

Transformational Leadership and Authentic Leadership Develop the Positivity

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ABSTRACT:

Many Researchers suggest that leadership can be learned and followers followed positively. Motivation, attention of employees, the wellbeing of employees depends on the efficiency of managers to a great extent. This paper shows that management skills and behaviors are both protect the employees' health, needs, and wellbeing of employees. This paper discusses the background of transformational leadership and Authentic Leadership, and diversity with each other. It also discusses how leadership styles develop positive psychology abilities and positive relations between leaders and their followers.

Keywords: Leadership, Psychology, Transformational leadership, skills, Authentic leadership, positive, followers.

INTRODUCTION

Idea of human strength and capacity causes rather than disruption of social relations improve the quality of student's lives. So, growing children should be strongest qualities instead of concentrating what is wrong done. Positivity based on employee well beings, dedication, job satisfaction etc. have been studied in concept of positive organizational. There is another concept which is more focuses on Psychological resource. This theory has brought new concept such as trust, happiness and ability to adjust easily in change to traditional positive organizational behavior. Positive organizational behavior is a positive development of followers and challenging concept, having an ability to think positively being present and in the future about successful of objectives and reviewing the way to the objectives even if it is surrounded by obstacles. Positive behavior aims to enhance the performance, especially leaders by using the ability of positive psychology in the organization. Through positive thoughts, employee increases their efforts and abilities to develop them.

Positive organizational behavior improves human capacity and increase in growth of organization performance. Positive behavior focuses on that can be developed through workplace instead of qualitative variable.

Positive organizational scholarship and positive organizational behavior both are under the Positive Psychology movement,

but they are interested in importance of development of performance. Positive organizational behavior study about the Psychology of individual, Positive organizational scholarship examines the organizational dimensions. Argues the positive behavior in the descriptive analysis is place on three possibilities from the literature: Positive in the absence of negative, negative is the absence of positive, and both of them are the independent variable. According to Seligman (2002b) defines the zero to identify the useful way of positive topographic. Positive organizational scholarship is related with the positive concept of organization that influences the employees to be successful.

Authors show the need of increased practice based overview to verify the positive organizational psychology at workplaces. Transformational leadership and authentic leadership are considered as a positive concept, and both of them are used in development of Management-training program.

Transformational leadership

Transformational leadership is defined as: vision, individualized consideration, creating opportunity for employers, high expectation for employees, act as a role model and trust of employees. Transformational leadership has been most influential leadership style that directs impact on their followers. Transformational leadership improves the individual self esteem and increases the abilities.

- Transformational leadership can increase motivation which enjoys the followers in doing work. Researchers are agreed that transformational leadership has positive impact on followers, so, Transformational leadership define leaders to influence the followers.

Followers' dedication and motivation are the ideal of leaders. Followers must carry some responsibilities to addressing to dark issues. Transformational leadership includes behavior which related with charismatic role model, motivation with common goals and providing support to followers. Transformational leadership contributes to both success of organization and performance of followers. Transformational leadership has an important feature is to lead and dynamic change in organization. Transformational leadership set goals to motivate their followers and with changes fulfill their goals. Transformational leadership has a vision for employees and organization, transformational leadership teaches their followers to maintain trust and believe that they can do their best.

Authentic leadership

Authentic leadership is Positive Psychological capacity, which has includes self awareness and fostering positive self-development. Authentic leadership gives trust and transparency to their followers. Authentic leaders show the importance of ethics, moral values and give long-term

efficiency for the organization. Trust, reliability, ethical values and principles are the important features of authentic leadership (Georgde & Sims, 2007).

Authentic leadership has five dimensions that are purpose and passions, self discipline and connectedness. Other five dimensions are associated with self –awareness, authentic behavior, unbiased, and relationship behavior (Morgeson & Nahargang, 2005).

Authentic leaders lead their followers and share their beliefs and values. Authentic leaders increase the employees trust, work, and attitudes (Hsieh, 2013). Authentic leader positively related with employees work engagement (Aalok & Israel, 2012). There is many proof that authentic leader enhances the employees creativity (Rego, 2012). Self efficiency and consistency are key points of authentic leadership. According to authentic leader who knows employees values, strength and weakness may behave authentically as well as positive towards followers. Authentic leaders aware of their weakness, they are inspired by goals, and they do not settlement with their principles.

Differentiation between Transformational and Authentic leadership

Authentic leadership is more similar to transformational leadership and other type of positive leadership (Banks, 2016), but some differences between transformational leadership and authentic leadership have. Transformational leaders focus on developing the leadership role of followers, but authentic leaders develops their sense of self (Leroy, 2012). Transformational leaders have a sense of vision, give individual support, setting high performance, and intellectual stimulation for employees (Rich, 2001). Authentic leaders lead with powerful vision and stimulating creativity in organization expected from transformational leadership (Avolio & Gardner, 2005, p.329).

