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Leadership Practice**

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## Abstract

In the face of globalization and turbulent times, many organizations are looking for leaders who are men and women of exemplary character, leaders who uphold their values and are able to instill the same to their followers. Successful organizations require leaders of high uprightness and committed to building lasting organizations. Authentic leaders have an unfathomable sense of purpose and right to its most intrinsic values, audacity to develop their businesses to meet the need of all stakeholders and are able to identify the significance of their role for society. Based on empirical literature, self-awareness among leaders enables individuals to understand the significance of authentic leadership in contemporary society. Mainly, leaders are expected to be motivated by values, emotions, identity and goals. The second contributing factor is the mechanical aspect which includes internalized regulation, processing of information. Authentic leaders are said to be genuine, honest, real, optimistic, compassionate and passionate about their work. They also have a strong sense of self-efficacy and are emotionally intelligent. Authentic leaders have one unique feature in that their main focus is on follower's development and this can be said to be a successful leadership practice.

**Keywords:** *Authentic Leadership, Successful Leadership Practice, Organizations*

## **Introduction**

Different factors influence the views of stakeholders regarding the best practices that should be embraced in the modern workplace. The pertinent questions have always been the nature of traits and abilities that are associated with leaders in contemporary society (Chan, 2005). Recent changes in modern society have influenced the decisions made by company leaders in the business environment, compelling individuals to understand the standard ethics and preferred organizational culture in the workplace (Armstrong, 2012). These issues are of great importance to expatriates and shareholders as they seek to understand how leaders can execute their roles in the workplace and beyond. In the same vein, individuals are encouraged to approach issues in the workplace and explore different tasks that influence the outcomes of events in modern culture. Thus, the nature of business activities in the work environment invokes the thought process of individuals and encourages employees to appreciate the code of ethics in the workplace.

To answer the question why some leaders, succeed in turbulent times and what traits they possess, we must look at the most recent leadership model known as authentic leadership and identify the traits and features responsible for organizational success. Authentic leadership exposes scholars to an exciting twist of events that provokes the thought process of individuals (Northouse, 2013). This final standing of authentic leadership provides room for individuals to generate a center of attention with exemplary remarks and the possible options for proposing additional research. Commonly, authentic leadership explores the aspect of interaction in contemporary society and its impact on the relationships of individuals in the business environment (Robert, 2006). Leadership scholars have studied the definition of authentic governance and the way it can be used to influence the perspectives of individuals towards life in their immediate context.

Authentic leadership offers individuals a chance to reflect on their interactions with other people in the community. Nonetheless, continuous studies have indicated that the parameters that influence the perspectives of individuals can be used to determine the outcomes of events in contemporary society (Northouse, 2013). In many instances, company leadership is inspired by the need to realize profits and generate revenue that enables organizations to sustain their operations in the business environment (Klenke, 2007). Hence, there is a growing need for business managers to evaluate the options that can be explored by organizations to achieve a competitive advantage over other industry players in the market.

## **Definition and Background of Authentic leadership**

It has been argued that even though, authentic leadership has numerous meanings, organizations have certain ethical standards, which guide their interactions with different stakeholders in the business environment. Chan (2005) for instance focuses on the company supervisors and tries to unearth the moral compass of individuals in positions of power. Northouse (2013) asserts that an individual's demonstration of their knowledge, ability to constraint their emotions, and develop meaningful relationships with other people are complex components of authentic leadership. Here, leader's use the persuasion as a primary path through

their follower's. This kind of approach of authentic leadership in many organizations is known as an intrapersonal approach (Shamir & Eilam, 2005). This indicates the need to establish a healthy relation between leaders and followers, which addresses both leaders' effort and the response of followers.

Northouse (2013) posits that the aspect of authenticity is defined by the relationships between individuals in positions of power and their subjects. It is a give –and take process because leaders affect followers and followers affect leaders.” Many scholars such as Avolio and Gardner (2005), and Walumbwa, Avolio, Gardner, Wernsing, and Peterson (2008) have exemplified a developmental perspective of authentic leadership. The viewpoint here is that authentic leadership can be fostered in direction since it is not identified as a rigid trait. Northouse (2013) argues that a genuine leader possesses positive psychological virtues and strong ethics.

