories.

Furthermore, the chapter addresses conceptual frameworks, operational terms, identified research gaps, empirical literature, and provides chapter summaries. The literature review encompasses documenting information relevant to the study's core variables.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This section describes the steps that must be followed in order to achieve the research study's objective. It provides thorough information about the research design that was employed, the target population, sampling design, data instruments, pilot study, validity, reliability, analysis, and research ethics.

3.1 Research Design

Bordens and Abbott, (2021) define research design as how the research purpose and technique are arranged, resulting in a theoretical context that is used to carry out the research inquiry. This research was undertaken using a descriptive design. This approach is great since it assures that the information gathered is relevant to the study objectives. The design was used to investigate problems and describe population characteristics. This strategy can assist researchers to plan and carry out investigations that provide a full understanding of the persons, settings, or specific issue (Bickman & Rog, 2018). Research design's major goal is to translate research questions into a project (Bordens & Abbott, 2021).

3.2 Target Population

Bordens and Abbott (2021) describe the target population as the entire set of characteristics from which findings are expected to be generalized. According to Saunders et al. (2018), the population is the whole set of elements from which the study's findings can be generalized. Table 3 displays the study's population of 300 employees, which includes top managers, middle-level managers, and non-management staff at the National Treasury that are in internal audit, accountants, human resources, administrators, research and development, Information communication technology, and public relations.

Table 3 Target population

Category	Number	Percentage
Top Management	5	1
Middle-level Managers	70	23
Non-management staff	225	76
Total	300	100

(The National Treasury, 2024)

3.3 Sample and Sampling Technique

The investigation employed stratified random sampling, which Creswell and Creswell (2018) identified as impartial, providing every element of the population an equal opportunity for selection. Kothari and Garg (2015) define a sample as a subset utilized to mirror the larger unit and portray population attributes. Cooper and Schindler (2018) stressed the importance of randomizing the study sample size to mitigate biases, while Saunders, Lewis, and Thornhill (2018) suggest that sampling 1-10% of the target population is deemed sufficient. The Cochran formula is used to determine sample size as 171 at a 5% level of significance.

$$n = \frac{N}{[1 + N(e)^2]}$$

Where; n – sample size N – Population size e – Level of significance $n = 300 / 1 + 300(0.05)^2 = 171$ Therefore the sample was 171 respondents as displayed on Table 4.

Table 4: Sample size

	Target Population	Sample Size	%
Top Management	5	2	1
Middle-level Managers	70	40	23
Non-management staff	225	129	76
Total	300	171	100

3.4 Research Instruments

The questionnaire was the study's primary data collection tool. They were used in the study because questionnaires have been used by other researchers in the same field of study and are thought to be more accurate in terms of labor, money, and time, as well as helping to collect both qualitative and quantitative data and providing more structure than interviews. Thornhill, Lewis, & Saunders (2018). The fundamental restriction of the questionnaire is that respondents who are illiterate, meaning they cannot read or write, are unable to complete it. Despite this, surveys are viewed as less expensive ways of data collection, allowing researchers to collect a large amount of information (Creswell & Creswell, 2018). According to Saunders et al. (2018), the researcher used questionnaires because they make correlations and analytic approaches for inferential and descriptive statistics are straightforward (Saunders et al, 2018).

3.5 Pilot Study

A pilot study is defined as a tiny study that tests research methods, data collection tools, and other research techniques in preparation for the major study (Creswell and Creswell, 2018). A pilot can detect confusing queries and indistinguishable directions in an equipment (Hamed, 2016). The pilot involved ten randomly selected employees from the target population, who were not included in the final study. The goal of the method was to demonstrate if the instrument responses provided the required feedback (Dawson, 2019). Another reason why the pilot study was so important was it confirmed the validity and dependability of the methods used to collect study data (Cooper & Schindler, 2018).

3.5.1 Validity

According to Saunders et al. (2018), validity is the data tool's capability to come up with expected outcomes. Validity refers to the measure's accuracy. Its goal is to pin-point and resolve any issues with the research instrument before the sample group has access to it. This took place throughout the instrument's piloting phase (Saunders et al., 2018). The aim was to determine if the responses from the instrument supplied the essential information required for the study to accomplish its goals, as delineated in the methodology (Cooper & Schindler, 2018). Content validity was implemented in collaboration with supervisors and field specialists. Face validity is important since it makes establishing the overall validity of a test or technique simple. It's a quick, basic, and straightforward technique to see if a new statistic is useful at first glance. (Dawson, 2019).

3.5.2 Reliability

Reliability refers to the constancy of a metric. Saunders et al. (2018) define dependability as the ratio used to verify the consistency of study questionnaires. The study's dependability was tested using the Cronbach Alpha coefficient, which is 0.7. According to Kothari and Garg (2015), if research tools are dependable, they ought to yield steady results when applied to the actual sample size, mirroring the outcomes observed in the pilot study. Cooper and Schindler (2018) agree with this. It concerns the uniformity of a measure.

3.6 Data Collection Procedure

Data collection was fostered by the university's introduction letter, the treasury, and a NACOSTI authorization permit. Data collection is the methodical process of gathering observations or measurements. Interviews, surveys, focus groups, and observations are all methods for collecting data. A research tool suited for measuring respondents' perspectives is necessary, and the author prefers to employ questionnaires in this study (Appendix ii) (Creswell & Creswell, 2018). The questionnaire also enables anonymity, as most respondents do not want their identities known (Bordens & Abbott, 2017). Primary data was gathered using questionnaires that was drop and picked after 5 days.

3.7 Data Analysis and Presentation

Kothari and Garg (2015) outline the process of applying research data-gathering approaches to sort and arrange raw data in order to get relevant information for data analysis. Quantitative data was analyzed using SPSS Version 27. Before drawing broad conclusions, the field's uncoded raw data was processed. Descriptive statistics was used for analysis, and tables was used to present results. The relationship between variables was demonstrated using inferential statistics. A two-tailed, 5% level of significance correlation test with analysis of variance was performed. It was compared to both computed and tabulated f statistics. The significance of the entire model was calculated using a P-value of 0.05. The multivariate linear regression model was used to determine how much the independent factors influence the dependent variable.

The complete model's significance was gauged using analysis of variance (ANOVA). The computed and tabulated f statistics was contrasted and compared. The entire model was tested for significance using a p-value of 0.05. To gauge how much the independent factors affect the dependent variable, we'll use a multiple linear regression model. To explore the connection between the variables, a correlation analysis was conducted in this study. Finding a correlation between variables that are unlikely to result from sampling error is the goal of correlational analysis.

A regression constant, also known as an intercept, is used to estimate the model of composite index organizational performance, and the regression coefficient ranges from 1-4. The independent variable (relational transparency, internalized moral, self-awareness, and balanced processing). JRA is composite index of the other factors. IF represents the variables, which is a composite score of relational transparency, internalized moral, self-awareness, and balanced processing are the random error factor, which, when the linear effect of the predictor variables is insufficient to explain it, explains the viability of organizational performance.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Organizational Performance

(β_i ; $i=1, 2, 3, 4$) =

X_i for;

X_1 = Relational Transparency

X_2 = Internalized Moral Perspective

X_3 = Self-Awareness

X_4 = Balanced Processing

ϵ =error term

3.8 Ethical Consideration

According to Bickman and Rog (2018), ethical thought is the application of ethics to a scientific project. Prior consent was requested from each and every possible respondent. Additionally, the privacy of the data provided in survey replies was protected. Participation by respondents in the data collection process was entirely voluntary. Moreover, there were no terms or inquiries in the research questionnaire that were disrespectful, rude, or personal.

