The Influence of Authentic Leadership on Institutional Framing in Acoliland, Uganda: A Local Government Perspective

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Abstract: *The research that has confirmed the beneficial relationship between authentic leadership and institutional framing has included global metrics for both concepts. In order to study how authentic leadership affects institutional framing, this work particularly examined how the four dimensions of authentic leadership relate to the regulative, normative, and cognitive/dimensions of institutional framing. In this study, a quantitative technique restricted to a cross-sectional study and a questionnaire instrument to local government employees (n=261) were employed to collect data in accordance with a positivist research paradigm. Statistical analysis with the statistical package for social scientists (SPSS) was utilised to analyse the quantitative data gathered. The outcome of stepwise multiple regression analysis demonstrates that there are substantial correlations between all aspects of authentic leadership and institutional framing. The relational transparency component had the greatest score (M=4.0; SD=3.8), while balanced processing and internalised moral perspective received the lowest scores (M=3.9; SD=3.8). Furthermore, when these perceptions are impersonal and aimed at the local government rather than when they are directed toward individual people, authentic leadership is a better predictor of institutional framing. These findings have practical ramifications for management in local governments, particularly for handling their employees.*

Keywords: Authentic leadership, impact, institutional framing, leadership, Uganda.

1. Introduction

The authentic leadership model, which is seen as a key component of various positive leadership styles, including charismatic, transformational, and ethical leadership, is currently one of the more significant explanatory models of leadership (Avolio & Gardner, 2005; Garder et al., 2005). For instance, in terms of charismatic leadership, authentic leadership offers a foundation for comprehending why a leader is regarded as having charisma. Avolio and Gardner (2005) contend that the character of the leader and his or her exemplary behaviour is the source of the influence of leadership. Since the leader represents the group the leader leads and, furthermore, that the leader's behaviour reflects both his own beliefs and those of the group, the leader may be viewed by the followers as charismatic (Iqbal et al., 2015; Igbaekemen & Odivwri, 2015; Willaims et al., 2011). Similarly, Bass's (1985) four behavioural characteristics of transformative leadership-charisma, inspiration, intellectual stimulation, customised consideration and authentic leadership are linked. But authentic leadership does not rely on inspiration to forge enduring bonds with the workforce. In actuality, the process by which the team members internalise the leader's views and values does not depend on resources that inspire (such as the dramatic presentation of the use of symbols) but rather on the morality, commitment, and openness of the leader (Breevaart et al., 2014; Roşca & Stănescu, 2014).

Authentic leadership differs from ethical leadership in that it is founded on three additional elements: self-awareness, balanced information processing, and transparency in the leader-employee relationship (Walumbwa et al., 2008; Brown et al., 2005). Because of the evidence that optimism boosts well-being and performance, there is growing interest in positive leadership techniques (Fredrickson, 2009; Luthans et al., 2007; Avolio et al., 2004). Hence, numerous studies have found that authentic leadership is correlated with increased individual satisfaction with management, organisational commitment, additional effort, and institutional framing perception. The perception of authentic leadership not only positively affects an individual's institutional framing perceptions and happiness, but it can also- at least indirectly- have a positive impact on the performance of any organisation, taking into account the positive relationship between institutional framing perception and performance results such as productivity, benefits, or client satisfaction (Kleynhans et al., 2022).

Jiang (2020) focused on leadership style and how leaders at Nanking Normal University's (NNU) School of Education Science (SES) carry out their leadership study. According to the report, two leaders are cognizant of SES and its personnel. They exercise leadership mostly from a structural frame standpoint and exhibit some political and human resource management skills. Their behaviour suggests that the organisational framework serves as the basis for leadership style. A leadership model that links leadership styles directly to culture type and indirectly to organisational success was presented and tested by Klein et al. (2013). Overall, the findings are consistent with the assumptions that organisational effectiveness and cultural norms are related to different leadership styles.

Decision-making ability suffers as a result of institutional toxicity. Institutional influences that cause individual indecision or awkward behaviours have been the subject of prior studies (Lam et al., 2019; Calin, 2015; Hoerndlein et al., 2012; Engel & Weber, 2007). Little is understood, though, about the elements that can shield people from the deleterious effects of unfavourable institutional framing. Yet, the world is undergoing significant changes in economic, social, political, cultural, and ethical relationships that place new demands on institutions and constantly reshape the world of individuals. New values and guiding principles are revealed in this situation, and ideas that were previously seen as ancillary now play a crucial part in how people make decisions and are led.