According to Walumbwa et al. (2008), authentic leadership is a model of governance that explores the ethical behavior in the workplace and determines the attitudes of individuals towards work. By forming meaningful interactions with other people, leaders can accomplish their objectives in the immediate environment and guide organizations to generate revenue and recover their share in the market.

The aforementioned definitions offer individuals an opportunity to understand the significance of authentic leadership in the workplace. Robert (2006) asserts that authentic leadership is motivated by the interests of individuals in the immediate environment. Importantly, the intentions of leaders are influenced by their interactions with other people in the work environment and their commitment to accomplishing objectives in the company. Harter (2005) points out the full range of benefits that can be accessed by individuals who work closely with the company leadership to accomplish their objectives. It is worth noting that authentic leadership exists only when the leader generates authenticity that forms positive relations with his or her followers. Gardner et al. (2005) assert that authentic leadership style stresses the inherent natural qualities of the leader which lead to positive impact on followers. In a nutshell, Cessar and Buttigieg (2013) give emphasis to the brief proclamation of Avolio and Gardner (2005), which provides us with a precise basis that seeks to empower leaders to create positive and genuine interactions with their followers.

### **Authentic leadership theory**

Authentic leadership is a comparatively novel up-and-coming theory and paradigm for administration. It has been stated by many scholars that the development of a theoretical framework inspires a unique model of organizational behavior that can be used to regulate the attitudes of individuals towards work (Akyuz, 2011). It is believed that authentic leadership is the most relevant leadership approach capable of addressing leadership problems. Notably, it brings positive and desirable organizational outcomes in treating leadership problems and opens up to positive and beneficial regulatory issues in today's turbulent and challenging times (Burns, 1978). Authentic leaders are true to themselves, real, genuine, honest, credible and transparent at

all times. They have the well-being of their associates and the organization at heart (Avolio, Gardner, Walumbwa, Luthans, & May, 2004).

According to Kernis (2003), authenticity is described as aligning a leader's interests with the expectations of the public who inspire the outcomes of events in contemporary society. Authentic leaders are ardently aware of their values and beliefs. Additionally, authentic leaders are said to be self-confident, legitimate, dependable and truthful. The other thing about authentic leaders is that they focus on building followers' strengths and broadening their thoughts, and creating an organizational environment that is positive and appealing (Hamel, 2002). Authentic leaders are open and make relations with followers in a legitimate way. Luthan and Avolio (2003) state that authentic leadership is determined by certain attributes that revolve around confidence, hope, optimism, and resilience. These attributes increase leaders' competence to develop as an authentic leader. George (2003) in his theory on authentic leadership ascribes the following core attributes to authentic leaders: they know their purpose; they have study values about the right thing to do; they set up credulous relationships with others; they exhibit self-discipline and act on their values; and, they are compassionate and passionate about their mission and move from their heart.

### **Comparison of authentic leadership with other theories**

When compared with other leadership theories you get to know that authentic leadership is similar to different styles of governance. For instance, the correlation between actual and behavioral leadership theory is centered on the leaders' legitimate behavior and not merely in action to be used to influence others' behavior or actions. According to Blake and Mouton (1964), behavioral leaders describe the errands to be performed by the followers. It is worth noting that goal attainment is the stress and focus of behavior leadership. In the same way, George and Sims (2007) and Walumbwa et al. (2010) have noted that authentic leaders are capable of providing viable solutions that can reduce emerging risks during a crisis.

It is imperative to note that the most critical thing in authentic leadership theory is the ability of leaders to support the interests and expectations of their subjects. Therefore, this is where behavioral and authentic leadership models differ and especially on the emphasis they place on genuineness. The sole reason for the difference is because behavior theory does not talk about authenticity. Additionally, Owusa –Bempah, Addison, and Fairweather (2011) have stated that behavioral leaders may fake outgoingness and support of followers, but authentic leaders are truly friendly and supportive of followers (Avolio et al., 2004).