3.8.1 Informed Consent

The letters of consent were provided by the treasurer, NACOSTI, and the university. Prior to commencing the study, the investigator obtained consent letters. A cornerstone of research ethics is informed consent. It seeks to give human subjects the freedom to freely (voluntarily) participate in research once they have given their informed consent and been fully told about the implications of doing so. Prior to the individuals being included in the study, consent must be sought, and consent cannot be obtained via coercion.

3.8.2 Voluntary Participation

According to Saunders, Lewis, and Thornhill (2018), it alludes to the specific actions made by the researcher to let them know that their involvement is completely voluntary and devoid of any kind of coercion. The participation of respondents in the data collection process was entirely voluntary. Furthermore, no derogatory, insensitive, or personal language was used in the research questionnaire or its questions. Moreover, the responders' identities were kept a secret. Before providing their consent, participants must be fully informed about the study in which they are taking part, in accordance with the principle of informed consent (Bordens & Abbott, 2017).

Participants were asked if they would want to participate in the study, giving them the option to choose whether or not to do so. The principle of voluntary participation would not be violated by forcing any respondent to participate in the study (Kothari & Garg, 2015). This implies that study participants have the option to decline or discontinue participation at any moment.

3.8.3 Confidentiality

There was a bond preserving confidentiality, and it was the researcher's moral obligation to confirm the information gathered. Publicly available data was only available in summary form. Additionally, the confidentiality of the data submitted in survey replies was preserved. Every reference and citation provided by other scholars was acknowledged as well. The information provided by respondents was only be utilized for academic, and the researcher guaranteed that the study maintains the respondents' identity.

3.8.4 Privacy

Respect for privacy is attained during the conduct of research by ensuring that personal information, such as views, attitudes, and opinions, is not shared with third parties without the subject's consent (Creswell & Creswell, 2018). The responders won't suffer any bodily or psychological harm thanks to the researcher's protection. Analysis was protected during the knowledge gathering process since the information was stored in the Arcanum for laptop victimization data security to ensure confidentiality.

3.8.5 Anonymity

Respondents' racial or ethnic backgrounds, their names, and any other personally identifiable information are kept private in order to protect their anonymity. Victimization was the means by which this was accomplished. Pseudonyms with regard to the study participants and, consequently, the selected company. Respondents' anonymity is safeguarded. The simplest method to accomplish this is to avoid identifying respondents by name when gathering data (Taherdoost, 2022). Pseudonyms and codes was used to protect participants' identity. It was challenging to identify the participants based just on their answers to the questionnaire. The confidentiality of respondents was upheld, and no one was permitted to write their name or contact details on the questionnaires. The participant's information was handled so that

anonymity protects their identify (Bickman & Rog, 2018). They were told not to provide any personal information on the questionnaire in order to achieve this.

3.9 Chapter Summary

The study methodology section, which offers a research protocol outlining the methodology to be used, is the main focus of this chapter. It outlines the methodology and investigational strategy that was applied to the study undertaking. The research procedure outlines the approach that enabled the study to achieve its main objective. The actions that need to be conducted to attain the target of the research study are described in this section. It provides thorough details on the research design that was employed.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

Research findings that were submitted in research questionnaires are included in this section. This chapter contains responses to study variables, respondent demographics, and study constraints. Researchers gathered data in the field, and then used SPSS version 27 and basic descriptive statistics to analyze it. As a result, the primary goals of the study are used to identify the subsections in which the research results are given in this chapter.

4.1 Research Findings

4.1.1 Response Rate

The researcher distributed 171 questionnaires to the sample population as presented in Table 5.

Table 5: Response Rate

Category	Frequency	Percentage
Responses	128	75
Non-Responses	43	25
Total	171	100

The study's findings show that 128 questionnaires were completed, or 75% of the total, with 25% not being returned and others not being fully completed. The research project received a sufficient number of responses. A research study with a response rate of 50% is considered satisfactory, 60% is outstanding, and more than 70% is remarkable, according to Creswell and Creswell (2018). Consequently, 128 questionnaires were used for data analysis, and the study response rate was sufficient.

Table 6: Reliability and Validity

Variables	Items	Cronbach Alpha	Remark
Relational Transparency	5	.864	Reliable
Internalized Moral Perspective	5	.873	Reliable
Self-Awareness	5	.731	Reliable
Balanced Processing	5	.867	Reliable
Organizational Performance	5	.858	Reliable

To verify the reliability of questionnaire, a pilot study was carried out before any data was collected to assess and improve the questionnaire's usability and clarity. Table 5 demonstrates that the tool's Cronbach's alpha > 0.7, meaning it was deemed acceptable and sufficiently dependable for measurement. All inquiries were approved since they were deemed reliable. Cooper and Schindler (2018) presented content validity approaches.

Demographic Data

Table 7: Gender

Category	Frequency	Percentage
Male	73	57
Female	49	43
Total	128	100

Table 7 shows that male respondents comprised 57% of the sample, while female respondents accounted for 43%. Male respondents outnumbered female respondents by a small margin, indicating that gender representation was proportionately equal and that the attitudes expressed

in the survey were representative of both genders. Gender is one of the most important factors in evaluating respondents' attitudes regarding themes, claim Cooper and Schindler (2018).

Table 8: Age Bracket

Category	Frequency	Percentage
18 – 25	6	5
26– 30	17	13
31 – 35	70	55
36 - 40	22	17
41 – 45	8	6
46 years and above	5	4
Total	128	100

Table 8's statistics show that 55% of respondents were between the ages of 31 and 35, 17% were between the ages of 41 and 50, 13% were between the ages of 26 and 30, 6% were between the ages of 41 and 45, and 4% were older than 46. The age distribution of the responders is good, as seen by the results. Creswell and Creswell (2018) assert that comprehending an individual's viewpoint on particular topics is significantly influenced by their age as a respondent.

Table 9: Education Level

Category	Frequency	Percentage
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Collage Diploma	12	9
Degree	63	49
Master	38	30
PhD	15	12
Total	128	100

According to Table 9's statistics, 49% of respondents held a bachelor's degree, followed by master's degree holders (30%), college graduates (9%), and doctorate holders (12%). This suggests that the educational backgrounds of the respondents were adequate to understand and reply to the research questions. This indicates that professional input is required for work at the organization. Thornhill, Lewis, and Saunders (2018) believe that an individual's response is likely to be influenced by their educational attainment; hence, it is imperative to ascertain the respondents' educational backgrounds.

4.1.2 Descriptive Statistics

This section entails describing, presenting, summarizing and organizing the data.

