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Authentic Leadership: Its Significance in Developing Authentic Leadership Practices

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Abstract

Almost all types of organizations extending from the private, public or even the non-government organizations are struggling with encounters and challenges that extend from ethical ruin, squalor and degradation to radicalism, violence and terrorism (Tondock, 2015). These encounters and challenges that are facing the contemporary organizational leaders are not melting down, instead they are snowballing at an alarming rate more especially with the experienced changes in market demands, technical and technological developments, and high competition. Due to these challenges and setback, a dire need arose in search of new leadership styles and new kinds of leaders that aim at reinstating, restoring and reestablishing hopefulness, confidence, assurance, sanguinity and buoyancy as well as leaders who can help employees and other stakeholders in the process of searching self-awareness and better networks at the place of work. It is through authentic leaders that organizations can develop authentic leadership practices in all their operations and endeavors.

Keywords: *Authentic Leadership & Leadership Practices.*

Authentic Leadership: Its Significance in Developing Authentic Leadership Practices

In the current time and age, there is a dire need both globally and locally for a new kind of leaders who will uphold the credibility and authenticity of both individuals and organizations. This kind of leaders ought to fully be aware of self, live and act in accordance of what their creator desires of them (Solis & Breakenridge, 2009).

This call for a leader of high truthfulness, honesty and integrity, purpose and determination minded, and value and worth instilled. This leader ought to have complete aptitude to build an organization that can withstand the test of time. A leader who has the capability to institute a strong, buoyant and resilient value for all the stakeholders and one who can motivate the employees to offer forward-thinking and progressive client service (Tondock, 2015). In the current era of the 21st century, trust and transparency are just as important to organizations as the quality of services and products. These two attributes rank higher than the product and service quality. Note that authentic brands are able to secure a loyal following but satisfied clientele will keep sharing their involvements and experiences with household members and close networks. In addition, if the organizations stays committed to its communication and carries on with providing services and products that are in accordance with their clients' anticipations and expectancies, it will be or it is on its way headed for voicing and developing a product that will be able to stand the test of time (Haas, Snehota, & Corsaro, 2012)

Authentic Leadership

The thought of authenticity draws its framework, structure and support from the olden Greece where the Greek theorists and philosophers of prehistoric times stressed and underscored authenticity as a very essential constituent that empowered people to take charge of their personal lives universally, reacting to innovation and ambiguity (Novicevic, Harvey, Ronald & Brown-Radford, 2006).

According to Ladkin and Spiller (2013), the paradigm shift in authentic leadership is a strong signal that there is a rebirth of unimpeachable research that will guarantee the improvement, progression and growth of credible evaluation and argumentation of leadership theories with a view of clarifying and fully explaining authentic leadership. Further, Nyberg and Sveningsson (2014) postulate that, the thought of authentic leadership is not new in the day to day operations and therefore, its claim and use in organizational operations will not be an uphill task.

According to Avolio and Walumbwa (2006), authentic leadership is a procedure that magnets from positive psychological capabilities and a greatly advanced structural setting that eventually results in self-regulated positive behaviors, and superior and higher self-awareness. The development of the authentic leadership model is deeply ingrained in philosophy and it has been under development process for the past numerous years since the connection of leadership, positive organizational conduct, ethics and scholarly writings (Avolio, Gardner, Walumbwa, Luthans & May, 2004). It has been in existence since the ancient Greeks' time captured by their timeless admonition to "be true to oneself". There seems to be more to authentic leadership than just being true to oneself which led to the exploration of a higher order, multidimensional construct of authentic leadership (Avolio & Gardner, 2005).

Initially, Avolio and Luthans (2005) defined authentic leadership as a process that magnates from positive psychological capabilities and a high developed organizational context that will result in greater self-awareness and self-regulated positive behavior. However, Cooper, Scandura and Schriesheim (2005) came up with a four component model that included self-awareness, unbiased processing, authentic behavior and authentic relational orientation. Gardner, Avolio, Luthans, May, and Walumbwa (2005) tried to integrate these various perspectives and proposed a self-based model of authentic leadership that focuses on the essential self-awareness and self-regulation components of authentic leadership. This theory is greatly influenced by Gardner *et al.* (2005) conception of authenticity and the self-determination theory by (Deci & Ryan, 2000).

Avolio (2010) posit that an authentic leader need to possess four core samples of dimensions which include transparency, flexibility, adaptability and trustworthiness. Authentic leadership is considered to be more favored because it is reasonably a more mature model that satisfy necessitated dimensions like self-awareness, transparency, balanced processing, moral and ethical perspectives. Further, authentic leaders have a deep sense of self, they are capable of transferring their traits and behaviors to their followers which majorly enhances the overall productivity of their followers and employees at large (Çeri-Booms, 2012).