It has been noted that both contingency and authentic styles of governance claim to advance respect of the leader by their followers (Owusa –Bempha et al., 2011). Authentic leaders conversely go an extra mile in building a genuine relationship with their followers by candidly sharing their vulnerabilities and encouraging employees to align their interests with the objectives of an organization. House & Mitchell (1974) notes that in path-goal theory, leaders make sure followers are clear about what is anticipated of them by setting reasonable goals...Here the leader defines what is expected of them by setting reasonable goals. Here the

leader establishes the path for followers along with the associated outcomes (Karaevli, & Hall, 2003).

Real leaders, according to Avolio and Gardner (2005), fit into place followers in the procedure of shaping the "right" course of action. In authentic leadership, the leader is aggressively engaging their followers in the decision-making process and in goal-setting and outcomes while leaders using path-goal theory choose to create an enabling environment where individuals can interact and discuss issues that affect their lifestyles. The fact about path-goal theory is that the followers are clear about their task but are not involved in deliberations related to determining the goals.

Something of importance to note is the fact that authentic and transformational leadership theories share a close relationship. On the other hand, they are conspicuously different in numerous ways. Walumbwa et al. (2008) observe that their unfathomable sense of self-anchors authentic leaders, they know where they stand on significant issues, values, and beliefs and they are transparent with those they intermingle with and guide. However, in transformational leadership theory, leaders do not automatically exhibit such core values (Brennan (2010). Another difference according to Northouse (2014) is that transformational leaders are said to be charismatic. Avolio & Gardner (2005) have argued that while charismatic leaders make use of rhetoric and win over, influence, and rally followers, an authentic leader energizes followers by creating sense, positively and collectively constructing certainty for themselves and their followers.

One of the critical differences between authentic leadership and transformational model is on change mobilization. According to Luthans and Avolio (2003), authentic leadership may consist of or immediate change, but it is not the most important goal. Brennan (2010) however notes that strategic thinking toward creating change is allied more intimately with transformational leadership. According to Avolio and Gardner (2005), authentic leadership is a "starting point that provides for other forms of effective leadership such as transformational, visionary, or charismatic.

To sum it all, we can confidently say that the increased economic instability, acts or violence, and widespread poverty in many Africa nations resulting from inadequate and effective leadership, much attention should be given to authentic leadership. This is because research has clearly shown that command surpasses all other theories and acts as the foundation for all other positive forms of leadership.

### **The dimension of Authentic Leadership**

There are various and elements of authentic leadership models. However, it is imperative to note these dimensions have not been positively identified because there are similarities or common points between each other. Basis pillars of the premise have been drawn for authentic leadership. Self –awareness according to Walumbwa et al. (2008) refers to the ability of an individual to recognize his or her strengths and weakness, and at the same time, understanding the impact of their characteristics on the operational performance of an organization. The second one is the internalizes moral perspective which relates to the decision of an employee to comply

with the existing regulations and ambitions of an organization to excel in the business environment. Avolio and Gardner (2005) asserts that these actions lead to disclosed decision – making processes, and rational, consistent behaviors because of these internalized values.

Armstrong (2012) is keen to note that real leaders identify the problems faced by the people and provide viable solutions that can be used to settle the issues. The third pillar of authentic leadership is known as the balanced processing of information, which is an unbiased analysis of all relevant information. Here information is carefully and thoroughly analyzed before the final decision can be made (Gardener et al., 2001). The fourth and the last dimension of the theory is relational transparency. According to Kernis (2003), relational transparency focuses on promoting trust by being honest, being transparent, and most importantly having interrelation that is inspired by the creation of an enabling environment in the workplace.

### **Self-awareness**

According to Armstrong (2012), self-awareness is an essential element of legitimate governance. Leaders should develop viable solutions that address people’s problems because of their position in the community. Authentic leadership necessities not only being true to self but also transferring this from leaders to the subordinates through the expression of their values and beliefs. Gardener et al. (2005) posit that self-awareness among leaders enables individuals to understand the significance of authentic leadership in contemporary society. Additionally, it is worth noting that self-clarity, self-views and self –certainty is the basis of self –awareness. In fact, these elements help the members to develop their own self –knowledge and shape their self-identity.