With numerous regulatory services and applications being introduced into all areas of LG functioning, the amazing rise in the Ugandan LG sector over the past ten years has been marked by a surge in decentralised services development efforts. Although these regulatory services are generally readily available and easy to obtain, initial executors' and implementers' compliance rates are incredibly low, as stated by Eyaa and Oluka (2012) for the case of public procurement.

The government faces difficulty with institutional sustainability due to the limited utilisation of these regulatory services by LG employees, which could result in unwelcome expenditures to compensate for losses incurred as a result of toxic behaviours and acts. Hence, persistent loss-making could eventually result in the closure of any apparent programme's potential for success, wasting the effort put into developing the LGs. This was the situation in Uganda where the failure of multiple LGs performance results- the most recent being the 2022 LG annual performance assessment results- has largely been linked to subpar performance as a result of the employees' minimal use of regulatory services.

The annual statutory reports by the Office of the Auditor General, Inspectorate of Government, and Public Procurement and Disposal of Public Asset Authority, which assert that LGs have felt no impact from performance success, attest to the poor compliance requirements in LGs functioning in Uganda. The findings criticise LGs for continuing to perform atrociously despite having the rules, regulations, manuals, and circulars in place to mandate and direct operations. Due to the low take of compliance requirements in LGs in Uganda, it is important to study what influences LGs employees'

consistent adherence to the legal precepts to improve the likelihood that these regulative regimes would succeed in Uganda.

1.1 Objectives of the study

The main objective of this research is to examine in greater detail how authentic leadership affects the institutional framing of the individual. The study particularly explores the relationship between self-awareness, balanced processing, moral perspective, relational transparency, regulative, normative, cognitive/Cultural, and institutional framing.

2. Literature Review

The researcher gathered current and pertinent literature on authentic leadership and institutional framing. The researcher also combined them into a coherent presentation of existing area knowledge. All of this was done to prepare for making an argument on the subject of this study, which is detailed in the following parts.

2.1 Authentic leadership theory

In the preceding discussions on the setting and problem of this study, authentic leadership theory appears to be extremely applicable for attempting to comprehend institutional framing. This is due to the fact that framing is a result of proper direction, which can only be delivered by a leader. Several positive leadership styles are built on authentic leadership theory (Toor & Ofori, 2008; Shamir & Eilam, 2005; Avolio et al., 2004). According to Avolio and Gardner (2005), positive psychology, sociology, and education are the foundations of authentic leadership theory. According to Walumbwa et al. (2008), authentic leaders demonstrate "balanced processing, internalised moral perspective, relational transparency, and self-awareness", and these actions are expressions of authenticity components.

2.2 Authentic leadership

In order to foster greater self-awareness, internalised morality, balanced processing, and transparency in the relationships between the leader and the subordinate, authentic leadership is defined as a pattern of behaviour that promotes and is inspired by both positive psychological capacities and a positive ethical climate (Walumbwa et al., 2008). The four elements of authentic leadership identified in the literature as self-awareness, balanced processing, moral perspective, and relational transparency (Moriano et al., 2011) are explained thus. The self-awareness element refers to a variety of aspects of leadership, including their self-awareness of their beliefs, identities, emotions, goals, and objectives, as well as the effects of their actions on the individual. Understanding oneself is more than just being aware of one's beliefs, principles, and motivations; it also entails being aware of one's emotions and internal contradictions (Gardner et al., 2005; Ilies et al., 2005).

Balanced processing entails doing an unbiased analysis of facts and data, both internal and external (Gardner et al., 2005). It implies that decision-makers do not exaggerate, misrepresent, or overlook information and carefully consider all relevant information. This enables people to resist perception bias brought on by the need for self-defence, self-exaltation, or self-protection (Kernis, 2003). Personal integrity is based on balanced processing (Ilies et al., 2005). Moral perspective indicates the conduct of such authentic leaders is based on moral and ethical principles in the face of the potential group, social, or organisational pressure; it results in moral and upright actions that serve the interests of the group, which are occasionally directly at odds with the leader's personal interests (Ilies et al., 2005). Those actions imply a comprehensive approach to self-control (Luthans & Avolio, 2003). Relational transparency as one essential aspect of authentic leadership is the requirement for open communication (Avolio & Gardner, 2005; Luthans & Avolio, 2003). The fact that relationships with individuals are maintained on the basis of sincerity and honesty is one of the features of such

transparency. According to Goldman and Kernis (2002), relational transparency is an active self-disclosure process that fosters closeness and trust with individuals. It entails being honest about oneself and discussing both positive and bad elements.

