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THE ROLE OF AUTHENTIC LEADERSHIP SKILLS IN MANAGING STRESSFUL SITUATIONS

Abstract: Authentic leadership skills are fundamental in the modern, rapidly changing world. It is worth emphasizing that the accelerated lifestyle, increasing globalization, and competition significantly increase each employee's stress. The study was conducted using a questionnaire survey that included two self-assessment tools. These consisted of an assessment of authentic leadership skills based on the Wilmington University questionnaire and a scale for self-assessment of problem-solving and resilience. The findings were processed using the SPSS statistical package. During the data analysis, significant hypotheses were developed: Hypothesis 1: Balance in actions affects coping with stressful situations (Str1), distraction from stressful situations (Str2), and adaptation to stressful situations (Str3); Hypothesis 2: Relational Transparency significantly affects coping with stressful situations (Str1), distraction from stressful situations (Str2), and adaptation to stressful situations (Str3); Hypothesis 3: Self-awareness significantly affects coping with stressful situations (Str1), distraction from stressful situations (Str2), and adaptation to stressful situations (Str3); Hypothesis 4: Moral perspective significantly affects str1 coping with stressful situations, str2 distraction from stressful situations, and str3 adaptation to stressful situations. The study focuses on commercial banks and other financial organizations functioning in Georgia. Managerial and non-managerial personnel from the aforementioned organizations' headquarters and branches in Tbilisi (the capital) were interviewed. In total, 1004 respondents participated in the study. The study aims to determine the impact of authentic leadership skills on managing stressful situations. The study discovered a correlation between all four authentic leadership skills and the ability to cope with stress, also known as resilience. However, not all four skills affect stress management skills equally. We determined that the most significant relationship is with moral perspective and balanced actions.

Keywords: Authentic leadership, Coping, Distraction, Adaptation, Stressful situations

JEL classification: M120

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ავთენტური ლიდერობის უნარების როლი სტრესული სიტუაციების მართვაში

აბსტრაქტი: ავთენტური ლიდერობის უნარები ფუნდამენტურია თანამედროვე, სწრაფად ცვალებად სამყაროში. ხაზგასმით უნდა აღინიშნოს, რომ დაჩქარებული ცხოვრების წესი, მზარდი გლობალიზაცია და კონკურენცია მნიშვნელოვნად ზრდის თითოეული თანამშრომლის სტრესის დონეს. კვლევა ჩატარდა ანკეტური გამოკითხვით, რომელიც მოიცავდა თვითშეფასების ორ ინსტრუმენტს (ავთენტური ლიდერული უნარების შეფასება - ვილმინგტონის უნივერსიტეტის კითხვარზე დაყრდნობით და პრობლემის გადაჭრისა და მდგრადობის თვითშეფასების სკალა). მონაცემები დამუშავდა SPSS-ის სტატისტიკური პაკეტის გამოყენებით. კვლევის პროცესში ჩამოყალიბდა რამდენიმე მნიშვნელოვანი ჰიპოთეზა: ჰიპოთეზა 1: ბალანსი ქმედებებში გავლენას ახდენს Str1 სტრესული სიტუაციების დაძლევაზე, str2 სტრესული სიტუაციებიდან განრიდებაზე და str3: სტრესული სიტუაციებისადმი ადაპტირებაზე; ჰიპოთეზა 2: ურთიერთობების გამჭვირვალობა არსებით გავლენას ახდენს str1 სტრესული სიტუაციების დაძლევაზე, str2 სტრესული სიტუაციებიდან განრიდებაზე და str3: სტრესული სიტუაციებისადმი ადაპტირებაზე; ჰიპოთეზა 3: თვითცნობიერება მნიშვნელოვან გავლენას ახდენს str1 სტრესული სიტუაციების დაძლევაზე, str2 სტრესული სიტუაციებიდან განრიდებაზე და str3: სტრესული სიტუაციებისადმი ადაპტირებაზე; ჰიპოთეზა 4: მორალური პერსპექტივა მნიშვნელოვან გავლენას ახდენს str1 სტრესული სიტუაციების დაძლევაზე, str2 სტრესული სიტუაციებიდან განრიდებაზე და str3: სტრესული სიტუაციებისადმი ადაპტირებაზე; კვლევის ობიექტია საქართველოში მოქმედი კომერციული ბანკები და სხვა ფინანსური ორგანიზაციები. გამოკითხვა ჩატარდა ზემოაღნიშნული ორგანიზაციების თბილისში(დედაქალაქში) არსებულ სათავო ოფისებისა და ფილიალების მენეჯერულ და არამენეჯერულ პოზიციაზე დასაქმებულ პერსონალზე. ჯამში კვლევაში მონაწილეობა მიიღო 1004-მა რესპონდენტმა. კვლევის მიზანია განსაზღვროს ავთენტური ლიდერობის უნარების გავლენა სტრესული სიტუაციების მართვაზე. მონაცემთა ანალიზის შედეგად გამოვლინდა კორელაცია ავთენტური