According to Cer-Booms (2010), self-clarity, self-views, and self-certainty expose individuals to an environment where they can experience the importance of credibility and trustworthiness. Gardener et al. (2005) assert that these are some of the distinctive features of authentic leaders because trustworthiness, fairness, accountability, and respect for others are acknowledged as core personal identity images of these leaders. Despite the fact that these leaders consider themselves as positive role models, they are not ignorant of their weaknesses. They are instead very keen to address these shortcomings by establishing a participative interrelation with their followers (Bass, 1999).

According to Kernis (2003) self-awareness is a process whereby individuals discover their strengths and weaknesses, and in this process, they get an opportunity to observe their effect on others. It is in this process that the individual expresses his/her core values, identity, emotions, motives, and goals intensely. Gardener et al., (2005) state that if leaders are aware of themselves, know who they indeed are and what their primary purpose are, their decisions and actions will be more fruitful and productive. Additionally, Northouse (2013) points out that people are likely to regard who possess greater self-awareness as more authentic.

It has been argued that unlike in other leadership models, authentic leaders can transfer their experiences, values and norms, ambitions and shortcomings to their followers in a transparent way. Besides, they can give them an opportunity to engage in meaningful activities that foster their trust and confidence. Self-awareness is one of the most significant factors that

enable leaders to make a precise assessment of changes in conditions and that self-awareness actors do not hesitate to change their actions, and way of thinking if the changing situation requires "update or improved" ones. Hence, self-awareness is recognized as one of the fundamental pillars of authentic leadership that play a significant role in the development of a genuine leader (Walumbwa et al., 2008).

There has been a debate on whether some factors can increase or make a person to have self-awareness. McCall (1998) states that some people believe that significant life experiences and critical incidents could be the simulative factors that help people to discover their capabilities and limits and become more aware of themselves. Additionally, Klenke (2007) opines there could be specific changes in the identity of a person due to the status or role changes in time, and these experiences are called as trigger experiences. Avolio (2003) states that whatever their specific form whether sensational or subtle, positive or negative or timing the underlying fact is that trigger events can merge and become positive forces in developing leader's self-awareness and stimulate positive growth and development.

Lord and Brown, (2004) have attested to the same that adverse events like loss of a loved one, health or financial problems and positive activities such as promotions, significant relationships, or mentoring events can in a way trigger a profound change in an individual's self-identity, and both types of the trigger can continue to shape the leader's development. In their attempt to discover their authentic self-awareness leaders are said to ask themselves: "Who am I continually? "By looking inwards, leaders gain intelligibility and concordance with respect to their core values, identity, emotions, motives, and goals. They also focus on the followers' self-verification, which cause followers to seek out perfect response to facilitate personal growth and development (Ceri-Booms, 2010).

Additionally, it is worth noting that leader's identity is part of self-awareness. Authentic leader identity is a concept that was coined by Klenke (2007). In her study, she introduced a model of authentic leadership that focused on a single explanatory idea of identity. This model of integrity specified three interconnected systems namely, self –identity, leader-identity, and spiritual identity.

Authentic leaders have a deep sense of self–identity. Schlenker (1985) defines self-identification as the method of “fitting and expressing one’s own identity behind closed doors through reflection about oneself and publicity through self-disclosure, self-presentation, and other activities that serve to protect one’s identity to audiences. In her research Klenke (2007) recognized three propositions on the subject of the self-identity system in authentic leadership:

- a) Leaders have a greater sense of self-awareness than inauthentic leaders
- b) A leader’s healthy and authentic self-identity is one in which the constituent sub-identities incorporated.
- c) Authentic leaders have more differentiated are awareness than inauthentic leaders.

According to Klenke (2007), leader-identity is derived from leaders’ self –identity and the human capital they bring to their management role. Authentic leaders have a well-developed sense of their own roles as leaders have a duty to act ethically and in the best interest of others



(May, Hodges, Chan, & Avolio, 2003). Additionally, Klenke (2007) identified three propositions about leader-identity:

- a) Authentic leaders have a stronger sense of leadership self-efficacy than inauthentic leaders.
- b) Authentic leaders have stronger and more favorable reputations than inauthentic leaders.
- c) Authentic leaders are more likely to assume the role of an ideal member than inauthentic leaders.