Table 10: Relational transparency

	SA	A	N	D	SD	Mean	Std.Dev
The National Treasury’s leadership carefully weighs many points of view before making decision.	43%	52%	4%	0%	0%	3.30	0.46
It is possible for the management of the National Treasury to express personal feelings and views.	54%	40%	6%	0%	0%	4.54	0.55
The management of the National Treasury has demonstrated empathy and consideration for others.	36%	38%	4%	16%	6%	3.10	1.75
The National Treasury's management shows consideration for the requirements of its employees.	43%	51%	3%	3%	0%	4.20	0.75
Management celebrates accomplishments with employees.	57%	40%	3%	0%	0%	4.01	1.26
Average						3.83	0.95

To demonstrate how organizational performance at the National Treasury is impacted by relational transparency. The results of a series of five questions that were used to identify the research variable are displayed in Table 10. The responses are shown, and the study's conclusions are discussed using descriptive statistics. The first question, asked if the National Treasury’s leadership carefully weighs many points of view before making a decision, yielded the following results: None of the respondents strongly disagreed or disagreed, whereas 52% of respondents agreed and 43% strongly agreed. The research question had an average answer of 3.30, with a SD of 0.46.

According to the study, no respondents strongly disagreed or disagreed, whereas 54% strongly agreed, 40% agreed, and 6% were indifferent that a firm's management is capable of sharing personal sentiments and opinions. The average response to the study question was 4.54, and the SD was 0.55. If the management of the National Treasury has demonstrated empathy and consideration for others, that was the third question under the study variable, and these were the responses: 36% of respondents strongly agreed, 38% of respondents agreed, 4% of respondents were indifferent, and 16% of respondents strongly opposed. The average score on the investigation was 3.10, and the SD was 1.75.

Responses to whether the National Treasury's management shows consideration for the requirements of its employees. 51% and 43% of respondents, respectively, agreed, 3% disagreed, and 3% were neutral. The study's final question focused on whether management celebrates accomplishments with employees. These were the responses: With regard to the study's question, the replies had a mean of 4.01 and a SD of 1.26, with 57% strongly agreeing, 40% of them agreeing, 3% were indifferent, and none strongly disagreeing. Relational transparency, a research variable, had an overall average mean of 3.83 and an SD of 0.95.

This implies that relational transparency significantly affects the National Treasury performance, which explains performance variances. The study's results are comparable to some of the research that has examined other areas, such as the findings from Masimane, Ndambuki, and Mulinge (2022), which looked at the impact of relational transparency on Kenyan commercial banks workers' productivity. Four independent variables—transparency, honesty, self-disclosure, and mutual trust—were used to assess link transparency. Efficiency, productivity, turnover, and output quality were the four metrics used to assess staff performance. The findings demonstrated that Kenyan commercial banks employees' productivity is statistically significantly impacted by relational transparency. In order to improve employee performance, Kenyan commercial banks and other organizations should use the findings to evaluate the “in order to raise staff performance.

The moderating impact of leadership empowerment on businesses' innovation performance and relational capital, Duan et al. (2023). The moderating component in the aforementioned hypothesized connection is assumed to be leadership empowerment. There is strong evidence

that transparency, reciprocity, and trust have a favorable effect on how well businesses innovate. Empowering leaders means maximising the positive effects of reciprocity and trust on innovation performance. Nonetheless, the relationship between innovation performance and transparency is not significantly moderated by leadership empowerment. The entrepreneurial ecosystem offers a vital basis for businesses to grow their capability and performance in this area. Intellectual capital is one of the most significant drivers in terms of organizations' innovation performance in the knowledge economy. The links between the entrepreneurial environment, intellectual capital, and innovation performance have only been examined in a small number of research

Table 11: Internalized Moral Perspective

Internalized moral perspective	SA	A	N	D	SD	Mean	Std.Dev
Management makes the unpleasant facts clear.	51%	40%	7%	2%	0%	2.86	1.37
Leadership at the National Treasury makes difficult decisions and grounds them in high moral standards.	47%	38%	9%	4%	2%	3.10	1.05
At the National Treasury, supervisors and managers are goal-oriented and selfless.	54%	40%	6%	0%	0%	4.54	0.47
The judgments made by management are in the best interests of others.	55%	40%	3%	2%	0%	4.10	0.65
Supervisors boost employees' feeling of integrity, sincerity, and decency.	46%	51%	3%	0%	0%	4.22	0.25
Average						3.68	0.76

To find out how internalized moral perspective affects organizational performance at the National Treasury results are in Table 11. If management makes the unpleasant facts clear, the

researcher asked in this study variable. These were the responses: 40% of respondents agreed, 51% strongly agreed, 7% were indifferent, and 2% disagreed with the statement. 2.86 was the mean and 1.37 was the SD, respectively. If Leadership at the National Treasury makes difficult decisions and grounds them in high moral standards. The response rate was 47% highly agreed, 38% agreed, 9% were neutral, 4% disagreed, and 2% strongly disagreed with mean of 3.10 and an SD of 1.05. The following responses were given in response to the researcher's question about whether at the National Treasury, supervisors and managers are goal-oriented and selfless. 4.54 mean and 0.47 as SD indicate that 54% strongly agree, 40% agree, 6% are neutral, and none strongly disagree or disagree at all. The study also asked participants if the judgments made by management were in the best interests of others. 4.10 as the mean and SD of 0.65, 40% of respondents agreed, 40% of participants agreed, 3% of participants were indifferent, and 2% of participants disagreed, while 55% of respondents strongly agreed. The researcher also asked respondents if the supervisors boost employees' feelings of integrity, sincerity, and decency. 4.22 mean and SD of 0.25, no respondents disagreed or strongly disagreed, while 51% of respondents agreed, 46% of respondents strongly agreed, and 3% were indifferent. Internalized moral perspective greatly influences the National Treasury's performance, as shown by the study's internalized moral variable, which had an average value of 3.68 and an average SD of 0.76.

The results of other studies on self-awareness concur with the present findings, such as the finding by Alavi (2023), which investigated how ethical philosophies affected the formation of an internalized moral worldview in an authentic leader. While virtues and altruism are covered in the literature on true leadership, the study contends that other ethical. The article also suggests that altering the focus of moral concerns or triggering events might activate internalized ethical beliefs. When faced with novel challenges, authentic leaders with strong moral identities are also encouraged to exercise moral modesty, considering a variety of ethical perspectives and internalizing them as needed while upholding their virtue-centric moral identity. This multidisciplinary study provides a framework and theoretical justifications to help understand how ethical ideologies affect the leader's internalized moral perspective. The impact of internalized moral stances and external skills on nepotism, favoritism, and cronyism is examined by Akuffo and Kiviold (2019). The results showed that, in terms of the leader's internal competencies, although internalized moral conviction greatly boosted favoritism in terms of position, self-awareness significantly decreased nepotism in terms of operations. Relational

transparency had a pronouncedly favourable effect on nepotism and favouritism in relation to operations and positions, while balancing processes had a significant detrimental impact on the leader's external competences. The findings imply that in the context of this study, AL skills had a mixed impact on nepotism, favoritism, and cronyism.