2.3 Institutional framing

Entman (1983) claims that framing is the act of selecting specific parts of a seen reality and making them salient in a communicating text in such a way as to encourage a particular issue description, causal interpretation, moral judgment, and/or treatment prescription. A frame makes diagnoses, assesses, and recommends (Gamson, 1992). Problems are defined by determining what a causal agent is doing, together with the costs and benefits (Hallahan, 1999). It is typically evaluated in relation to share cultural values. By figuring out the factors causing the issues, it identifies the causes. When moral agents are properly analysed, the results of the analysis can aid in the formation of moral judgments (Bettman & Sujan, 1987).

According to DiMaggio and Powell (1983), the expansion and durability of organisational practices can be attributed to the relationship focus between audiences and organisations. Organisational stability, including that of its institutions, is determined by frames. Scott (2001) affirms that frames have historically been given a deprived place within the structural, institutional traditions (such as institutional logic). Thorton et al. (2012) found that average frames were primarily regarded to convey more general, societal-level logic when viewed as accomplishments of human sense-making.

Framing is crucial to the cultural-cognitive features of institutions, according to Scott (2003). Something which involves the production of common concepts that constitute the essence of social reality and the frames through which meaning is formed is a component of an institution. Thus, institutional framing is based on the North's (Faundez, 2016) view of institutions. People use a set of tales and stereotypes called an interpretational schema to make sense of the world and act in certain ways (Entman, 1993). It consists of a collection of ideas and theoretical viewpoints on how people behave, think, and communicate about the reality of institutions.

Relational, normative, and cognitive/cultural framing are labelled as institutional framing. The regulative is interested in limitations and regularising behaviour. It emphasises the importance of formal regulatory procedures, including rule-setting, monitoring, and penalising actions. Its procedures entail the ability to create rules, check on others' compliance with them, and, if needed, manipulate fines, incentives, and punishments. It gives legislation- the creation of rule systems with three different continuums- more importance (Scott, 2001). First, external parties may scrutinise an actor's responsibility or the amount to which they are required to follow their behaviour. The second is accuracy, or how clearly the rules define acceptable behaviour. Third, the delegation refers to the scope of the third parties authorised to interpret the laws and settle disputes.

The normative specifies not only objectives or aims but also the methods that should be used to achieve them (Blake & Davis, 1964). They put focus on the normative principles that give social life a prescriptive, judgmental, and compulsory dimension (Blake & Davis, 1964). Both the values and norms are included. Values are how individuals collectively conceptualise what is preferable or desirable. They create benchmarks against which existing structures or behaviours can be evaluated and contrasted. The norms outline the proper procedure. They specify acceptable ways to achieve worthwhile goals. While some standards and ideals apply to all actors or positions equally, others only apply to particular players or positions. In this way, other significant actors in the circumstance share the expectations.

The common concepts that make up the nature of social reality are addressed by the cultural-cognitive, which also develops the frameworks through which meaning is produced. The exterior world of stimuli and it are communicated through it. It argues that the reaction of the individual organism is a compilation of internalised symbolic representations of the universe. Under the

cognitive paradigm, a creative act is largely a result of the organism's internal representation of its environment, claims D'Andrade (1984). It treats culture as both a subjective and an objective symbolic system that is seen as existing outside of the realm of the individual l actors. Every human institution is, as it were, sedimentation of meanings or, to use a different picture, a crystallisation of meanings in objective form, according to Berger and Kellner (1981). Moreover, the phenomena of leadership, especially in an institutional setting, are crucial to the development of institutional culture (Kargas & Varoutos, 2015). An institution's culture develops in large part from its leadership, while the culture of an institution can move the growth of its leadership, according to Bass and Avolio (1993), who make this argument in an instructive manner.

2.4 Relationships between authentic leadership and institutional framing

What is happening here can be answered in a variety of ways thanks to frame analysis. The use of frame analysis helps people become more aware of how important it is to recognise how leadership can change over time and how formal institutional systems can have power imbalances (Alyehus, 2019). The objectives of frame analysis are to acknowledge distributed and multimodal leadership methods and to prevent the favoured treatment of some actors (such as managers). The analysis shows how power imbalances affect how the situation is framed as well as how different people have different leadership experiences.