On Spiritual identity, Klenke (2007) asserts that spiritual character is essential to a leader. Klenke argues that religious identity is built on three sub-identities; self-disclosure, self-transcendence, and self-sacrifice. Leaders who believe in the power of God find and hope in a time of distress. In fact, they are said to have a fulfilling life because they see the real meaning of life.

In conclusion, it can be said that self-awareness enables a leader in transferring his/her discovered personality, values and beliefs to his or her subordinates who are leaders in sub-levels of the organization. It is in this way that both the weak and strong sides of the leader are explored, recognized and shown transparently in order to form a close and trusting relationship with his followers. This relationship is significant when it comes to goals attainment in any organization.

### **Relational Transparency**

According to Kernis (2003) relational transparency is being open and honest in presenting one's real self to others. In this case, a person tends to share his/her core feelings, motives, and inclinations with others in a suitable manner. Therefore, being transparent can be described as being self-regulating. Northouse (2013) sees relational transparency as open communication and establishment of a genuine relationship, which includes sharing of both negative and positive aspects of a person to others. Walumbwa et al. (2008) have observed that authentic leaders have a propensity to share their values, goals, and weakness in an open and transparent way. Transparent actors say, show and entrust what they precisely mean, have an aim. In all these, they are keen not to manipulate the real self in an attempt to make an impression on other people. Ilies, et al., 2003 have argued that this kind of an approach provides trusted and realistic relationship that incorporates shared between actors linked in a hierarchical structure.

In their attempt to define and explain about relational transparency, Walumbwa et al. (2005) provided a brief insinuation of analysis of Kernis (2003) which highlighted that relational transparency refers to presenting one's authentic self to others, in other words, it is openly sharing information and expressions of one's real thoughts and feeling while trying to minimize display of unsuitable emotions. "According to May et al. (2003), there are three major approaches of leaders that are linked with relational transparency. Secondly, it is worth that relational transparency is a designation referring to the relationship in which authentic leaders share their personal information expecting to receive some feedback. The third and the last thing is that relational transparency is an approach of authentic leaders that reflect being open and likely to make public their thoughts.

Tapana (2011) observes that the concept of relational transparency is contrary to the idea of impression management, which refers to the manipulation of perceptions of people in an attempt to impress others. Gardener & Avolio (1998) argues that unlike both the transformational and charismatic leaders, authentic leaders do not only use words to motivate or lead to change others as charismatic leaders do by using impression management but their words reflect their personality, attitude, and thoughts accurately, and that is a distinguishing feature of the authentic leadership conjecture. According to Avolio and Gardener (2005), it is because of the authentic approach of the genuine leaders that followers also become authentic. The reason behind this is that their positive attitude attracts others to achieve authenticity.

Gardener et al., (2005) states that "authentic relationships are characterized by transparency, trust, openness, guidance towards worthy objects and an emphasis on follower's development." Walumbwa et al. (2008) asserts that in relational transparency, the leader presents his/her true inner self in an attempt to seek out openness and openness and self-disclosure, which provides trust through the leader. Additionally, authentic leader provides knowable and dependable climate through the process of relational transparency. Gardener et al., (2005) argues that it is because of this stable and excellent climate with clear pointers arising from the leader self-disclosure that encourages the follower to contribute to the creativity and innovation in the organization because they can understand to what extent is the leader supporting their ideas as the followers. In this scenario, the followers also tend to share their insights something that contributes to the innovative and creative processes in the organization.

Cerne and Skerlavaj (2013) have argued that in relational transparency the leaders are able to encourage and rouse follower's creativity and innovativeness by providing honest and translucent atmosphere. To sum it all, we can clearly say that relational transparency is an approach that refers to being open and honest people who can be able to monitor both the helpful (positive) and unhelpful (negative) aspect of their leaders. Consequently, it is assumed that by becoming aware of their leaders' limits, values, principles, beliefs, a way of thinking and perspectives, followers are expected to present more participation, creativity, and innovativeness in the organization.

### **Balanced processing**

Balanced processing is one of the four dimensions of authentic leadership. According to Northouse (2013), balanced handling is a self-regulatory behavior that refers to the impartial approach through analyzing information, and exploring other people's opinions before making a decision. Stable processing helps in avoiding favoritism about particular issues. Here the leader is expected they insist on other people's perspectives mainly form those who differ with him and must consider his opponents 'opinions before making decisions and taking action. Balanced processing is said to be one of the critical factors ensuring various and ground-breaking solutions in the organizations.