Table 12 : Self-awareness

	SA	A	N	D	SD	Mean	Std.Dev
Self-awareness							
At the National Treasury, leaders prioritize long-term goals as an adaptive self-awareness	46%	51%	3%	0%	0%	4.22	0.25
Management is one way to control personal bias and adheres to their principles.	54%	40%	6%	0%	0%	4.54	1.43
Managers at the National Treasury are cognizant of their unique competencies.	55%	40%	3%	2%	0%	4.10	0.65
For junior employees, the National Treasury leaders serve as positive role models	43%	55%	2%	0%	0%	4.38	0.65
The National Treasury managers encourage everyone to voice their ideas.	46%	51%	3%	0%	0%	4.21	1.49
Average						4.12	0.89

The effect of self-awareness at the National Treasury on organizational performance was examined. The results are displayed in Table 12. When asked whether at the National Treasury, leaders prioritize long-term goals as an adaptive self-awareness, the first question under this

variable received responses from 51% of respondents who agreed, followed by 46% who agreed strongly, and 3% of respondents who had no opinion had 4.22 mean and 0.25 SD, respectively, were not substantially disagreed with by any responders. When asked whether management is one way to control personal bias and adhere to their principles, 54% of respondents strongly agreed, followed by 40% who agreed, having a mean was 4.54 and a SD of 1.43, and 6% who were indifferent.

The study asked if managers at the National Treasury are cognizant of their unique competencies; 40% agreed, 3% were impartial, 2% disagreed, and 55% of respondents strongly agreed, with 4.10 as the mean and a SD of 0.65. If, for junior employees, the National Treasury leaders serve as positive role models, that was the fourth question posed as part of this study variable. 4.38 mean and SD of 0.65, and 43% strongly agreed, 55% agreed, and 2% were neutral. The final question asked respondents if the National Treasury managers encourage everyone to voice their ideas. With a mean of 4.21 and a SD of 1.49, respondents were divided into 3 groups: 51% agreed, 3% disagreed, and 46% strongly agreed. The research variable of self-awareness had 4.12 mean and SD 0.89, indicating that it has a very substantial influence on the performance at the National Treasury.

The study's findings are consistent with those made by other researchers in their various studies, such as those by Ndambuki, Mulinge, and Masimane (2022), which looked into how self-awareness affected the performance of Kenyan commercial banks personnel. Efficiency, productivity, turnover, and output quality—all topics covered in the literature review—were used to gauge employees' performance. The results of the research at Self-awareness was found to have a statistically significant impact on Kenya commercial bank's performance at the 0.05 level of significance. Kang'ethe and Waiganjo (2023) employees were aware of their emotions and how they affected their job. There is a need to increase knowledge and give more information on what self-awareness is and though many of the respondents appeared to grasp the idea, how it may be improved to increase organizational effectiveness. It helps to enhance internal communication inside the company, enhance working conditions, and enhance overall company performance.

Table 13: Balanced Processing

	SA	A	N	D	SD	Mean	Std.Dev
Balanced processing							
Management of the National Treasury is unbiased when analyzing data or private information.	54%	40%	6%	0%	0%	4.54	0.55
Information is gathered impartially by the National Treasury management.	54%	40%	6%	0%	0%	4.54	0.55
The National Treasury Group's ideals are documented in a clear manner.	43%	52%	4%	0%	0%	3.30	0.26
The management of the National Treasury is equipped to render just decisions.	43%	55%	2%	0%	0%	4.38	0.65
Managers at the National Treasury are aware of when it's appropriate to change their opinions on important issues.	46%	51%	3%	0%	0%	4.21	1.49
Average						4.19	0.70

To determine how balanced processing affects the National Treasury's performance. The researcher set out to find out how organizational performance is impacted by balanced processing. Table 13 discusses the study's findings and presents the responses using descriptive statistics. These were the results: If the management of the National Treasury is unbiased when analyzing data or private information, as was asked in the first question under this study variable, then 54% strongly agreed, 40% agreed, and 6% were neutral; 4.54 was the mean with a SD of 0.55; information is gathered impartially by the National Treasury management; none strongly disagreed, and just 6% were neutral. Of the respondents, 54% strongly agreed, , and 40% agreed, with a 4.54 mean and SD of 0.55.

The National Treasury Group's ideals are documented in a clear manner. A total of 43% of respondents strongly agreed, with a mean of 3.30 and a SD of 0.26; 52% agreed; and 4% were neutral. The management of the National Treasury is equipped to render just decisions. With a mean score of 4.38 and a SD of 0.65, respondents who strongly agreed with 43% of the statement and agreed with 55% of the statement and 2% of the respondents were found. asked if, in our department, reducing pollution is a key factor in determining sustainability. 4.21 as the mean and 1.49 SD indicate that 51% of respondents agreed and 3% were indifferent, with 46% of respondents strongly agreeing that the managers at the National Treasury are aware of when it's appropriate to change their opinions on important issues. The variable had a mean of 4.19 and an SD of 0.70.

The results of other studies, like Mulinge, Masimane, and Ndambuki (2022), looked at how well commercial banks staff in Kenya processed information in a balanced way. The analysis's findings indicate that balanced information processing has a statistically significant effect on the productivity of National Treasury employees, as shown by the 0.05 threshold of significance. Kenyan commercial banks would benefit from the findings, as would other companies, in assessing their leaders' balanced processing style in an effort to raise staff performance. Meerits, Kivipld, and Akuffo (2022) tested already-current instruments and suggested a longer one (balanced processing) as a way to analyze true leadership qualities. The expanded instrument created here is suited for evaluating real leadership abilities in a particular firm or sector due to its internal consistency of components and model fit. According to this study, authentic leadership is the conduct of leaders that is influenced by their leadership abilities. To evaluate authentic leadership's intrapersonal and interpersonal abilities in the same environment, three already-existing authentic leadership instruments and a newly-proposed extended instrument were examined.

Table 14 : Organizational Performance

	SA	A	N	D	SD	Mean	Std.Dev
We have procedures in place to periodically assess our performance.	43%	51%	3%	3%	0%	4.20	0.75
There are controls in place to keep an eye on and assess performance benchmarks.	47%	38%	9%	4%	2%	3.10	1.05
The annual and strategic goals are connected to the staff performance reviews.	43%	52%	4%	0%	0%	3.30	0.26
Our organization has specific, measurable, and manageable strategies and objectives	43%	51%	3%	3%	0%	4.20	0.75
The organization regularly reviews its internal control policies and processes.	38%	47%	9%	4%	2%	3.25	0.46
Average						3.61	0.65

Respondents were asked if we have procedures in place to periodically assess our performance. The average response score was 4.20, with a 0.75 SD, from the respondents. Among them, 3% disagreed, 51% agreed, 43% strongly disagreed, and 3% were indifferent. The second inquiry focused on whether there are controls in place to keep an eye on and assess performance benchmarks. 3.10 mean and SD of 1.05, 38% of respondents agreed, 9% agreed but were indifferent, 4% disagreed but were strongly disagreed, and 47% of respondents strongly agreed. Staff performance evaluations are linked to the yearly and strategic goals, had a mean of 3.30 and a SD of 0.26, and 43% of respondents strongly agreed, 52% agreed, and 4% stayed neutral.