Walumbwa, Avolio, Gardner, Wernsing and Peterson (2008) define authentic leadership as "a pattern of a leader's behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral

perspective, balanced processing of information, and relational transparency on the part of leaders working with followers fostering positive self-development” p. (94). Further, they posit that authenticity is possessing individual experiences comprising of emotions, preferences, beliefs, thoughts, needs, processes apprehended by the injunction to be familiar with oneself and behave in harmony with self.

Further, Walumbwa *et al.* (2008) uses self-awareness referring to the demonstration of an understanding of how an individual originates and develops meaning of the world around him/her and how that meaning development processes influence the way an individual outlooks him/herself over time. In addition, it represents an exhibition of understanding of an individual’s fortes and drawbacks and the multi-layered nature of self which comprises of attainment understanding into the self through acquaintances to others and being conscious of an individual’s impact on other people (Kernis, 2003).

According to Ladkin and Spiller (2013), an authentic leader is one that evaluates him/herself and uses his/her experiences to personally help him/herself to grow into becoming a credible leader who can be trusted with any position in an organization. Inexorable, unstoppable, daring and bold search, exploration and investigation of self helps in creating self-awareness for an authentic leader. Further, this process assists an individual to collect feedback from within and without and carefully listens to it. Such a leader does not repudiate, reject or deny him/herself, because if he/she does so, it will yield into a big disaster that will hinder the nurturing of self-awareness.

This kind of leadership is grounded on four pillars of leadership constituents that are coined from authentic leadership definition. These components are internalized moral perception, self-awareness, level-headedness in relationships, and unbiased indulgence. These four constituents clearly differentiate authentic leadership from the other leadership styles like spiritual, transformational, ethical, charismatic and servant leadership (Roberts, Cha, Hewlin & Settles, 2009). The feature of interpersonal transparency encompasses the capacity of an individual to sincerely present his/her opinions, thoughts, views and ideas without remorseful integrity. It replicates how a leader is capable to uphold openness, frankness and sincerity in different circles of relationships (Gatling, Shum, Book & Bai, 2017). Further, a leader should be neutral and

unbiased in his/her indulgences which will indicate a sensible and impartial decision making process.

The aspect of understanding oneself denotes to a person's aptitude to understand and work out his/her strengths and weaknesses together with his/her capacity to influence other people. Self-awareness is a continuous process that runs over time because authentic leadership is not established in a day since it is realized when one acquires unconventional and progressive levels of ethical maturity (Caldwell & Hayes, 2016). Coetzee and Pauw (2013) site that transformational leadership, moral and ethical perceptions, and optimistic psychosomatic capacities form the building blocks of authentic leadership. Further, Coetzee and Pauw posit that an authentic leader has the ability to attain more for the organization that where he/she has been positioned to lead. Therefore, it is certain that an authentic leader is self-assured, composed and self-confident to attain tangible and healthier outcomes for the organization as opposed to the one who does not exhibit the quality of self-awareness. This will increase the organization's overall performance.

The authentic leadership theory can help the leadership to uphold ethical and moral values in their day to day running of organization which will lead to serious fostering of trust within themselves, followers and stakeholders at large (Covelli & Mason, 2017). According to Bishop (2013), authentic leadership is being true to oneself in all aspects of life. If a leader is true and honest to him/herself, there is a high likelihood that he/she can be trusted by everyone including fellow leaders, employees, shareholders, stakeholders, business partners and the society at large. This is the greatest effect of authentic leadership theory without which the success of a leader and of the organization he/she is leading may not be realized.

Effectiveness of Authentic Leadership

It is due to the many apprehensions of the leaders' ethical conduct that are being experienced in the contemporary organizations and society at large that has led to the study of one system of ethical leadership known as authentic leadership (Gardner, Cogliser, Davis & Dickens, 2011). Clapp-Smith, Vogelgesang and Avey (2009) in their study found out that authentic leadership leads to trust in leadership and significantly impacts group performance that fosters organizational and personal growth.

Kernis (2003), postulates that relational transparency speak of the way an individual presents one's authentic self, contrasting to slanted self to other people. Such conduct promotes

trust by the use of disclosures that consist of amenably sharing information and lexes of an individual's factual views and opinions, and emotional state at the same time working hard to minimalize exhibitions of unsuitable feelings. The balanced processing describes the leaders who exhibit capabilities to accurately examine all pertinent data before making any decision. Leaders who possess this capability ask and look for opinions and interpretations that challenge their deeply held positons (Gardner *et al.*, 2005).

Internal moral perception points to an adopted and assimilated form of self-regulation (Ryan & Deci, 2003). This kind of self-regulation is directed by inner moral standards and values as opposed to organizational, group and societal pressures. This will result in articulated decision making and behavior that is dependable with the internalized values (Walumbwa *et al.*, 2008). According to Datta (2015), the followers' attitudes and the leaders' perceptions are the shared indicators for leader efficiency and effectiveness. "How well does the leader satisfy their needs and expectation? Do followers like, respect, and admire the leader? Do followers trust the leader and perceive him or her to have high integrity? Are followers strongly committed to carrying out the leader's requests, or will they resist, ignore and subvert them? Does the leader improve the quality of work life, building the self-confidence of followers, increase their skills, and contribute to their psychological growth and development?" p. (4). The answers to these questions will determine the effects of authentic leadership in organizations and individuals as well.