It has been observed by Avolio and Wernsing (2008) that if leaders aren't aware of the intrinsic biases in their own meaning-making processes, and that of their teams, they will not set up their organizations to benefit from their organizations to benefit from the diversity and

innovative solutions that come from adaptive conflict. From this observation, we can confidently say that authentic leaders have a propensity to make use of different opinions rather than ignoring suppressing or separating the different and popular ones.

Additionally, it has been noted that biased approaches entrenched in innate cognitive perceptions, stereotyping, and chauvinism, lead to maladaptive conflicts in decision -making processes in the organizations. It is therefore advisable that people should be well –informed about their cognitive biases and attitude without basis so that they can have self-awareness and begun to question their preconceptions something that can help them to learn how to work together with people of divergent perspectives (Avolio & Wending, 2008).

Northouse (2013) asserts that leaders with balanced processing are rational and objective in analyzing others' viewpoints, and open about their own perspectives and these kinds of people can be described as authentic leaders. Even though encountering with opposite perspectives can be taxing for the leader's inbuilt and intrinsic position, diverse perspectives can also be helpful at improving and elevating the decision-making processes (Walumbwa et al., 2008).

According to Gardener et al. (2005) balanced processing is the process of gathering information and understanding both positive and negative aspects of the self-something that is geared towards the attainment of personal development.it should be understood that authentic leaders do not disregard, overstate or stage-manage the external evaluations and self-evaluations and criticisms. On the contrary, they take them positively as ingredients that can help to self-develop and improve in certain areas. Additionally, they don't engage in ego defense mechanism or ignore personal deficiencies. However, researchers have noted that in some instance's leaders might ask for the opinions that challenge their entrenched positions but they will not tolerate any advice or information that is meant to hinder the decision-making processes.

It is worth noting that balanced processing that helps a leader to avoid favoritism and prejudice at any given time (Northouse, 2013). In summary, we can clearly say that an authentic leader with balanced processing has the ability to confront with any detected information or counter opinion. The genuine leader does not discriminate his or her followers according to their values, beliefs, viewpoints or any other features but instead, he or she understands that these undesired opinions or information could be of some benefit if well handled by the leader.

### **Internalized moral perspective**

The fourth and the crucial last element constituting the authentic leadership is internalized moral attitude. Avolio et al. (2009) state that the internalized moral outlook is a scenario where personal ethical standards guide a person. This may, in other words, refer to a self –regulatory process in which individuals follow their moral rules and values. In all these leaders ensure that they have total control over outside factors that may affect or influence their behavior. Tapara (2011) states that these proper measures are distinctive to each actor and are the ones that determine one's behavior. More importantly is to note that being under pressure and stress that are brought about by external forces cannot change the individuals' attitude. Authentic leaders have high moral standards that undoubtedly guide them to act within the legal, rational, and ethical framework. Luthans and Avolio (2003) observe that it is because of the absence of

these kinds of features in a leader that many corporations are faced with scandals and financial collapses. Sparrow (2005) has observed that moral and ethical concerns are distinguishing factors of authentic leadership model in comparison with other models. However, there is a risk that a leader a (charismatic leader) for instance might focus his own values seeking only his self-interests rather than pursuing interest interests of others, but authentic leaders will be acting in the best interests of others since they are aware of their leadership roles and are guided by moral standards.

It is imperative to note that authentic leadership theory does not only address the element of internalized moral standpoint which everyone should possess, but instead goes further to raise the ethical standards that a true leader should follow. Terry (1993) states that ethics is commonly described as a branch of philosophy that touches on the individual, organizational and communal issues. According to Burns (1978) leadership is a subset principle of power and at the same time an ethical standpoint that is fundamental to leadership meaning that leadership is a subset principle of control, and at the same a moral perspective that is fundamental to leadership meaning that leaders have to act in a way will meet the needs of the people.