Asked if the annual and strategic goals are connected to the staff performance reviews, with a mean of 4.20 and SD of 0.75, and if the organization examines its internal control procedures and systems. 43% of respondents said they agreed very strongly, followed by 51% who agreed and 3% who were indifferent or disagreed. 38% of respondents strongly agreed, 47% agreed, 9% were indifferent, 4% disagreed, and 2% strongly disagreed, with a mean of 3.25 and an SD of 0.46.

The total mean score of 3.61 demonstrates that relational transparency, internalized values, self-awareness, and balanced processing have a substantial impact on and determine the success of the National Treasury. Saeed, Jiao, Zahid, Tabassum, and Nauman (2020) affirmed the need to measure organizational performance using complete units of measurement. Amounts that are measured include total unit sales, operating income, operational revenue, profitability, and debt repayment capacity, the reputation of the organization, its ability to survive, and its perceived overall performance in comparison to rivals. Borman and Schmit (2019) characterize organizational performance as a multifaceted notion encompassing diverse benchmarks. According to Aguinis and Kraiger (2018), it is gauged by the degree to which job objectives are achieved, encompassing outcomes like job results, customer relations, service excellence, and intangible impacts. This research embraced Aguinis and Kraiger's (2018) interpretation, which delineates organizational performance in terms of mission alignment, job accomplishments, customer satisfaction, service quality, and intangible results. These elements, when put into practice, measure an organization's capability to boost revenue, meet customer needs, and attract and retain top talent.

4.1.3 Inferential Statistics

Inferential statistics were used to test the study hypotheses. This is a method of determining the properties of an underlying probability distribution by using data analysis. The impact of relational transparency on the National Treasury's performance was determined by regression analysis.

Relational Transparency and The National Treasury's Performance

Table 15: Model Summary for Relational Transparency

Model	R	R Square	Adjusted R Square	Std. Error
1	0.609 (a)	0.260	0.251	0.77886

To find out if relational transparency was a major predictor of organizational performance, a regression analysis was done. A significant positive correlation between relational transparency and performance at the National Treasury is indicated by Table 15's R of 0.609. Consequently, the regression between relational transparency and performance had an adequate goodness of fit. According to the variance R squared value of 0.260, 26.0% of performance decisions are explained by relational transparency. The unexplained 74.0% could be explained by additional factors within the organization that are not included in the study.

Table 16: ANOVA for Relational Transparency

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.168	1	12.168	27.228	0.000(b)
	Residual	33.656	127	0.448		
	Total	48.815	128			

The overall relevance of the model is shown in Table 16. The model was statistically significant overall, as indicated by the f statistics of 27.228 and sig. 0.000. This suggests that a key component of the National Treasury's performance is relational transparency.

Table 17: Regression Coefficients Results of Relational Transparency

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	Constant	1.377	0.445		3.068	0.001	0.485	2.289
	Relational transparency	0.688	0.115	0.609	5.248	0.000	0.383	0.709

Relational transparency significantly improves the National Treasury's organizational performance, as Table 17 demonstrates. due to the fact that the gradient and constant's p-values are both less than 0.05. Consequently, the organizational performance of the National Treasury is expected to be impacted at a rate of 0.609 by any positive unit change in relational transparency. The regression model $Y = \beta_0 + \beta_1 X_1$ explaining the results in Table 17 are given by: $Y = 1.377 + 0.688X$

4.1.3.2 Internalized Moral Perspective

Table 18: Model Summary for Internalized Moral Perspective

Model	R	R Square	Adjusted R Square	Std. Error
1	0.645 (a)	0.287	0.298	0.64962

To determine whether internalized moral perspective was a significant predictor of organizational performance, regression analysis was performed. A significant positive correlation between internalized moral perspective and performance in the National Treasury is indicated by Table 18's R of 0.645. The regression between internalized moral perspective and organizational performance thus had an adequate goodness of fit. 28.7% of performance

judgments are attributed to internalized moral, according to the variance R squared value of 0.287. The remaining 72.3% could be accounted by other factors.

Table 19: ANOVA for Internalized Moral Perspective

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.829	1	13.829	33.029	0.000(b)
	Residual	32.996	127	0.422		
	Total	46.925	128			

The entire model significance is displayed in Table 19. The total model was significant, as indicated by the f statistics of 33.029 and sig. 0.000, suggesting that internalized moral perspective had a major impact on the National Treasury's performance.

Table 20: Regression Coefficients Results of Internalized Moral Perspective

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	Constant	1.158	0.342		2.584	0.001	0.262	2.022
	Internalized moral perspective	0.782	0.129	0.645	5.749	0.000	0.438	0.921

Table 20's coefficients (p=0.000) indicate a substantial relationship between internalized moral perspective and performance, as seen by the constant and gradient's p-values being less than 0.05. This indicates that there is a 0.645 impact of internalized moral perspective on the National Treasury's organizational performance. The regression model $Y = \beta_0 + \beta_2 X_2$ explaining the results in Table 20 are given by: **Y = 1.158 + 0.782X**

Self-awareness

Table 21: Model Summary for Self-awareness

Model	R	R Square	Adjusted R Square	Std. Error
1	0.588 (a)	0.433	0.329	0.63299

A regression analysis to determine whether self-awareness plays a meaningful role on organizational success through empirical means. According to Table 21, there is a strong positive correlation between self-awareness and the performance of the National Treasury, with R standing at 0.588. This indicates that there is a reasonable regression fit between organizational performance and self-awareness. 43.3% of performance decisions can be explained by self-awareness, according to the R squared of 0.433. There are other elements, such as the research variables, that could explain the 56.7% unexplained.

Table 22: ANOVA for Self-awareness

Model		Sum of Squares	df	Mean Square	f	Sig.
1	Regression	15.576	1	15.576	38.875	0.000(b)
	Residual	31.252	127	0.402		
	Total	46.826	128			

The total model significance, with f statistics of 38.875 and sig. of 0.000, is displayed in Table 22. This indicates that self-awareness was important in the National Treasury's model and that the model as a whole was substantial.

Table 23: Regression Coefficients Results of Self-awareness

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	Constant	1.154	0.409		2.832	0.007	0.344	1.965
	Self-awareness	0.689	0.111	0.588	6.238	0.000	0.478	0.807

Table 23's coefficient results ($p=0.000$) demonstrate that self-awareness has a significant impact on performance because the p -values for the gradient and constant are both less than 0.05. Therefore, at a rate of 0.588, self-awareness has an impact on the National Treasury's organizational performance. The regression model $Y = \beta_0 + \beta_3 X_3$ explaining the results in Table 23 are given by: $Y = 1.154 + 0.689X$

4.3.4 Balanced Processing

Table 24: Model Summary for Balanced Processing

Model	R	R Square	Adjusted R Square	Std. Error
1	0.609 (a)	0.376	0.363	0.61465

Regression investigation to determine if a significant predictor of organizational performance was balanced processing. The regression between balanced processing and performance has a decent goodness of fit and a substantial positive correlation ($R=0.609$), according to Table 24's data. According to the R squared of 0.376, 37.6% of the National Treasury's performance may be explained by balanced processing. The remaining 62.4% might be accounted by additional variables as internalized moral perspective, self-awareness, and strategy formulation.