Authentic leaders similar like transformational leadership including self confidence, transparency,

resilience, and high moral for followers. Authentic leaders are adjusting in change for followers instead of make serious change and transformations like transformational leadership (Banks, 2016). It's not important to be charismatic like transformational leaders (Illies, Morgeson, & Nahrgang, 2005).

Significance of management training development program

Today's every field is facing a fierce competition. To overcome this fierce competition and to achieve competitive advantage, firm need to change for organizational development (Anderson, 2017). Organizational development is defined as an approach to organizational change based on behavioral science and it aims to improve the way of work.

Organizational development can be considered by interventions of team, individual, and multiple organizations. Liu (2011) divide in two parts to interventions as primary intervention which objects to solve the problems and secondary interventions that work with main problems. The interventions method must be associated with goals and organizational objectives.

In competitive environment Organization needs to become more flexible, and quick in decision making, there is need to act as leaders for employees and decision making in their control area. Organization should conduct training for followers to increase managerial abilities and leadership quality. Therefore, Identify the need of leadership style is beneficial for organization.

This paper aims to aware the need of training of transformational leadership and authentic leadership as a positive psychology. Researchers have found that leadership studies provide the linkage between leadership style and occupational environment. (Berkovich, 2014) identify the 8 component of program that are self exposure, open minded, critical thinking, empathy, care, contact, respect, empathy, and mutually. Avolio,

(2010) have identified the authentic leadership development and history of leadership style that involved in leadership development. Bass, (2014) suggested that transformational leadership should not focus only skill of leader, but also their self-concepts.

Recommendation

Many Researchers state that Leadership is the ability towards to a common goals and capacity to influence followers. Researcher identified that leader don't always behave in similar way. All leaders may behave in different way in similar situation, and show different nature.

Although some leaders are who were born with visionary or charismatic leader did not need to acquire a skill to become leader, training programmes can develop manager skill to become a leader. Both transformational and authentic leadership can be applied in organization to increase management skill. Both leadership styles are similar concepts, but there are more differences also, so their application in training is different way.

Bass (1990) argued that through training, followers and managers can learn the techniques to become a Transformational leader. Researchers suggest that developing the organization and manager capability need a major contribution of employee engagement and well beings (Avolio & Gardner, 2005; Shuck & Herd, 2012). Leadership development is not a simple task, training element develop a manager's skill and recognize a process that develop gradually over time. The research conducted by the Affinity Health at Work (CIPO, 2017) presents a three main implication, especially in Transformational leadership development programmes. These are: -

1. Providing effective development programmes.
2. Help managers to develop their skills
3. Support in develop the way of managing people, with the engagement of employees, health and well beings.

Similarly, Shamir and Elia (2005) develop a model to describe the authentic leadership. These are: -

- Development a leaders style for followers self –concept.
- Development of self concept clarity, increase self –believed.
- Development of Objectives.
- Increase consistency between leaders and follower's self concept.

There are different approaches of Transformational and Authentic leadership to the development of organization; some common point should be considered whichever model is selected. First of all individual differences such as demographics variable and culture differences should be implied when developing a management of skill (Shamir & Eilam, 2005). Authentic leadership is value-based concept and may be shaped by family experience and it may be difficult to alter in adult behavior (Cooper, 2005). Secondly, all types of leadership based on a valid theoretical model. Both transformational and authentic leadership may be reference dependent. As a third level, the development of organization needs to training on behavior change, and performance to be measured (Cooper, 2005).

Further Research

Leadership role show the important role in organization. Many researchers show the relationship between leadership and organizational performance, but still need to how transformational leadership and authentic leadership affect both individual and organizational context. Some researchers already show the impact of this leadership on performance (Leroy & Simons, 2012; Wong, 2013). Further research required to determine how these leadership help to enhance positive attitude and behavior in leaders and followers. Mills, Fleck, (2013) have pointed out the intervention at workplace. Researchers highlighted the need practice- based overview to justify the positive psychology in organization. This research aimed to fill the Gap a practical implication of positive psychology in organization by transformational and authentic leadership.

Conclusion

Transformational leadership and authentic leadership show positive and motivational behavior.

Indeed, motivation, well being of employee depends on the quality of managers. Leader-Member Exchange (LMX) Theory claims that leader and their subordinates' influences performance. High quality LMX supports positive effect on leader behavior, while low quality LMX shows negative outcomes (Chen, Lam, 2007). Managers need to be acquired the skill to protect the well beings of employees. Leadership training programs can improve positive attitude (Mills, Fleck, 2013). Hannah, Avolio, (2011) suggests the moral ethics is positively related to authentic leadership, training enhance the moral ethics for followers.

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