Burns sees an ethical dilemma that brings a moral problem and question of how a leader decides between an individual's need for a luxurious car and the other one's need for food and family. In order to answer this question, we can only use Maslow's hierarchy of human needs, which hints that psychological needs should define the decision to solve problems in society. Once one need is alleviated, the next pressing needs become the priority," (Burns, 1978). From this observation, it is evident that leaders should be capable of providing solutions to the problems affecting the public because of their position in society.

Burns has argued that in leadership, individuals are considered because of their contribution to the community. Authenticity appears before ethics, or in another word, a moral point of view is tied to an authentic concept, hence, the significant fact that unethical behaviors have been in the stage of extreme increase may be the danger sign of the rise in inauthenticity, illustrating the need for ethics as an implicit recognition, which in reality is expeditious becoming explicit. George (2003) argues that there is needed for the leader to have an ethical stance towards their subordinates while working together in the direction of the corporate objective by addressing the issue based on bad practice. It has been noted that even leading companies are occasionally not able to surmount the pitfalls in ethical problems. They instead or their leaders choose not to get deeply involved. An excellent example of this is when the Firestone tires and Ford Explorer companies led to the deaths of many people. George (2003) notes that the leaders of these two companies seemed to accuse each other instead of addressing the issue of the loss of human life.

It is imperative to note that any unethical attempt quickly destroys organizational morale and cohesion while undermining the trust to teamwork and goal attainment. In summary, we can confidently say that in this dimension if internalized moral perspective, the actors take moral and ethical standards as a reference point, and they do not allow the outside factors to alter their mindset (Tapara,2011). According to May et al. (2003) authentic leaders particularly seek to serve the interest of others first and they mind exploring others' best interests in comparison with

other leadership models. It is stated that unethical behaviors will lead to the rise in authenticity something that may affect organizational performance and kill the teamwork spirit within the organization. Authentic leadership is the solution to organizational ineffectiveness.

### **Impact of authentic leadership on leaders and their followers**

Many studies which have been done on command show that authentic leadership has considerable implications on followers and the leaders' subordinates. To begin with, Armstrong (2012) asserts that authentic leadership is well known for promoting employees' psychological capital and creativity. According to Bass and Steidlmeier (1999) leaders in this model acts according to their discourses. Consequently, consistency is observed between their actions and words. Gardener and et al. (2005) claims that authentic leaders are known to be genuine leaders who are transparent and optimistic and who have integrity and high ethical standards, and create trust.

According to a research which was done by Bill George in 2003 which was composed of interviews with a choice of examples of 125 successful leaders in order to analyses authentic leadership and observes its characteristics, George (2003) found out that trustworthy have genuine ambition to serve others, they have self-awareness, and they do not forget about their core values in leadership processes. In due course, George identified five characteristics of genuine leaders that define the expected behavior of individuals in positions of power. Firstly, leaders should be aware of their roles in the workplace. Secondly, their ability to overcome problems should be supported by their values. Lastly, they have a strong passion for their mission.

According to Ceri-Booms (2010), genuine leaders listen to the problems experienced by the people before recommending solutions that can be explored to settle the issues. These people are men and women of integrity as they are able to exhibit consistent between words and actions. They walk their talk and do not hesitate to be transparent and be aware of their weak points. It has been noted by Tapara (2011) that existing information sources have outlined the fundamental principles of authentic leadership. These principles have been built on a specific direction and a positive organizational environment. Some of these principles include; Self-awareness and self – regulated behaviors which are known for enhancing the leader-follower relationship and also aims at the development of both the leaders and the follower and therefore these becomes the major standpoints of the theory.

Consequently, recent research has presented five different components on the actual leadership structure where individuals in positions of power are supposed to comply with a set of regulations. Walumbwa et al. (2008) found it moral perspective and therefore these were later moral perspective. Scholars clarified that the idea of unbiased processing was humans are a prejudiced processor of information. Additionally, authentic, relational orientation transparency to reflect the meaning of the term: the open and transparency, which promotes holistic behavior in contemporary society.

Wherry (2012) has summarized the aforementioned concepts of authentic leadership: authentic leaders are leaders who are willing to assess their weakness and strengths; who will behave in accordance with their values and beliefs (relational transparency); who are able to impartially analyze any relevant information before making any decision (balanced processing); and who are completely immersed in their core beliefs and values (internalized moral perspective).