Further, the leader's efficiency may also be valued in terms of the leader's involvement in molding the excellence of team processes as perceived by the followers or by the external observers (Datta, 2015). An authentic leader should improve team unification, member commitment, member corporation and member confidence in order to achieve the team's goals. He/she should develop problem solving and decision making by the team and assist in resolving conflicts and disagreements in a beneficial way. Such a leader contributes to the effectiveness of leading role specialism, accretion of resources, consolidation of activities and the willingness of the team to handle catastrophes, disasters and change.

In their study Rego, Lopes and Nascimento (2016) found out that authentic leadership promotes a positive influence on organizational commitment and relationships are arbitrated by components of psychological capital, anticipation, hopefulness and self-efficacy. Authentic leaders tend to meet the requirements of both the individuals and organizations who look to their

leaders as role models of integrity, character and authenticity. They offer their employees direction and furthermore assist them give a meaning to their lives as well as their work (Gardner *et al.*, 2005). Being characterized by being upright, transparent, ethical, truthful with other people, acting in harmony with both their beliefs, values and opinions, and maintaining a genuine and authentic relationship (Walumbwa *et al.*, 2008) authentic leaders offer a higher level of perceived authenticity since they are additionally dedicated to people to ensure that they are attaining the set goals and objectives (Kernis & Goldman, 2005).

Walumbwa *et al.* (2008) further posit that this kind of leadership is founded on the behavioral outline of a leader and his/her relationship with the employees, he/she promotes a moral and decent environment and fosters employees' positive psychological capabilities which are valuable for organizations. Besides authentic leadership positively affecting people's behaviors and attitudes, and prompting the employees to advance and work towards improving their organizational citizenship conduct. It also realizes desired performance and behavior for both the organization and individuals (Arménio Rego, Sousa, Marques & e Cunha, 2012).

According to Meyer, Stanley, Herscovitch and Topolnytsky (2002), organizational commitment is a prognostic of the employees behavior in the organization to which they belong, showing how they are supposed to position themselves and how they are linked to the organization. This many at times has got an effect on absenteeism and performance (Ng & Feldman, 2008). Further, authentic leadership positively influence the employee's pledge to the organization. This stimulates employees to feel more dedicated to attaining the set goals and objectives given their levels of apparent authenticity (Kernis & Goldman, 2005).

It is palpable that an authentic leader demonstrates optimism, hope, confidence and flexibility. A leader with such physiognomies is able to impact his/her employees and hence their development through emotional spread and positive social relationships that stimulate all psyche cap of his/her employees (Norman, Luthans & Luthans, 2005). It is in this sense that Gardner *et al.* (2005) contend that authentic leaders "leave positive psychological state accompanying the optimum levels of self-esteem and psychological well-being, such as confidence, optimism, hope and resilience, to model and promote the development of these states in others" p. (345).

It is further argued that the way people recognize the psychological state of an authentic leader has impact on the development of the employees' positive psychological capabilities which

is about resilience and hope, self-effectiveness and optimism (Ilies, Morgeson & Nahrgang, 2005) reliably with the probability of these capacities being advanced. Yammarino, Dionne, Schriesheim, and Dansereau (2008) postulate that authentic leadership by the conduct patterns of its leadership, do encourage and impact the development of positive psychological capabilities in their employees by transmission or infection hence leading to higher levels of self-effectiveness, resiliency, hope and optimism.

Furthermore, through constructive feedback, emotions, leaders' ability to remain confident and hopeful and criticism, authentic leaders are capable of impacting self-effectiveness, optimisms and hope in their employees (Luthans, Youssef & Avolio, 2007). This discernment of positive psychological state in an authentic leader by his/her employees has a positive impact on the workers' resilience (Norman *et al.*, 2005). Authentic leadership encompasses many of the major features of transformational, charismatic, servant leaderships (Avolio & Gardner, 2005) hence providing an exceptional theoretical basis for investigating the connection between resilience and leadership. This theory of authentic leadership has attained cumulative and swelling attention in the past decade, which is largely necessitated by key failures in organizations (Shambaugh, 2010).

Wong and Cummings (2009) postulate that authentic leadership is connected to lower levels of burnout within the employees and (Walumbwa *et al.*, 2008) found out that those employees who rate their supervisors as a great authentic leader were themselves most probable to involve in organizational citizenship behaviors like readily assisting associates in their endeavors even when not needed to do so. These outcomes usually highpoint the positive influence that authentic leadership has on an organization and the prominence of thoughtfulness of the devices by which authentic leadership can be advanced within people as well as its spills over from the leaders to their employees.