Authentic leadership and individual performance were explored by Duarte et al., (2021), along with the sequential mediation of employees' affective commitment and individual creativity. The results show that authentic leadership strengthens employees' emotional connection to their organisations, improving individual creativity and, as a result, encouraging improved on-the-job performance. Authentic leadership, trust, positive psychological capital (PsyCap), and performance are examined by Clapp-Smith et al. (2009) at the group level of study. It was discovered that trust in management somewhat mediated the association between authentic leadership and performance as well as the relationship between PsyCap and performance.

Saleem (2021) investigated how the organisational citizenship behaviour of instructors from Pakistan's public sector universities was promoted by authentic leadership. Results showed a significant correlation between teachers' organisational citizenship behaviours and authentic leadership. Also, the results are consistent with research findings in different cultural situations. It became clear that teachers in the public sector require authentic leadership if they are to be inspired to exhibit organisational citizenship behaviours, which in turn fosters a positive work environment. The instructors tend to reciprocate with positive behaviours inside the organisations when authentic leaders in teaching organisations play their positive function.

On the organisational commitment of university professors, Jung (2022) sought to examine the interactions between deans and directors of Korean universities, as well as the mediating roles of organisational culture and organisational trust. Deans and directors play a crucial role in fostering a positive organisational culture as the main administrative employees and enablers. This study showed that organisational culture and trust serve as important mediating factors between authentic leadership and organisational commitment and that authentic leadership of university deans and directors has a positive effect on organisational culture, trust, and commitment among university professors. University instructors who are more committed to their organisations are less likely to leave their jobs and are more likely to concentrate on their own learning and research, which benefits students' education. To guarantee that university academics believe the organisation to which they belong has an open and positive culture to develop greater trust in the organisation, university deans and directors, who act as middle administrators of the institution, must exercise authentic leadership.

Affective, continuation and normative organisational commitment are the three categories studied by Kliuchnikov (2011), who also investigates the degree to which trust mediated this relationship.

This study demonstrates how affective and normative organisational commitments in an Eastern European setting are related to authentic leadership. According to the research, authentic leadership helps organisations create a commitment based on morals and values. The effect of authentic leadership on the advancement of values like humility and compassion in a corporate context was evaluated by Lopes and Oliveria (2021). The finding demonstrates that subordinates are crucial resources to help organisations face competitive challenges, utilising their employees' potential and promoting organisational efficiency and competitive advantages over rivals. It supports the theoretical arguments that suggest that authentic leadership is related to humility and compassion (the latter, measured based on the dimensions of kindness, common humanity, full attention, indifference, detachment, and separation).

In a study, Naibolu and Bilgivar (2022) identified psychological well-being as the mediating factor in the relationship between authentic leadership and corporate communication. It was shown that authentic leadership has a significant impact on internal communication. The study's most startling conclusion is that corporate communication is greatly influenced by authentic leadership.

In their research, Joo and Jo (2017) examined the impact of employees' organisational citizenship behaviour (OCB) and supervisors' perceived authentic leadership on their core self-evaluations, as well as the role of psychological empowerment as a partial mediator of those relationships. They found that 58 per cent of the variance in OCB was accounted for by perceived authentic leadership, core self-evaluation, and employees' psychological empowerment. Moreover, authentic leadership and core self-evaluations jointly mediated the association between authentic leadership and OCB and the relationship between core self-evaluation and OCB, accounting for 54 per cent of the variance in psychological empowerment. They discovered that positive contextual variables, such as authentic leadership, positive personality traits, such as core self-evaluations, and good workplace characteristics, such as psychological empowerment, all have a favourable impact on employees' performance in non-work-related activities (that is OCB).

Azanza et al., (2013) investigated how authentic leadership is impacted by flexible organisational cultures to promote beneficial outcomes at the employee level. The findings indicate that authentic leadership plays a role in mediating the association between flexible organisational cultures and staff job satisfaction. Kwon and Kim (2016) looked into the origins of the front-line hotel staff's service-oriented OCBs. It was discovered that goal commitment was significantly influenced by self-awareness and relational transparency of authentic leadership but not by balanced processing or moral perspective.