Table 25: ANOVA for Balanced Processing

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.367	1	17.367	45.944	0.000(b)
	Residual	29.478	127	0.398		
	Total	46.845	128			

The overall relevance of the model is seen in Table 25. The whole model was significant, as indicated by the f statistics of 45.944 and sig. 0.000, suggesting that balanced processing is a crucial component of the National Treasury's organizational performance.

Table 26: Regression Coefficients Results of Balanced Processing

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	Constant	1.098	0.384		2.862	0.005	0.463	2.239
	Balanced processing	0.718	0.106	0.609	6.789	0.000	0.363	0.709

Table 26 indicates that the National Treasury's performance is significantly influenced by balanced processing, as evidenced by the p-values of the constant and gradient being less than 0.05, $p = 0.000$. Consequently, any positive unit change in balanced processing has a 0.609 positive impact on national organizational performance. The regression model $Y = \beta_0 + \beta_4 X_4$ explaining the results in Table 24 are given by: $Y = 1.099 + 0.718X$

Multivariate Regression

Table 27: Model Summary for Authentic Leadership

Model	R	R Square	Adjusted R Square	Std. Error
1	0.750 (a)	0.563	0.539	0.52254

Multiple regression analysis was used to assess common causal relationships between authentic leadership and organizational performance. Relational transparency, internalized moral perspective, self-awareness, and balanced processing were the predictors. The regression results presented in Table 27 demonstrated a satisfactory fit for regression of comprehensive authentic leadership (relational transparency, strategy development, self-awareness, balanced processing) and organizational performance at the National Treasury. The R was 0.750, indicating a high positive link between authentic leadership and organizational performance. An R squared of 0.565 implies that authentic leadership explain 56.5% of organizational performance. Just 43.5% is determined by other factors.

Table 28: ANOVA for Authentic Leadership

Model		Sum of Squares	df	Mean Square	f	Sig.
1	Regression	26.347	4	6.587	24.123	0.000(b)
	Residual	20.488	124	0.273		
	Total	46.835	128			

Table 28 displays the ANOVA findings for the overall model. The results showed that the overall model was significant, indicating that authentic leadership was a good joint explanatory driver of The National Treasury’s organizational performance ($f = 24.123$, p value = 0.000).

Table 29: Multi Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.552	.367		1.504	.000	.273	1.098
Relational transparency	.358	.115	.609	5.248	.003	.383	.709
Internalized moral Self-awareness	.307	.129	.645	5.749	.004	.438	.921
Balanced processing	.256	.111	.588	6.238	.000	.478	.807
	.171	.106	.609	6.789	.000	.363	.709

a. Dependent Variable: Organizational Performance;

Therefore, the optimal regression model for the study is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

$$\text{Organizational Performance} = 0.552 + 0.358 X_1 + 0.307 X_2 + 0.256 X_3 + 0.171 X_4$$

Where:

- X₁ Relational Transparency
- X₂ Internalized Moral Perspective
- X₃ Self- Awareness
- X₄ Balanced Processing

The model shows that relational transparency was the predictor variable that highly affected the performance of the National Treasury, followed by internalized moral perspective, self-awareness, and balanced processing which had the least effect on authentic leadership.

4.2 Limitations of the Study

It was first expected that there would be certain restrictions. All of these, however, were addressed during the study and are covered in this section; as a result, none had an impact on it. Most survey participants expressed reluctance to divulge the information requested, especially details about their organization. In order to facilitate external confirmation that the study was lawful, researchers got consent from the National Treasury and the governing bodies of the National Council for Science, Technology, and Innovation (NACOSTI). They also gave respondents assurances regarding the confidentiality of the data they contributed. The barrier of mistrust hindered some respondents' cooperation. Occasionally, the research discovered individuals who were reluctant to answer or who refused to comply. In order to overcome the aforementioned limitations, the researcher spoke with the respondents one-on-one to assure them that the study is solely for academic purposes and that their identity will never be revealed. The researcher also made sure that the management was fully aware of the research.

4.3 Chapter Summary

The researcher provided questionnaires to 171 individuals, and 128 completed them. The demographic data of the respondents and study factors were surveyed in the study. Tables have been used to present information. The data was analyzed using descriptive and inferential statistics.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.0 Introduction

The chapter summarizes the study findings, draws conclusions based on the study objectives, and makes recommendations and suggestions for further research. The primary goal of this research was to determine authentic leadership and the National Treasury's performance.

5.1 Summary of the Findings

A total of 128 questionnaires were completed in all, and the research study's response rate was sufficient. A research study with a response rate of 50% is considered satisfactory, 60% is outstanding, and more than 70% is remarkable, according to Creswell & Creswell (2018). Consequently, 128 questionnaires were chosen for data analysis, and the study response rate was sufficient. Male respondents made up 57% of the sample, compared to female respondents' 43%. Male respondents outnumbered female respondents by a small margin, indicating that gender representation was proportionately equal and that the attitudes expressed in the survey were representative of both genders. Cooper and Schindler (2018) state that one of the most important factors in determining how respondents feel about themes. 49% of respondents had a bachelor's degree, 30% had a master's degree, 9% held a diploma or certificate, and 12% held a PhD, according to the data. This suggests that the educational backgrounds of the respondents were adequate to understand and reply to the research questions. This indicates that professional input is required for work at the organization. Cooper and Schindler (2018) believe that an individual's response is likely influenced by their educational attainment; hence, it is imperative to ascertain the respondents' educational backgrounds. The age group with the highest percentage of responders was between 31 and 40 years old, followed by 41 and 50 years old, 21 and 30 years old, and above 51 years old. The age group with the lowest percentage of participants was under 20 years old. The age distribution of the responders is good, as seen by the results. Creswell & Creswell (2018) assert that understanding a respondent's age is crucial to comprehending their viewpoint on particular topics.

5.1.1 Relational Transparency

To demonstrate how organizational performance at the National Treasury is impacted by relational transparency. Relational transparency, a research variable, had an overall average mean of 3.83 and an SD of 0.95. The model was statistically significant overall, as indicated by the f statistics of 27.228 and sig. 0.000. This suggests that a key component of the National Treasury's performance is relational transparency. Relational transparency significantly improves organizational performance due to the fact that the gradient and constant's p-values are both less than 0.05. Consequently, the organizational performance of the National Treasury is expected to be impacted at a rate of 0.609 by any positive unit change in relational transparency. This implies that relational transparency significantly affects the National Treasury's performance, which explains performance variances.