Authentic leadership at its most vital level, is the correspondence of a leader's self-concept and his/her actions (Boas & Eilam, 2005). Avolio and Gardner (2005) posit that "authentic leaders are able to more objectively evaluate and accept both positive and negative aspects both positive and negative aspects, attributes and qualities of themselves, including skill deficiencies, suboptimal performance, and negative emotions" p. (356). More often than not, the combination of self-awareness and self-regulation is referred to as an internalized moral perspective. When a leader utilizes his/her internalized moral perspective and balanced processing to attain reliability

in their words and actions which will result in possibly the most noticeable characteristics of authentic leadership.

Further, Kernis (2003), and Avolio and Gardner (2005) propose that when employees recognize their leader as behaving authentically, the positive demonstrating results will be in a spillover consequence in which authentic leaders are capable to foster positive efficiency state in their employees. Authentic leaders with an increased positive efficiency state will stimulate and produce positive emotions within people who work with them. Further, they direct their efforts on the well-being and standards of their employees, leading to higher levels of positive result and satisfaction (Ilies *et al.*, 2005). Such leaders foster employee creativity through the positive effects of authentic leadership that spillover to the employees working with them (Armenio Rego, Sousa, Marques & e Cunha, 2014). Due to this, an organization is capable to boost its performance and gain competitive advantage in this era of creativity, innovation and change.

Advocates of authentic leadership direct to the need of teaching, coaching, training and establishing leaders who proactively foster positive environments and conduct business in an ethical and social responsible way (Gardner *et al.*, 2005). The authentic leadership theories propose that authenticity is inspired by leaders through self-acceptance, actions, self-knowledge, relationships and self-awareness. Subsequently, authentic relationships are reinforced and supported by faith and trust, high moral standards, integrity and transparency (Avolio & Gardner, 2005).

Authenticity and authentic leaders are a great need of organizations to help in the recovery of value based organizations (Sparrowe, 2005). George (2003) postulates that “we need leaders, people of the highest integrity, committed to building enduring organizations. We need leaders with a deep sense of purpose and true to its most inherent values. We need leaders with the courage to build their business to meet the needs of all stakeholders, and to recognize the importance of their role for society” p. (6). Authentic leaders are deeply aware of their way of acting and thinking along with the setting in which they function. They are professed to be cognizant of the moral perspective, own knowledge, having confidence, are optimistic, hopeful, honest, resilient, act with kindness, responsibility and justice, unselfish and are high moral character holders (Tonkin, 2014).

Such leaders sincerely desire to serve others with their leadership, delegating duties to employees which makes a difference as an alternative of worrying about power, prestige and

money for themselves. They lead by qualities of the heart, compassion and passion and the intellectual qualities (Besen, Tecchio & Fialho, 2017). They lead and execute their activities conferring to personal beliefs and values which lead to creating credibility which make them master the trust and respect of their employees (Avolio *et al.*, 2004). Their part encourages diverse points of view and create systems of concerted relationships with group members which make the professed as authentic. With such leadership in place, groups will be motivated to work with leaders, colleagues and stakeholders in an authentic permitting overtime, the background of an organizational culture based on the right values.

It is prudent to note that communication between authentic leaders, employees and other stakeholders, is fully open with the distribution of serious information and their feelings and perceptions. These leaders are categorized by being an example of integrity, honesty, and high moral standards which develop a significant name and make the employees and stakeholders to trust them (Avolio *et al.*, 2004). According to Avolio and Luthans (2005), an authentic leader can make variance in an organization, acting as significant to its achievement and adding efficiently to the management of knowledge. Through his/her actions, he/she contributes to people enabling them to find sense and linkages at work by the use of greater awareness.

The part of a leader can encourage see-through relationships, preferring structures for creativity, sharing and application of knowledge and decision making that results in truest and commitment among employees (Avolio & Gardner, 2005). For knowledge management to give the anticipated organizational results, many features must join around it. Its processes should unavoidably encourage or cause the occurrence of creativity, aggregation, internalization, sharing and the application of knowledge in order the process to result in competitive advantage. This is where the authentic leadership arises as a vital factor that takes the leading role.

According to Yammarino *et al.* (2008) those organizations with knowledge need leadership to engross its obligation relating it to how collaboration will take place, the delegation of responsibilities, inter and intra organizational skills and the exchange of knowledge. The leadership has impact across the lively and energetic network of learning and the sharing of the organizational skills and the exchange of knowledge. It is very vital to have the leadership establish the fundamentals for knowledge management grounded on organizational macro view (Edú-Valsania, Moriano & Molero, 2016).

It is equally vital to understand that authentic leadership as a process should function as a basis of motivation and inspiration, proposing and approving new ideas while valuing individual differences (Besen *et al.*, 2017). This can be realized with effective communication, explaining the knowledge management objectives and the paths to be followed (Singh, 2008). Authentic leadership here acts as a change and transformation agent. Crawford (2005) posit that it is squarely the duty of the authentic leaders to act as a true “true architect of knowledge” and train employees and other members through the development of a shared vision, delegating authority, providing resources and celebrating success.