Jun et al. (2013) conducted a recent study that included employees and their immediate managers. The study discovered a link between authentic leadership practices and employees' institutional framing. It was further demonstrated by the degree of employee identification with the boss and their emotions of empowerment acting as mediators. Data from a recent study (Jun et al., 2023) involving employees and their immediate supervisors revealed a positive relationship between authentic leadership practices and employees' institutional framing, with the degree of the employee's identification with the supervisor and their feelings of empowerment serving as mediators.

Nonetheless, evidence suggests that the individual does not carry out institutional framing consistently (Suchman, 1995). A review of this type of practice reveals that there are various antecedents for regulative, normative, and cognitive/cultural institutional framing, high work demands, routine tasks, and work environments with little interdependence among the individuals are negatively associated with institutional framing, quality in interpersonal relations, the intensity of friendship, teamwork, cohesion, and cooperative rules are positive. It was suggested in a study by Zhang et al., (2022) that exchange interactions between individuals and institutional contexts would

more accurately predict assisting actions towards positivity, which are thought of as a sort of institutional framing.

Global assessments of both variables have been utilised in the research that has confirmed the favourable relationship between authentic leadership and institutional framing both at the individual and organisational levels. As a result, examining the potential variations in the impact of authentic leadership on the three aspects of institutional framing is worthwhile. Because the quality of their interpersonal relationships may affect the positive effect of authentic leadership on such institutional framing perception, it is anticipated that the four elements of authentic leadership will have a greater impact on the positive institutional framing that the employees direct toward the organisation's goal than on the behaviours they direct towards other non-goals of the organisation. Consequently, the current work aims to investigate in further detail how this form of leadership affects institutional framing, with a particular emphasis on how its four components relate to the regulative, normative, and cognitive/cultural components of institutional framing.

3. Research Methodology

3.1 Research Design and Sampling

A quantitative research approach was used in this study to demonstrate how authentic leadership influences the institutional framing of local government personnel in Acoliland, Uganda. The effect size informed the sample size (n=261) of the study since it is interested in knowing the influence of one variable (authentic leadership) over the other (institutional framing). The intended audience consisted of local government officials from Acoliland's four districts of Gulu, Kitgum, Pader, and Amuru. The four districts had 7,200 local government employees, including accounting officers, heads of departments/units, and non-heads of departments/units. Because the number of accounting officers and heads of departments/units was small, a census was conducted, and the remaining participants were chosen at random with the option for any of them to participate. All of them, however, operated as a unit of observation.

3.2 Instruments

In this investigation, three separate instruments were used. The authentic leadership asked about all the authentic leadership factors-self-awareness, balanced processing, moral perspective, and relational transparency using the 16-item of Walumbwa and colleagues' ALQ tool (Walumbwa et al., 2008). All these showed satisfactory dependability in the scale's internal consistency study. The researcher adopted the scale created by Ntayi et al. (2013) for the institutional framing section. Participants were asked to rate the frequency with which each statement on the questionnaire reflects their own behaviour in the workplace on the 5-point Likert scale format.

3.2 Data analysis

The statistical analyses were performed using the statistical program for social scientists (SPSS) version 23.0. In order to find anomalous cases that might affect the results, the researcher first conducted an exploratory study of the stem and leaf plots, discarding seven subjects as a result of their extreme response ratings. Multiple regression analyses were used to examine the impact and predictive power of authentic leadership components on the institutional' framing's regulative, normative, and cognitive/cultural aspects of the employees. The method of including all of the model's variance rises as the number of regressors increases. The researcher used the stepwise method to create the most efficient model with the ideal number of non-redundant, independent variables. This approach maximises the amount of the dependent variable's total variance that is accounted for as well as the model's fit. Due to the potential for multicollinearity among the independent variables, some of the regressor variables are typically excluded from these models since they do not statistically significantly add to the explanation of the dependent variable.

4. Results

Table 1 summarises the socio-demographic profiles of the respondents.