ლიდერობის ოთხივე უნარსა და სტრესთან გამკლავების უნარს შორის, რომელიც ასევე ცნობილია როგორც გამძლეობა. თუმცა, ოთხივე უნარი არ მოქმედებს სტრესის მართვის უნარებზე თანაბრად. გამოიკვეთა, რომ ყველაზე მნიშვნელოვანი კავშირი ფიქსირდება მორალურ პერსპექტივასთან და ქმედებებში ბალანსთან.

საკვანძო სიტყვები: ავთენტური ლიდერობა, დამლევა, განრიდება, ადაპტაცია, სტრესული სიტუაციები.

JEL კლასიფიკაცია: M120

Introduction and review of literature

Authentic leadership skills are fundamental in the modern, rapidly changing world. It is worth emphasizing that the accelerated lifestyle, increasing globalization, and competition significantly increase each employee's stress. As a result, each company's purpose is to create an organizational climate that will help it manage stressful situations more efficiently.

An individual with authentic leadership skills has a sense of unity and takes responsibility for his or her actions based on moral principles. Moral perspective, high self-awareness, and relationship transparency allow leaders to build stronger bonds with their employees, win their trust, and foster a healthy work environment (Gavin, 2019) (Perkins, 2023). As a result, the given skills ensure an increase in employee performance, a decrease in stress levels, and organizational efficiency.

A leader frequently has to make controversial decisions, and the need for social support substantially impacts stress levels. However, it is important to note that making unpopular decisions can result in the least social support. Considering this, effectively solving a challenge at work is related to stress (Ward, Brady, Jazdzewski, & Yalch, 2021). Moreover, leadership theories highlight various qualities and skills. We were curious about which authentic leadership skills most effectively assist a leader in managing stress while addressing a problem and to what extent authentic leadership skills generally help a leader overcome stress. Interestingly, authentic leadership skills are correlated negatively with job stress, further supporting our view of the positive relationship between authentic leadership and stress management (Sağbaşı, KARABAL, & SÜRÜCÜ, 2021).

There are different individual styles of problem-solving. Furthermore, problem-solving and decision-making are cognitively of the same genesis, although it is a paradox that one style solves some problems effectively while being unprofitable in others. Accordingly, we can never claim that one leader can be effective in all scenarios. Team involvement and different visions or problem-solving styles come to the fore. Therefore, the more open a leader is to the opinions of others and the more self-critical he is, the more effective decisions will be (JABLOKOW, 2008).

High stress levels in an organization negatively influence individual employees and the organization's competitiveness while reducing employee motivation and productivity. The eventual outcome is greater turnover and poor customer service. Individuals with high levels of stress are also prone to irritability, anger, and/or withdrawal (Makin, 2023).

According to the State of Work-Life Wellness 2024 report, 93% of employees surveyed believe that well-being at work is as important as remuneration (Fleming, 2024). An authentic leader promotes a healthy, stress-free workplace, encouraging open communication, mutual respect, and relationship balance. The 2024 training and development strategy focuses on developing authentic leadership skills, as they are crucial in creating a trusting, socially supportive, and mentally healthy environment in organizations (Corporate English Solutions, 2024). Furthermore, increasing stress levels may be linked to technological discoveries or breakthroughs that produce confusion and concern among personnel (Avolio, 2024). Well-being in the workplace is heavily reliant on authentic leadership skills.

The study focuses on commercial banks and other financial organizations functioning in Georgia. Managerial and non-managerial personnel from the aforementioned organizations' headquarters and branches in Tbilisi (the capital) were interviewed. In total, 1004 respondents participated in the study. The study aims to determine the impact of authentic leadership skills on managing stressful situations.