In this case, the leader plays the roles of a teacher, guide, mentor, or facilitator in the multifaceted and energetic process of sharing knowledge and inaugurating the obligatory aligning between the experienced reality and the established world view which should be shared by all (Senge, Cambron-McCabe, Lucas, Smith & Dutton, 2012). These challenges need leaders to act and employ impact in particular areas like; creativity and sharing knowledge, increasing self-confidence, make the most of the procedure of receiving messages, endorsing self-development and self-awareness and permitting navigation through a continuously changing environment (Crawford, 2005).

Yammarino *et al.* (2008) further postulate that authentic leadership contributes in the process which nourish knowledge management in organizations through creation, sharing and the use of knowledge. This happens when it impacts people promoting authentic and clear relationships simultaneously earning accuracy and consistency to knowledge management creativities. In the aspect of creation of knowledge, authentic leadership contributes for its capability to arouse criticism, reflection and questioning about the manner in which the organization thinks and operates. The viewpoint of the community and the involvement of all who dispense authentic leadership provide open space to build the new (Avolio & Luthans, 2005). Therefore, new knowledge can be created in the organizational setting without having much trouble of reaching out to the external environment.

As pertains to the knowledge sharing process, authentic leadership work in partnership and acts as a promoter and facilitator of the relationships and processes. The authentic leaders ought to understand people, systems and process that make up the organization and its business principles (Singh, 2008). The leader ought to identify, guide and motivate everyone to share the knowledge

to enable the objectives and expectations to be met at the individual and organizational levels. Hence, confidence and satisfaction nourish and feed the successful knowledge management cycle (Crawford, 2005).

The component of the use of knowledge, authentic leadership strengthens the process through its impact in promoting development of followers and self-awareness (Kasemsap, 2017). For an organization to realize the success of knowledge management, the leadership is required to create a setting that is favorable to the nurture and growth of employees, with awareness of their role to act, transform and change the organizational practicality, putting into use the knowledge that has already been created and shared in interactions amongst people (Gardner *et al.*, 2011).

The Significance of Authenticity in Successful Leadership Practice Development

The unique features of pressures and stress facing contemporary organizations are calling for a new leadership method and tactic that aims at recovering and instituting simple trust, flexibility, viability, hope, relevance and optimism which will create an appropriate identity of the organization (Peterson, Caverly & MacDonald, 2003). This need can easily be met by having the authentic leadership in place which will help in developing successful organizational leadership practices. Further, George (2003) comes up with a few very crucial insinuations and suggestions of the authentic leadership practice which have got three levels; the organizational level implications where authentic leaders build authentic companies, the economy level implications where authentic organizations compete more efficiently in the market, and societal and environmental levels implications where leaders look beyond the bottom line.

Organizational Level Implications

Authentic leaders endeavor to come up with and develop a lasting and authentic organizations just as themselves are (George, 2003). Further, authentic organization is directed by a vision, mission and practices with a dependable set of values. It enables its workers to serve clients with innovative products and equally with greater services. The authentic organization is described by endurance and discipline in generating results for all the stakeholders. The five characteristics of an authentic organization corresponds closely to the five dimensions of an authentic leader though differently defined in the Table 1 below;

Table 1: Organizational Level Implications

Authentic Leader	Authentic Organization
Purpose	Mission and vision
Values	Company values
Heart	Empowering employees to serve
Relationship	Enduring and committed to the organization
Self-discipline	Results for all stakeholders.

Deborah Ogochi (2018)

As the authentic leaders to about the business of building their organizations, dealings as well as interactions do occur between the leader and the organization which assists each to grow from the communications and interactions. Leaders are influenced by their companies and they tend to grow from the experience of shaping the organization (George, 2003). Through the dealings and interactions with the company, they turn out to be more efficient in their duties and assigned roles causing the company to respond to their leadership. This process which is known as homology contributes to the company’s steadiness and provides the aptitude and capability for internal growth and external success. As a result of these interactions, the leaders renew themselves and their organizations and their bequest is a healthy organization that can stand both changes in leadership and crises (George, 2003).

It is impossible to have authentic organizations not led by honest leaders. Dishonest leaders in an authentic organization will not live or endure long in their operations (George, 2003). Eventually, the company will force them out since their way of conduct is not consistent with the organization’s purpose and values. When authentic leaders are trapped in an authentic organization, they can choose either to transform the organization or if it becomes difficult to transform it, the leader just gets out. If authentic leaders stay in a company that is not compatible with their values but find out that they cannot change it, the company will either chew them up or co-opt them.

Economy Level Implications

George (2003) posit that the market is the final test for authentic leaders and their organizations. The organizations need to continually ask if they “can compete effectively against their most hostile competitors and establish leadership. Is the organization able to generate results that are beneficial to all the stakeholders and if the organization can remain authentic in the face of extreme competitive pressure in the market and relenting pressure from investors to perform every quarter” p. 80. Hence, authentic leaders cannot be authentic in an undesirable way (Dimovski, Grah, Penger & Peterlin, 2010) but one can be left wondering if winning in the market place is reliable and in agreement with authenticity because the competitors may wind up by going out of the business.