Table 1: Socio-demographic profiles of Respondents

Socio-demographic items	Categories	Frequency	Percentage
Sex of respondents	Male	155	59.4
	Female	106	40.6
Age of respondents	42-52 years	116	44.4
	31-41 years	87	33.3
	53-64 years	21	8.2
	20-30 years	33	12.6
	65 years	4	1.5
Academic qualifications of respondents	Postgraduate Diplomas	105	40.2
	Bachelor's degrees	82	31.5
	Masters' degrees	42	16.1
	Diplomas	25	9.6
	Others	07	2.6

Source: Field Data, 2022

The participants in this study were 261 employees, with males in the majority (59.4%) as opposed to only 40.6% who were females. The average age of the participants was 31-41 years age bracket, and they had worked for their current LGs for 0-4 years on average. The participant's average educational level was a post graduate diploma (40.2%) followed by bachelor's degree level (31.5%), followed by those with master's level (16.1%), a diploma level (9.6%), and those with other qualifications (2.6%). They worked for the LGs, majority of them were in the 0-5 years category.

The descriptive findings in Table 2 below showed that the employees viewed their supervisors to have high degrees of authentic leadership, with relational transparency being the authentic leadership component that obtained the highest score (M=4.0; SD=0.8). Balanced processing and internalised moral perspective received the lowest score each (M=3.9; SD=3.8). Regarding the institutional framing, somewhat higher values than the scale's midpoint were obtained, with higher values for both regulative and normative (M=3.8; SD=3.7) than for cognitive/cultural (M=3.7; SD=0.8).

The link between the variables was then looked at using correlation analysis. The linear link between two variables is measured by the correlation coefficient. The correlation coefficient has constant values between -1 and +1. A correlation value of +1 denotes a perfect linear positive correlation between two variables, while a correlation coefficient of -1 denotes a perfect linear negative correlation between two variables. The regulative, normative, and cognitive/cultural framing was then connected with the four elements of authentic leadership, with a larger correlation between these elements and institutional framing elements as well (Figure 1). These relationships were notable and favourable.

Table 2: The Descriptive Statistics and Correlation of the Study

	M	SD	1	2	3	4	5
1. Self-awareness	3.9	0.9	-				
2. Balanced processing	3.9	0.8	.80**	-			
3. Moral perspective	3.9	0.8	.72**	.73**	-		
4. Relational transparency	4.0	0.8	.78**	.76**	.79**	-	
5. Regulative	3.8	0.7	.27**	.31**	..33**	.33**	-
6. Normative	3.8	0.7	.42**	.42**	.38**	.49**	.48**
7. Cognitive/Cultural	3.7	0.8	.38**	.33**	.40**	.37**	.45**

**p>,01   (Source: Field Data, 2022)

Multiple linear regression coefficients are used when analysing the relationship between an independent and dependent variable. Regression is referred to as multiple linear regressions when there are two or more independent variables. Multiple linear regressions are utilised to determine whether or not self-awareness (SA), balanced processing (BP), moral perspective (MP), and relational transparency (RT) have an impact on institutional framing (IF). A table of multiple linear regressions is shown below.

Table 3: *The results of the multiple linear regression coefficients of the study*

Model	Unstandardised coefficients	
	B	Std. Error
1 (Constant)	-13.122	4.613
SA	.034	.045
BP	12.754	8.256
MP	22.163	5.121
RT	.041	.120

    a.   Dependent Variable: Institutional framing

The purpose of a multiplier linear regression test is to identify the relationship between two or more independent variables (X) and a dependent variable (Y). The dependent variable, IF (Y), is the dependent variable in this study, and the independent variables are SA (X_1), BP (X_2), MP(X_3), and RT(X_4). Multiple linear regression analysis is used to determine the regression coefficient or the influence of the independent variable on the dependent variable, with multiple linear regression models as follows: $Y=a+b_1X_1 + b_2X_2 + c_3X_3 +d_4X_4 + e$. This develops: IF (Y) = -13.122 + .034 (SA) + 12.754 (BP) + 22.163 (MP) + .041 (RT) + e.

The equation for multiple linear regressions can be expressed as follows;

    a.   The value of the constant, a, is -13.122. This indicates that IF has a value of -13.122 if SA, BP, MP, and RT have values of 0.

    b.   If other independent variables remain constant, the regression coefficient of the SA variable (X1), which is 0.034, indicates that if SA has grown by 1%, the value of IF (Y) will increase by 0.034. A positive coefficient denotes a positive correlation between SA and IF, with a greater SA indicating a higher IF value.

    c.   If other independent variables are fixed, and the BP variable (X2) has a regression coefficient of 12.754, then the value of IF (Y) will increase by 12.754 if BP has increased by 1%. A positive coefficient indicates a positive correlation between BP and IF; the higher the BP, the higher the value of IF.

    d.   If other independent variables are fixed and the MP has grown by 1%, the IF (Y) value will increase by 22.163, according to the regression coefficient of the MP variable (X3) of 22.163. A positive coefficient indicates a positive correlation between MP and IF; the higher the MP, the higher the IF value.

    e.   The regression coefficient of the RT variable (X4) is 0.041, which indicates that the value of IF (Y) will rise by 0.041 if the other independent variables remain constant and RT has increased by 1%. The greater the RT, the higher the IF value; a positive coefficient indicates a positive link between RT and IF.