Taking into account the above, the research process focused on such important issues as balance in action, transparency in relationships, self-awareness, and moral perspective. In addition, significant attention was paid to the impact of these variables on overcoming, avoiding, and adapting to stressful situations. The findings obtained as a result of data analysis allowed us to develop important recommendations, the consideration of which will affect the more effective management of stressful situations in organizations as a result of authentic leadership skills, which will ultimately affect the growth of the organization's success and financial efficiency.

The study discovered a correlation between all four authentic leadership skills and the ability to cope with stress, also known as resilience. However, not all four skills affect stress management skills equally. We determined that the most significant relationship is with moral perspective and balanced actions.

The mentioned study was limited to employees in the Tbilisi head offices and branches. In the future, it would be beneficial to survey regional areas. This would provide a more comprehensive overview and allow for better comparisons of the results.

Methodology

The study was conducted using a questionnaire survey that included two self-assessment tools. These consisted of an assessment of authentic leadership skills based on the Wilmington University questionnaire (University of North Carolina Wilmington) and a scale for self-assessment of problem-solving and resilience (Hamby, Grych, & Banyard, 2013). Quantitative research enables us to gather responses from a large number of participants and analyze the results through various statistical methods. The findings were processed using the SPSS statistical package. During the data analysis, significant hypotheses were developed, and we employed multivariate analysis of variance, graphical analysis, boxplots, and more in the testing phase.

Results

The following hypotheses were developed during the research process:

Hypothesis 1: Balance in actions affects coping with stressful situations (Str1), distraction from stressful situations (Str2), and adaptation to stressful situations (Str3);

Hypothesis 2: Relational Transparency significantly affects coping with stressful situations (Str1), distraction from stressful situations (Str2), and adaptation to stressful situations (Str3);

Hypothesis 3: Self-awareness significantly affects coping with stressful situations (Str1), distraction from stressful situations (Str2), and adaptation to stressful situations (Str3);

Hypothesis 4: Moral perspective significantly affects str1 coping with stressful situations, str2 distraction from stressful situations, and str3 adaptation to stressful situations;

To test the presented hypotheses, we employed a multiple analysis of variance, as the number of dependent variables exceeds one. Individual self-assessment skills represent the factor, while the dependent variables include the three variables obtained as a result of the calculation: coping with stressful situations (Str1), distraction from stressful situations (Str2), and adaptation to stressful situations (Str3).

Tables 1 and 2, obtained as a result of implementing the statistical procedures of multivariate analysis of variance, present the results of assessing the influence of individual skills on the dependent variables (str1, str2, str3), namely: The first table shows the impact of balance actions on coping with stressful situations (Str1), distraction from stressful situations (Str2), and adaptation to stressful situations (Str3) (see Table 1).

Table 1. The impact of balance in actions on stress management variables

Univariate Tests							
Dependent Variable		Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
coping with stressful situations (Str1)	balance in actions	2.955	2	1.478	4.926	.007	.010
	Error	300.248	1001	.300			
distraction from stressful situations (Str2)	balance in actions	13.315	2	6.658	21.099	.000	.040
	Error	315.849	1001	.316			
adaptation to stressful situations (Str3)	balance in actions	4.956	2	2.478	7.280	.001	.014
	Error	340.763	1001	.340			

Source: Author's findings

The first table demonstrates that balance in actions affects all dependent variables. Based on the strength of the effect (statistical significance and F statistic), we can rank the dependent variables in the following order:

1. Distraction from stressful situations - with a maximum statistical relationship of 0.001 level and a medium correlation (Partial Eta Squared is equal to 0.04).
2. Adaptation to stressful situations - statistical significance level 0.01 (P=0.001) and a weak correlation.

3. Coping with stressful situations - statistical significance level 0.01 ($P=0.007$) and a weak correlation.

It was proven that balance in actions affects all three dependent variables (str1, str2, and str3). The results obtained demonstrate that the first hypothesis is valid.

The second table presents the results of the impact of relational transparency on coping with stressful situations (str1), distraction from stressful situations (str2), and adaptation to stressful situations (str3), thereby testing hypothesis H2. Table 2 shows that relational transparency affects all three dependent variables) (see Table 2).