The study's results are comparable to some of the research that has examined other areas, such as the findings from Masimane, Ndambuki, and Mulinge (2022), Four independent variables transparency, honesty, self-disclosure, and mutual trust—were used to assess link transparency. Efficiency, productivity, turnover, and output quality were the four metrics used to assess staff performance. The findings demonstrated that Kenyan commercial banks employees' productivity is statistically significantly impacted by relational transparency. In order to improve employee performance, Kenyan commercial banks and other organizations should use the findings to evaluate the “in order to raise staff performance. Duan et al. (2023) there is strong evidence that transparency, reciprocity, and trust have a favorable effect on how well businesses innovate. Empowering leaders means maximizing the positive effects of reciprocity and trust on innovation performance. Nonetheless, the relationship between innovation performance and transparency is not significantly moderated by leadership empowerment. The entrepreneurial ecosystem offers a vital basis for businesses to grow their capability and performance in this area. Intellectual capital is one of the most significant drivers in terms of organizations' innovation performance in the knowledge economy. The links between the entrepreneurial environment, intellectual capital, and innovation performance have only been examined in a small number of research.

5.1.2 Internalized Moral Perspective.

To find out how internalized morals affect organizational performance at the National Treasury. Internalized moral perspective greatly influences the National Treasury's performance, as shown by the study's internalized moral variable, which had an average value of 3.68 and an average SD of 0.76. To determine whether internalized moral perspectives were a significant predictor of organizational performance, regression analysis was performed. There is a significant positive correlation between internalized morals and performance in the National Treasury R of 0.645. The regression between internalized morals and organizational performance thus had an adequate goodness of fit. 28.7% of performance judgments are attributed to internalized morals, according to the variance R squared value of 0.287. The remaining 72.3% could be accounted for by other factors. The entire model has significance. The total model was significant, as indicated by the f statistics of 33.029 and sig. 0.000, suggesting that internalized moral perspectives had a major impact on the National Treasury's performance. The coefficients (p = 0.000) indicate a substantial relationship between internalized moral perspectives and performance, as seen by the constant and gradient's p-values being less than 0.05. This indicates that there is a 0.645 impact of internalized moral perspectives on the National Treasury's organizational performance.

The results of other studies on self-awareness concur with the present findings, such as those by Alavi (2023), the study contends that other ethical. suggests that altering the focus of moral concerns or triggering events might activate internalized ethical beliefs. When faced with novel challenges, authentic leaders with strong moral identities are also encouraged to exercise moral modesty, considering a variety of ethical perspectives and internalizing them as needed while upholding their virtue-centric moral identity. This multidisciplinary study provides a framework and theoretical justifications to help understand how ethical ideologies affect the leader's internalized moral perspective. The impact of internalized moral stances and external skills on nepotism, favoritism, and cronyism is examined by Akuffo and Kivipld (2019) results showed that, in terms of the leader's internal competencies, although internalized moral conviction greatly boosted favoritism in terms of position, self-awareness significantly decreased nepotism

in terms of operations. Relational transparency had a pronouncedly favorable effect on nepotism and favoritism in relation to operations and positions, while balancing processes had a significant detrimental impact on the leader's external competences. The findings imply that in the context of this study, AL skills had a mixed impact on nepotism, favoritism, and cronyism.

5.1.3 Self-Awareness

The effect of self-awareness at the National Treasury on organizational performance was examined. A regression analysis was conducted to determine whether self-awareness plays a meaningful role in organizational success through empirical means. There is a strong positive correlation between self-awareness and the performance of the National Treasury, with R standing at 0.588. This indicates that there is a reasonable regression fit between organizational performance and self-awareness. 43.3% of performance decisions can be explained by self-awareness, according to the R squared of 0.433. There are other elements, such as the research variables, that could explain the 56.7% unexplained. The total model significance is 38.875 with a sig. of 0.000. This indicates that self-awareness was important in the National Treasury's model and that the model as a whole was substantial. The coefficient results ($p = 0.000$) demonstrate that self-awareness has a significant impact on performance because the p-values for the gradient and constant are both less than 0.05. Therefore, at a rate of 0.588, self-awareness has an impact on the National Treasury's organizational performance.

The study's findings are consistent with those made by other researchers in their various studies, such as those by Ndambuki, Mulinge, and Masimane (2022), which looked into how self-awareness affected the performance of Kenyan commercial banks personnel. Efficiency, productivity, turnover, and output quality—all topics covered in the literature review—were used to gauge employees' performance. The results of the research at Self-awareness was found to have a statistically significant impact on Kenyan commercial bank's performance at the 0.05 level of significance. Kang'ethe and Waiganjo (2023) employees were aware of their emotions and how they affected their job. There is a need to increase knowledge and give more information on what self-awareness is and though many of the respondents appeared to grasp the idea, how it may be improved to increase organisational effectiveness. It helps to enhance internal communication inside the company, enhance working conditions, and enhance overall company performance.

5.1.4 Balanced Processing

To determine how balanced processing affects the National Treasury's performance. The variable had a mean of 4.19 and an SD of 0.70. A regression investigation was conducted to determine if a significant predictor of organizational performance was balanced processing. The regression between balanced processing and performance has a decent goodness of fit and a substantial positive correlation ($R = 0.609$), according to Table 23's data. According to the R squared of 0.376, 37.6% of the National Treasury's performance may be explained by balanced processing. The remaining 62.4% might be accounted for by additional variables such as internalized morals, self-awareness, and strategy formulation. The whole model was significant, as indicated by the f statistics of 45.944 and sig. 0.000, suggesting that balanced processing is a crucial component of the National Treasury's organizational performance. The National Treasury's performance is significantly influenced by balanced processing, as evidenced by the p -values of the constant and gradient being less than 0.05, $p = 0.000$. Consequently, any positive unit change in balanced processing has a 0.609 positive impact on the National Treasury's performance.

The results of other studies, like Mulinge, Masimane, and Ndambuki (2022), looked at how well commercial banks staff in Kenya processed information in a balanced way. The analysis's findings indicate that balanced information processing has a statistically significant effect on the productivity of National Treasury employees, as shown by the 0.05 threshold of significance. Kenyan commercial banks would benefit from the findings, as would other companies, in assessing their leaders' balanced processing style in an effort to raise staff performance. Meerits, Kivipld, and Akuffo (2022) tested already-current instruments and suggested a longer one (balanced processing) as a way to analyze true leadership qualities. The expanded instrument created here is suited for evaluating real leadership abilities in a particular firm or sector due to its internal consistency of components and model fit. According to this study, authentic leadership is the conduct of leaders that is influenced by their leadership abilities. To evaluate authentic leadership's intrapersonal and interpersonal abilities in the same environment, three already-existing authentic leadership instruments and a newly-proposed extended instrument were examined.