Dimovski et al. (2010) gives a yes answer because in reality, to be successful competitor is in the heart of leadership just as it is in athletics, politics, arts and academia. Leaders ought to daily ascertain that their organizations are excelling in their chosen arena of strive. In addition, authentic leaders understand the technicalities of deploying their companies to attain marketplace leadership and they know how to keep their success for long term (George, 2003). Since they are zealous about their development and course, they will let nothing stand in the way of their success. Hence, authentic organizations compete in a more efficient manner in their market arena.

Societal and Environment Level Implications

The authentic leaders’ responsibilities extend outside the bottom-line success. For an authentic organization to succeed for long term, it must have a reliable system of authority and build in leadership a succession system for numerous organizational generations to come at the same time authentic leaders have a role to play in the larger society by handling public policy issues and working in addressing challenging societal problems (George, 2003). It is the concept of authenticity that will help the human race to get back to the roots of ethical and moral standards. The new generation leaders should be asked to be motivated by the organization’s mission and not money, to tap into values and not egos, to link with others through hearts and not persona and to live lives with such discipline that can be proud reading their behavior.

This way, the authentic leaders will be; making a difference in other people’s lives which will bring limitless joy to everyone, sharing oneself with others authentically will bring limitless affection, and leading a life of significant service will bring limitless fulfilment. The moment the

three components are experience, the arrival at the starting point will be realized which is being oneself and being who you were created to be (Gardner *et al.*, 2005). By the fact that authentic leaders have the capacity to gain other individuals' loyalty and commitment through trust which is founded on relationships and not through manipulation and compelling, they are aware of their own strengths, personality and feebleness allowing their conduct to positively motivate and stimulate others empowering them to learn, grow and succeed both in their profession and in their lives in general (Greenleaf, 1997).

They are able to push other individuals towards the right paths and achievement in life and try to build them to become freer, autonomous and more wiser (Greenleaf, 1997). This is the best way of empowering the employees for leadership positions in future and the organization will be assured of leadership continuity in future generations. Furthermore Avolio and Gardner (2005) postulate that such leaders are confident, resilient, hopeful, morally upright, optimistic and future oriented. Any leader who has the future of his organization will continually develop leaders who will keep the pace of the organization moving even when he/she will have long gone.

Due to their interest (authentic leaders) in positive organizational behavior which makes them to distillate on employees' strengths and not their weaknesses (Avolio *et al.*, 2004) which motivates the employees' attitudes towards work and leadership thus significantly improving the general leadership of the organization. The authentic leaders have the following responsibilities inside organizations that make great significance both in the leadership and performance;

Self-Efficacy

According to Youssef-Morgan and Luthans (2013) "efficacy is one's belief about his or her ability to mobilize the motivation cognitive resources, and courses of action necessary to execute a specific action within a given context" p. (200). Fast, Burris, and Bartel (2014) defines self-efficacy as "the perceived capacity to be effective and influential within the organizational domain in which one is a manager" p. (1017). Further, it is a belief in an individual's personal competency and a valuation of an individual's capability to act confidently (Pajares, 2003). The authentic leaders target the employees' state of confidence as the first aspect because efficacy is intensely connected to work performance and leadership duties (Paya *et al.*, 2004). Employees with self-efficacy will work and lead well under stress, pressure and they tackle the challenging jobs easily.

Self-efficacy according to Paglis (2010), has a positive influence on “the initiation, intensity, and persistence of behavior” p. (771) that highly leads to developing a successful leadership practice in an organization. It happens to be a vital component of a leader’s competency and capability to perform as a leader and in developing proper leadership practices within him/herself and equally within the organization he/she leads (Mayer, Davis & Schoorman, 1995). This is evident because the way a leader perceives his/her values, roles, and duties makes a difference in the lives of employees (Carter, Ulrich & Goldsmith, 2012).

Self-efficacy tacitly connects and impacts an individual’s discernments in regards to prospects that roles incorporate (Burke & Stets, 2009) and it affects the choices that one makes in regards to his/her goals, roles and tasks that they undertake (Razek & Coyner, 2014) which eventually will either improve or diminish the capacity of developing positive leadership practices. Furthermore, self-efficacy comprises not only understanding an individual’s capability to be authentic in expressing oneself and in dealing ethically with other people including; employees, stakeholders in the internal and external environments. This is “the superior competency that leaders must develop” p. (16) if they desire to develop positive leadership practices.

Schmidt and Hunter (2000) assert that a leader’s ability connected with their self-perception lies in the capacity to disentangle problems and the capability to constantly learning. The commitment to continuous learning and the focus on application and implementation of the attained knowledge will increase a leader’s self-efficacy which distinguishes between successful and unsuccessful leaders who will propel the need for developing proper leadership practices (Rynes, Giluk & Brown, 2007). Leaders will increase their efficacy by continuously learning about their vital components of their roles that lie within their companies and those concerning the competitors outside their firms and their customers too (Schein, 2010). This can be attained by constantly looking further than “conventional wisdom” which often causes dysfunction in the organization (Pfeffer, 2007).