Table 2. The impact of relational transparency on stress management variables
Univariate Tests

Dependent Variable		Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
coping with stressful situations (Str1)	Relational Transparency	3.605	2	1.803	6.023	.003	.012
	Error	299.598	1001	.299			
distraction from stressful situations (Str2)	Relational Transparency	11.154	2	5.577	17.555	.000	.034
	Error	318.010	1001	.318			
adaptation to stressful situations (Str3)	Relational Transparency	7.870	2	3.935	11.658	.000	.023
	Error	337.850	1001	.338			

Source: Author's findings

Based on the strength of the effect (statistical significance and F statistic), we can rank the dependent variables in the following order:

1. distraction from stressful situations - maximum statistical relationship at the 0.001 level ($P<0.001$) and weak correlation.
2. adaptation to stressful situations - maximum statistical relationship at the 0.001 level ($P<0.001$) and weak correlation.
3. Coping with stressful situations - statistical significance level 0.01 ($P=0.003$) and weak correlation.

The data analysis confirms the validity of hypothesis H2.

Table 3, obtained through multivariate analysis of variance, demonstrates the influence of self-awareness on the following factors: coping with stressful situations (str1), distraction from stressful situations (str2), and adaptation to stressful situations (str3), thereby testing hypothesis H3) (see Table 3).

Table 3. The impact of self-awareness on stress management variables

Univariate Tests							
Dependent Variable		Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
coping with stressful situations (Str1)	Self-awareness	19.565	2	9.782	34.523	.000	.065
	Error	283.639	1001	.283			
distraction from stressful situations (Str2)	Self-awareness	18.721	2	9.361	30.183	.000	.057
	Error	310.443	1001	.310			
adaptation to stressful situations (Str3)	Self-awareness	22.540	2	11.270	34.907	.000	.065
	Error	323.180	1001	.323			

Source: Author's findings

According to the data in the third table, self-awareness affects all dependent variables, with a maximum statistical relationship and an average correlation. Since the maximum statistical relationship between the factor and all three dependent variables, we determine the factor's influence according to the F statistic. The results were distributed in the following order:

1. adaptation to stressful situations (Str3)
2. coping with stressful situations (Str1)
3. distraction from stressful situations (Str2)

The results confirm the validity of hypothesis H3. The maximum statistical relationship was observed between self-awareness and all three variables of the stress management block.

The fourth table obtained by variance analysis assesses the influence of moral perspective on the following variables: coping with stressful situations (str1), distraction from stressful situations (str2), and adaptation to stressful situations (str3) (hypothesis H4)) (see Table 4).

Table 4. The impact of moral perspective on stress management variables

Univariate Tests							
Dependent Variable		Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
coping with stressful situations (Str1)	Moral perspective	9.821	2	4.910	16.754	.000	.032

	Error	293.383	100 1	.293			
distraction from stressful situations (Str2)	Moral perspective	16.706	2	8.353	26.75 9	.000	.051
	Error	312.459	100 1	.312			
adaptation to stressful situations (Str3)	Moral perspective	11.934	2	5.967	17.89 4	.000	.035
	Error	333.786	100 1	.333			

Source: Author's findings

Table 4 demonstrates that the moral perspective influences all three variables of the stress management block with the maximum statistical relationship (at the 0.001 level, $P < 0.001$). Accordingly, the hypothesis H4 is valid. The dependent variables are arranged in the following order according to the strength of the influence:

- Influence on distraction from stressful situations, with a medium correlation (effect size Partial Eta Squared equal to 0.05);
- Weak correlation on adaptation to stressful situations, according to the effect size;
- Weak correlation on overcoming stressful situations, according to the effect size.

The study findings demonstrate that all four authenticity skills separately have a significant impact on stress management variables: coping with stressful situations (str1), distraction from stressful situations (str2), and adaptation to stressful situations (str3).

Coping with stressful situations (str1) - skills are ranked according to the strength of the impact:

1. Self-awareness - 0.001 level of statistical significance, $F=34.523$, with a medium correlation, $\eta^2 = 0.07$;
2. Moral Perspective - 0.001 level of statistical significance, $F=16.754$;
3. Relational Transparency - 0.01 level of statistical significance ($P=0.003$), $F=4.926$;
4. Balance in Actions - 0.01 level of statistical significance ($P=0.007$), $F=4.926$.