5.1.5 Organizational Performance

The respondents were asked to provide general feedback on organizational performance. The total mean score of 3.61 demonstrates that relational transparency, internalized values, self-awareness, and balanced processing have a substantial impact on and determine the performance of the National Treasury. Multiple regression analysis was used to assess common causal relationships between authentic leadership and organizational performance. Relational transparency, internalized morals, self-awareness, and balanced processing were the predictors. The regression results demonstrated a satisfactory fit for the regression of comprehensive authentic leadership (relational transparency, strategy development, self-awareness, and balanced processing) and organizational performance at National Treasury. The R was 0.750, indicating a high positive link between authentic leadership and organizational performance. An R squared of 0.565 implies that authentic leadership explains 56.5% of organizational performance. Just 43.5% is determined by other factors, including the ANOVA findings for the overall model. The results showed that the overall model was significant, indicating that authentic leadership was a good joint explanatory driver of the National Treasury's organizational performance ($f = 24.123$, $p \text{ value} = 0.000$). The model shows that relational transparency was the predictor variable that highly affected the performance of the National Treasury's, followed by internalized morals, self-awareness, and environmental evaluation, which had the least effect on authentic leadership. Findings are supported by Saeed, Jiao, Zahid, Tabassum, and Nauman (2020) affirmed the need to measure organizational performance using complete units of measurement. Amounts that are measured include total unit sales, operating income, operational revenue, profitability, and debt repayment capacity, the reputation of the organization, its ability to survive, and its perceived overall performance in comparison to rivals. Borman and Schmit (2019) characterize organizational performance as a multifaceted notion encompassing diverse benchmarks. According to Aguinis and Kraiger (2018), it is gauged by the degree to which job objectives are achieved, encompassing outcomes like job results, customer relations, service excellence, and intangible impacts. This research embraced Aguinis and Kraiger's (2018) interpretation, which delineates organizational performance in terms of mission alignment, job accomplishments, customer satisfaction, service quality, and intangible results. These elements, when put into

practice, measure an organization's capability to boost revenue, meet customer needs, and attract and retain top talent.

5.2 Conclusion

The study established that relational transparency has a significant impact on organizational performance. The study concludes that relational transparency is a significant predictor of organizational performance, and any positive unit change in relational transparency is set to influence the National Treasury's organizational performance at a rate of 0.609. The study established that internalized morals have a significant impact on organizational performance. The researcher concludes that internalized morals have a significant impact on organizational performance and have a considerable influence on the National Treasury's performance at a rate of 0.645. The findings also showed that self-awareness has a significant impact on organizational performance, and the study concludes that self-awareness is a significant factor in organizational performance at a rate of 0.588. The study also established that balanced processing has a significant impact on organizational performance, and the study concludes that any unit change in balanced processing affects the National Treasury's organizational performance positively at a rate of 0.609. The findings showed that the National Treasury's organization's performance is significantly influenced by various organizational factors, including relational transparency, internalized morals, self-awareness, and balanced processing. The model shows that internalized morals was the predictor variable that highly affected the performance of the National Treasury, followed by balanced processing, self-awareness, and relational transparency, which had the least effect on authentic leadership.

5.3 Recommendations

Following are some suggestions made by the research study for enhancing the National Treasury and other organizations: Because relational transparency improves performance, managers at the National Treasury must be balanced and consistent in their aims, reasons, and values, as well as transparent in expressing their expressions to staff. Leaders will be able to develop trust and intimacy via self-disclosure, boosting teamwork and cooperation. There will eventually be an improvement in performance. The National Treasury should actively promote self-awareness as

a fundamental component of true leadership. Furthermore, the National Treasury management should encourage self-awareness in order to foster strong, positive interactions between leaders and staff. The National Treasury executives must foster a highly developed organizational atmosphere in order for self-awareness behaviour to flourish. The National Treasury should proactively promote balanced processing behaviour and consider all of its constituent parts, including private information, subjective experiences, and outside-sourced evaluative data. Additionally, the management of the National Treasury should emphasize each component of balanced processing behaviour in order to strengthen and enrich relationships between managers and employees. In order for balanced processing behavior to flourish, the National Treasury's management must also promote a highly developed organizational environment.

5.4 Suggestion for future studies

Given the study's findings, recommendations for improvement, and five-year follow-up, The National Treasury must conduct a study on authentic leadership and organizational performance. The goal of the study should be to validate the existing study's findings and offer further insights into them.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear respondent

I attend the Management University of Africa to fulfill a prerequisite for the Master of Leadership and Management, at least partially. I am conducting a study: AUTHENTIC LEADERSHIP AND ORGANIZATIONAL PERFORMANCE IN THE PUBLIC SECTOR IN KENYA: A CASE OF THE NATIONAL TREASURY. I thus kindly ask that you fill out the following form as thoroughly as you can. Your contributions won't be incorporated in the study or utilized for any other reason than academic research; your names will remain private. Your recommendations were very helpful in making this research project successful.

Thank you.

Yours Truly,

ANDREW MURIUNGI RINGERA

MML/28/00306/1/23

APPENDIX II: RESEARCH STUDY QUESTIONNAIRES

Please complete this form to the best of your knowledge and ability.

1. Gender?

Male ()

Female ()

2. Age bracket in years

18 – 25 ()

26– 30 ()

31 – 35 ()

36 - 40 ()

41 – 45 years ()

46 years and above ()

3. Please let us know what level of education you have.

Primary ()

Secondary ()

College ()

Degree ()

Master ()

PhD ()

4. How long have you held the position that you currently hold??

1– 5 years ()

6– 10 years ()

11– 15 years ()

16 years and above ()

SECTION B:

Use the Likert scale in this section to your knowledge and skill in relation to the following perspectives on authentic leadership and The National Treasury 's performance. **Where 5= Strongly Agree, 4 = Agree, 3= Neutral,2= Disagree and 1= Strongly Disagree**

Relational transparency

Statement	5	4	3	2	1
National Treasury's leadership carefully weighs many points of view before making decision					
It is possible for the management of the National Treasury to express personal feelings and views.					
The management of the National Treasury has demonstrated empathy and consideration for others.					
The National Treasury's management shows consideration for the requirements of its employees.					
Management celebrates accomplishments with employees.					

Internalized moral perspective

Statement	5	4	3	2	1
Management makes the unpleasant facts clear.					
Leadership at The National Treasury makes difficult decisions and grounds them in high moral standards.					
At The National Treasury, supervisors and managers are goal-oriented and selfless.					
The judgments made by management are in the best interests of others.					
Supervisors boost employees' feeling of integrity, sincerity, and decency.					

Self-awareness

Statement	5	4	3	2	1
At The National Treasury, leaders prioritize long-term goals as an adaptive self-awareness.					
Management is one way to control personal bias and adheres to their principles.					
Managers at The National Treasury are cognizant of their unique competencies.					
For junior employees, The National Treasury leaders serve as positive role models.					

The National Treasury managers encourage everyone to voice their ideas.					
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Balanced Processing

Statement	5	4	3	2	1
Management of The National Treasury is unbiased when analyzing data or private information.					
Information is gathered impartially by The National Treasury management.					
The National Treasury Group's ideals are documented in a clear manner.					
The management of the National Treasury is equipped to render just decisions.					
Managers at The National Treasury are aware of when it's appropriate to change their opinions on important issues.					

Organizational performance

	5	4	3	2	1
We have procedures in place to periodically assess our performance.					
There are controls in place to keep an eye on and assess performance benchmarks.					
The annual and strategic goals are connected to the staff performance reviews.					
Our organization has specific, measurable, and manageable					

strategies and objectives.					
The company regularly reviews its internal control policies and processes.					

Thank you

APPENDIX III: NACOSTI PERMIT


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
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RefNo: 750118 **Date of Issue: 01/August/2024**

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