5. Discussion

The researcher provides a logical study of the impact of the authentic leadership model of leadership on the staff members in the LGs in Uganda as it is related to institutional framing. The research's findings are presented in Table 1, which demonstrates how LG leadership is characterised by a new leadership model of authentic leadership in conjunction with the institutional framing of the workforce. It demonstrates the influence of authentic leadership aspects on institutional framing and potential obstacles to effective framing for LG employees. Table 2's research findings reveal that the

institutional framing of the LG employees in conjunction with the emerging authentic leadership model of leadership has a favourable framing influence on LG employees.

The results of this study confirm those of some other earlier research projects. For instance, Farid et al. (2020) discovered that authentic leadership increases both emotive and cognitive-based followers' trust in addition to being favourably associated with subordinate organisational citizenship behaviours (OCBs). The findings also showed that both affective and cognitive-based trust favourably mediated the association between OCBs and authentic leadership. According to research by Taheri Otaghsara and Hamzehzadeh (2017), using positive psychological maxims at work is associated with higher productivity. The first step to developing emotional intelligence is self-awareness. Leaders that possess this competency are self-assured in everything they do. Self-aware people may make decisions that will improve the bottom line of their business es because they are decisive, upbeat, good at controlling their emotions, and able to maintain composure under pressure.

Surprisingly, it was discovered in a study by Hidayati et al. (2022) that the application of the organisational atmosphere has a considerable impact on work performance, even though authentic leadership does not. This study's results are consistent with those of Calderon-Mafud and Pando-Moreno (2018), who found that leadership could serve as a significant and helpful mediator in helping people understand the organisational culture and develop a state of engagement by enhancing productivity and job satisfaction. In a similar vein, Saidalavi (2018) found that authentic leadership is a predictor of all organisational effectiveness factors, including productivity and efficiency, cohesiveness and morale, flexibility, and resource acquisition activities.

This study has conclusively shown that authentic leadership plays a significant role in determining how each individual's institutional frame is formed. Authentic managers are able to identify their emotions and how they affect their subordinates. In this approach, they consistently steer clear of unpleasant feelings and use pleasant ones to win over and keep their subordinates. They are able to properly employ their observations, making it simple for them to comprehend their subordinates and know how to best serve them. They are conscious of their strengths and limitations and are prepared to learn from the past to make improvements. They are self-assured and capable of making wise decisions under duress. With these skills, they continuously raise the institutional framing bottom line for their subordinates.

6. Conclusion

This study has demonstrated that an important aspect of how individuals are institutionalised is the role of the leaders. In line with earlier studies (Moriano et al., 2011; Walumbwa et al., 2010; Clapp-Smith et al., 2009), the findings support the model of authentic leadership (Avolio & Gardner, 2005; Gardner et al., 2005; Avolio et al., 2004; Luthans & Avolio, 2003). The study also demonstrates that this leadership style can favourably affect an individual's institutional framing. Since these authentic leadership dimensions encourage individual's institutional framing, which is positively correlated with the effectiveness and efficiency of LGs, it is essential to have authentic leaders and have them take central positions in all the happenings of the LGs.The following findings came from research on how institutional framing in LGs in Uganda is influenced by the aspects of authentic leadership. Self-awareness affects how institutions are framed. Institutional framing is influenced by balanced processing. A moral perspective affects how institutions are framed. Institutional framing is influenced by relational transparency.

7. Recommendations

It is recommended that LG management consider the sub-variables of authentic leadership to strengthen the institutional framing of their employees because all of these variables impact regulative, normative, and cognitive/cultural aspects of institutional framing. To get a good

description of the direction of these variables on the institutional framing of the employees, it is advised that additional research reexamine the same LGs over a more extended period of time.

8. Conflict of Interest: Author declare no conflict of interest whatsoever.

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