Distraction from stressful situations (Str2) - skills are ranked according to the strength of the impact:

1. Self-awareness - 0.001 level of statistical significance, $F=26.759$, with a medium correlation, $\eta^2 = 0.05$;
2. Moral perspective - 0.001 level of statistical significance, $F=16.754$;
3. Balance in actions - 0.001 level of statistical significance, $F=21.099$;
4. Relational Transparency - 0.001 level of statistical significance, $F=17.555$.

Adaptation to stressful situations (Str3) - skills are ranked according to the strength of the impact:

1. Self-awareness - 0.001 level of statistical significance, $F=34.907$, with a medium correlation, $\eta^2=0.07$;
2. Moral Perspective - 0.001 level of statistical significance, $F=17.894$;
3. Relational Transparency - 0.001 level of statistical significance, $F=11.658$;
4. Balance in Actions - 0.01 level of statistical significance ($P=0.001$) $F=7.280$.

According to the results, self-awareness strongly influences the dependent variables. The strongest influence was observed between self-awareness and str3 adaptation to stressful situations and between self-awareness and str1 ability to overcome stressful situations.

Tables 5, 6, 7, and 8 present the relevant correlations to establish a linear relationship between self-assessment skills and stress management variables) (see Tables 5, 6, 7, and 8).

Table 5. Correlation of stress management block variables with "balance in actions"

		Balance in Actions	Coping with stressful situations	Adaptation to stressful situations	Distraction from stressful situations
Balance in Actions	Pearson Correlation	1	.106	.068	-.065
	Sig. (2-tailed)		.001	.032	.040
	N	1004	1004	1004	1004
Coping with stressful situations	Pearson Correlation	.106	1	.437	-.357
	Sig. (2-tailed)	.001		.000	.000
	N	1004	1004	1004	1004
Adaptation to stressful situations	Pearson Correlation	.068	.437	1	-.741
	Sig. (2-tailed)	.032	.000		.000
	N	1004	1004	1004	1004
Distraction from stressful situations	Pearson Correlation	-.065	-.357	-.741	1
	Sig. (2-tailed)	.040	.000	.000	
	N	1004	1004	1004	1004

Source: Author's findings

Balance in actions correlation (see Table 5):

1. With the ability to cope with stressful situations - directly proportional relationship, balance in actions increases the ability to cope with stressful situations;

2. With adaptation to stressful situations - directly proportional relationship, balance in actions enhances adaptation to stressful situations;
3. With distraction from stressful situations - inversely proportional relationship: balance in actions reduces avoidance of stressful situations.

Table 6: Correlation of stress management block variables with "Relational Transparency"

		Relational Transparen cy	Coping with stressful situations	Adaptation to stressful situations	Distraction from stressful situations
Relational Transparency	Pearson	1	.102	.027	-.044
	Correlation		.001	.388	.165
	Sig. (2-tailed)				
	N	1004	1004	1004	1004
Coping with stressful situations	Pearson	.102	1	.437	-.357
	Correlation	.001		.000	.000
	Sig. (2-tailed)				
	N	1004	1004	1004	1004
Adaptation to stressful situations	Pearson	.027	.437	1	-.741
	Correlation	.388	.000		.000
	Sig. (2-tailed)				
	N	1004	1004	1004	1004
Distraction from stressful situations	Pearson	-.044	-.357	-.741	1
	Correlation	.165	.000	.000	
	Sig. (2-tailed)				
	N	1004	1004	1004	1004

Source: Author's findings

Relational Transparency correlation (see Table 6):

1. With the ability to cope with stressful situations - directly proportional relationship, relational transparency increases the ability to cope with stressful situations;
2. With adaptation to stressful situations and distraction from stressful situations - no linear relationship is observed

Table 7: Correlation of stress management block variables with self-awareness skills

		self- awareness	Coping with stressful situations	Adaptation to stressful situations	Distraction from stressful situations
self-awareness	Pearson	1	-.012	-.007	.014
	Correlation		.698	.835	.652
	Sig. (2-tailed)				