Leaders need to have this eye view of the future which will help them to develop efficacy by increasing their prominence on evidence-based solutions that are grounded on empirically wide-ranging information (Rynes *et al.*, 2007) that foster the development of successful leadership practices. Franken, Edwards, and Lambert (2009) posit that concentrating on evidence founded implementation is a dire obligation for both successful leaders and organizations. Further,

Caldwell and Hayes (2016) assert that “self-efficacy and the increasing of one’s capabilities to lead are enhanced by the process of formally assessing 1) what one loves to do, 2) one’s strengths or what one does best, 3) what the market place will pay for, and 4) what one’s conscience dictates is the best use of one’s time” p. (7).

According to Caldwell and Hayes (2016) “leaders whose behaviors are consistent with their articulated beliefs, values, and identity standards are perceived as better leaders than those who have not adopted consistent behaviors” p. (8). These are the authentic leaders who are critically needed in the development of efficacious leadership practices in organization. Luthans, Norman, and Hughes (2006) posit that authentic leaders who possess and practice self-efficacy remain able to help their employees to recognize their abilities and nurture these abilities to better performing levels in their line of duty and anticipated operational lines. To lay more emphasis on this (Marianne, 1992) postulated that

“Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness that most frightens us. We ask ourselves, who am I to be brilliant, gorgeous, talented, fabulous? Actually, who are you not to be? You are a child of God. Your playing small doesn’t serve the world. There’s nothing enlightened about shrinking so that other people won’t feel insecure around you. We are all meant to shine, as children do. It’s not just in some of us; it is in everyone. And as we let our light shine, we unconsciously give other people permission to do the same. As we’re liberated from our fear, our presence automatically liberates others p. (190-191).”

The capability to keenly look at oneself and other people as truthfully great, is a vital quality of great leadership (Havard, 2017) and being aware of an individual’s unlimited personal potential is an essential element of self-efficacy and authentic leadership. This is what is critically needed by any leadership that is keep in developing successful leadership practices.

Hope

A leader requires to spend more of his/her day thinking about the future if it is going to be an enhancement over the present. This will require a person to be on continuous learning through studying the relevant books and articles, news and the media to know the signs of changes that are not commonly predictable. It is all about having a clear idea of where the organization ought to be founded on more than just emotions and ego. Hope plays a great role in realizing the organization’s

vision through developing effective leadership practices that can support the pursue of the vision (Phong, 2001)

Youssef-Morgan and Luthans (2013) defines hope as “a positive motivational state that is based on an interactively derived sense of successful (1) agency (goal-directed energy) and (2) pathways (planning to meet goals and proactively identifying alternatives if obstacles are encountered)” p. (200). Authentic leadership should have a capability to create hope among their employees which will help the employees to set their goals and choose how to achieve them by motivating themselves to attain them. Hope is an amalgamation of agency which is one’s will and the pathways being the ways like, goal guiding and plane to attaining this goal (Wenger, McDermott & Snyder, 2002).

In some scenarios, there are individuals who are well conversant with their paths to their objectives and goals but they lack the willpower to get there. It is the duty of an authentic leader to instill or cultivate the will power in such individuals to enable them achieve their goals (Smedes, 2000). The effects of a hopeful leader are having success in the organization’s operations including leadership and satisfaction of employees which results to low staff turnover (Wenger et al., 2002).

An authentic leader has the capability to encourage and inspire others especially employees and other leaders to perform highly. This will foster good leadership practices in the organization and the results are high organizational performance. One of the key things that only leaders can do is to hopefully nurture and develop the next generation of leaders in their administrations (Flintham, 2008). This can be realized by placing individuals in different and challenging work conditions and coaching employees. The leaders are required to be good at mentoring, coaching to facilitate learning from experience, being a teacher in the work place especially throughout teachable moments, but paramount, at always being an example (Cheliotas & Reilly, 2010).

Leadership can nurture a conducive environment for learning that will encourage employees to easily learn from experience (Flintham, 2008). Such an environment can be created by; leaders being willing to delegate important chores that is, involvement and receiving a commitment from employees accepting the chores, developing the credibility and visibility of the low-ranking staff by discoursing their undertakings with other people in the company, the leaders help employees to refine their career growth strategies and the leaders give truthful, open, candid and sincere feedback in a way that is helpful to the employees (Cheliotas & Reilly, 2010).

If the leadership fails to take this tactic, they will be unsuccessful in building the capability to handle tough jobs in their companies. This concurs with the saying ‘a great leader doesn’t do the work of ten, he teaches ten to do the work that is needed’. All these can only be achieved by an authentic leader and sure enough by being visionary considering the constant growth of the organization into future generations with effective leadership practices. Flintham (2008) posit that ‘imagination is more important than knowledge. For knowledge is limited to all we know and understand, while imagination embraces the entire world, and all there will be to know and understand’. Without upholding the future hopefully, the leaders can easily loose hope in themselves and in developing successful leadership practices that are meant to propel the organization to its future thus failing to attain the expected outcomes (Jarymowicz & Bar-Tal, 2006).