N		1004	1004	1004	1004
Coping with stressful situations	Pearson Correlation	-.012	1	.437	-.357
	Sig. (2-tailed)	.698		.000	.000
	N	1004	1004	1004	1004
Adaptation to stressful situations	Pearson Correlation	-.007	.437	1	-.741
	Sig. (2-tailed)	.835	.000		.000
	N	1004	1004	1004	1004
Distraction from stressful situations	Pearson Correlation	.014	-.357	-.741	1
	Sig. (2-tailed)	.652	.000	.000	
	N	1004	1004	1004	1004

Source: Author's findings

Self-awareness correlation (see Table 7):

No linear relationship with stress management variables is observed ($P > 0.05$)

Table 8: Correlation of Stress Management Block Variables with Moral Perspective

		Moral Perspective	Coping with stressful situations	Adaptation to stressful situations	Distraction from stressful situations
Moral Perspective	Pearson Correlation	1	.107	.091	-.088
	Sig. (2-tailed)		.001	.004	.005
	N	1004	1004	1004	1004
Coping with stressful situations	Pearson Correlation	.107	1	.437	-.357
	Sig. (2-tailed)	.001		.000	.000
	N	1004	1004	1004	1004
Adaptation to stressful situations	Pearson Correlation	.091	.437	1	-.741
	Sig. (2-tailed)	.004	.000		.000
	N	1004	1004	1004	1004
Distraction from stressful situations	Pearson Correlation	-.088	-.357	-.741	1
	Sig. (2-tailed)	.005	.000	.000	
	N	1004	1004	1004	1004

Source: Author's findings

Moral perspective correlation (see Table 8):

1. With the ability to cope with stressful situations - directly proportional relationship, a high moral perspective increases the ability to cope with stressful situations;
2. With adaptation to stressful situations - directly proportional relationship, a high moral perspective enhances adaptation to stressful situations;
3. With distraction from stressful situations - inversely proportional relationship, an employee with a high moral perspective does not try to avoid stressful situations.

Conclusions and recommendations

Our research indicates that authentic leadership skills significantly impact the ability to cope with stressful situations. Among the four authentic skills, the moral perspective is notably the most influential, both positively and negatively, particularly when it comes to distraction from stressful situations. Internal moral values enhance a leader's decision-making, making it more sustainable and fostering resilience (Alavi, 2023). Additionally, a leader's moral perspective helps shape an organizational culture in which subordinates thrive, creating a healthier work environment. This, in turn, leads to reduced stress and promotes mental well-being. (IvyPanda, 2020).

The same can be applied to authentic leadership skills - balance in actions. The mentioned skill involves focusing on the important things when addressing a problem, rejecting unnecessary information, and critical analysis. Balanced decision-making, as previously discussed, requires considering the input of others, which means taking into account the perspectives of team members. Accordingly, as we emphasized in the theoretical part, listening to the opinions of others, analyzing their viewpoints, and making the best decision would be impossible without stress resistance (Müller, 2024).

It is important to consider relational transparency - it increases the ability to cope with stressful situations, although there is no linear effect on adaptation and distraction from stressful situations. This means that the higher the ability of a leader, the more effectively he will cope with stress. Relational transparency is generally important for organizational health. Transparent relationships also facilitate access to information, thus increasing employee engagement and reducing stress. (Raziq, Kayani†, & Mahmood, 2019)

Self-awareness, based on correlation analysis, did not demonstrate a linear relationship with any of the three dimensions of stress management: coping with stressful situations, adaptation, and distraction. However, the study revealed that the strongest statistical relationship was found with authentic leadership skills. This may be attributed to the connection between authenticity and overall stress resilience. It's important to note that authentic leadership skills operate in a complex manner, and all four dimensions are crucial for effective management.

It would be interesting for further research to examine the impact of self-awareness on stress-coping factors. Future studies should reveal the specific relationship between the mentioned variables. Our results indicate that moral perspective and balanced actions demonstrate a linear relationship with stress management factors. It is also interesting to explore which skills will be leading in other aspects of authentic management.

The results indicate that authentic leadership skills significantly contribute to effective stress management, which enhances corporate morale, improves decision-making, and boosts employee engagement in work processes. Ultimately, these factors lead to greater organizational effectiveness. It would be interesting to explore through further research how well organizations recognize their employees' skills, whether they consider authentic leadership skills in promotion decisions, and how they encourage the development of the mentioned skills.

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