Optimism

According to Youssef-Morgan and Luthans (2013), “optimism is an explanatory style that attributes positive events to personal, permanent and pervasive causes and negative events to external, temporary and situation-specific ones. Optimism also constitutes a generalized positive expectancy of the future” p. (200). Further, this is the authentic leaders’ task to raise optimism of the employees. Optimists usually add success to their internal stability or universal causes like their own capabilities and they relate their failures to the external and unstable causes (Harter, Schmidt, & Keyes, 2003).

Although positivity regularly happens in the day in day out life, people have a tendency to overlook it but optimism plays a key role in the organization’s development of efficacious leadership practices. it is alarming that the tyranny of negativity reigns in the minds of many leaders. Although positivity often happens in the day to today life, it is somehow overlooked even though naturally, human beings are easily fascinated to the positive, life giving and pleasant things (McKergow & Korman, 2009).

This paradox is due to the following reasons; 1) negative happenings and occurrences are accorded more attention and are deeply prejudiced than the positive ones since they are professed as threats (McKergow & Korman, 2009). It is unfortunate that when it is thought that leaders are extra matured than other people in general and do not require as much positive “stroking”, the evidence actually backs the converse. 2) according to Seligman (2004) negative happenings

maladaptation that activate a supposed need for change while the positive ones give confirming reaction that indicates inadequate motivation for change. A good example is that the maximum managerial decisions are usually in response to performance gaps and crises which is termed as “the disease model” p. (3) singularity is another cause of the paradox. One negative element of a system can render the whole system dysfunctional, yet one particular positive element many at times does not give assurance of optimum operational.

This is not merely hyping positivity over negativity, but it is documented that both positivity and negativity are essential for optimum operational. However, too much positivity might be negligent, irresponsible, undependable and delusional which may not endorse smugness (Youssef-Morgan & Luthans, 2013). Positivity is very critical for leaders specifically in hard times (Sin & Lyubomirsky, 2009) and it is related to success and that happiness too causes success which is referred to as a ‘Copernican effect’.

Research shows that positivity is not the opposite of negativity but positivity and negativity have different physiognomies (Sin & Lyubomirsky, 2009). “They are not simply opposite ends of the same continuum” p. (199). According to Spreitzer and Porath (2012) positivity is “intentional behaviors that depart from the norm of a reference group in honorable ways” p. (80). To exemplify this, “an observable phenomenon will be considered positive if it adds value, leaving the context, process or outcomes within which it takes place elevated, uplifted, improved, or somehow better” p. (200). Positivity can happen in negative conditions and it can counterbalance negativity. It is not possible for positivity to produce negative results or one that is impartially negative. This is so since “positivity is the polar opposite of neutrality, complacency, resistance to change, and the status quo. It involves dynamic, broadened and enriched processes and outcomes” p. (200).

Resilience

According to Youssef-Morgan and Luthans (2013) “resilience is the developable capacity to rebound or bounce back from adversity, conflict, and failure, or even positive events, progress, and increased responsibility” p. (200). Further, Windle (2002) defines resilience as “the successful adaptation to life tasks in the face of social disadvantages or high adverse conditions” p. (163”. Authentic leaders should strive to strengthen resilience in themselves and in employees. By so doing, those people facing problems and adversities are empowered to withstand them and are capable to pull through fast from the hard situations and emerge with leadership skills. They further

emerge with more strength, commitment rather and passion. They are capable of doing the right things even when it create problems and adversities (Slovic, Peters, Finucane, & MacGregor, 2005).

Seville (2008) posits that each firm, company or organization has its own ‘perfect storm’ which comprises of an amalgamation of happenings, situations and conditions that have the capacity to cause hardships and harsh conditions in an organization. It is through leaders and employees exercising high levels of resilience that will be able to stand during harsh times. With efficacious leadership practices embraced in an organization, it is possible to overcome vulnerable situations and conditions because of the experience earned over the time.

Conclusion

There is a dire need of a leader of high truthfulness, honesty and integrity, purpose and determination minded, and value and worth instilled. This leader ought to have complete aptitude to build an organization that can withstand the test of time. A leader who has the capability to institute a strong, buoyant and resilient value for all the stakeholders and one who can motivate the employees to offer forward-thinking and progressive client service (Tondock, 2015). Now than ever before, trust and transparency are just as important to organizations as the quality of services and products. These two attributes rank higher than the product and service quality. Note that authentic brands are able to secure a loyal following but satisfied customers will share their experiences with family and friends and if the organizations stay true to its message and continues to provide services and products that are in line with their customers’ expectations, it will be on its way toward developing a brand that will be able to stand the test of time (Haas *et al.*, 2012).

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