### **Authentic leadership in developing successful leadership practice**

It has been argued that in the past few decades, the researcher has sort to know how leaders carry out their everyday jobs and what makes them effective at doing so. Consider all these skill set is the leader's ability to influence others. The essence of leadership influences and is separate and apart from active management. Research ineffective leadership has shown that organizations seek leaders who can propel their companies and organizations to better results. In order to understand and identify the characteristics of great leaders, modern scholars began with trait theory (Northouse, 2010). Trait theory asserts that people are born as leaders, and organizations wishing to have great leadership need only employ persons with that distinctiveness. The researcher studied great leaders and identified several traits. Leadership theory finally evolved, and the idea of developing leadership began to take hold (Luthans & Avolio, 2003). This research noted that leadership characteristics exist in many people but logically need development to become effective leaders. After all, had been said and done researchers concluded that a close relationship between the leader and the follower is paramount. This relationship fosters teamwork needed to achieve organizational goals.

Organizations in the 21<sup>st</sup> century have been faced with a lot of problems and crisis like business scandals moral decay in the society, unfair competition among others. This has necessitated organizations to look for leaders who base their decisions and actions on positive values, morals, and ethics. In response to this need, Luthans and Avolio in 2003 presented their model of authentic leadership in the anthology positive organizations scholarship (2003). While the concept of authenticity in administration was not new, Luthans and Avolio presented a proper model in which they attempted to describe authentically and place it supposedly among other leadership styles. The duo further, sought to identify the characteristics and behavior of authentic leaders and reveal how authentic leadership impacts followers and the organizations.

Following the Luthans and Avolio 2003 study, several scholars in business leaders worked to filter the authentic leadership model and find ways to measure its benefits as a leadership style. A large amount of researcher concurs on the significance of authenticity in leadership and recognize a demand for leaders who are competent in leading organizations in a way that is sensitive to value, ethics, and morals.

The need for these types of leaders is vital in the fast-paced, multicultural, results-driven world in which most executives now lead. An important postulation that drives the theory presented by Luthans and Avolio is that authentic leaders essentially have to affirm characteristics of leaders and followers that absolutely affect productivity. On the same note, researchers assert that many of the positive features people exhibit on the job are not hard-wired

personality traits but can be developed (Luthan & Avolio, 2003). It is important to note that the idea of trait development is essential to the authentic leadership theory and is a distinctive aspect of this over many previous trait-based leadership theories.

The Luthans and Avolio model of authentic leadership to positive organizational outcomes (Begley, 2001). While speaking about authentic leaders, Begley argued that in addition to knowing one's self, leaders must be aware of the impact that their values have on those they lead and the organizational climate they help to create and uphold. It is essential for authentic leaders to know that they do not labor in a vacuum and that the decision they make be a reflection not only of their own personal values but also of the organization they serve. Self-aware and self-regulating authentic leaders not only consider their personal benefits but also of the organization they serve. Being self-aware in this perspective means understanding all the benefits at play and self-regulating as essential to making the best decision based on that multifaceted value set-up.

Luthan and Avolio (2013) assert that authentic leaders have six essential types of behavior. First, authentic leaders display a commitment to work within a clearly articulates set of values grounded in the best interest of their constituents. Second, they endeavor to Bring into line their decisions and actions with their values and beliefs. Third, authentic leaders understand their own weaknesses and are transparent about issues in their immediate environment. Fourth, authentic leaders set the example by taking risks and inspiring others with their "hope, optimism, and resiliency. Fifth, they view the long-term development of followers as equally crucial to achieving short-term goals. Finally, successfully navigating the value and ethical questions involved in difficult decisions is within the ability of authentic leaders (Luthans & Avolio, 2005).

In summary, we can say that authentic leadership is significant in ensuring in a successful leadership practice because authentic leaders build others up by focusing on positives and avoiding over emphasizing on the negatives. The value of the genuine in leadership is the quality decision-making that affects the general performance of the organization and the larger society. To ensure that we get the full benefit of the authentic leaders must be deliberate about their work with the in subordinates.

Additionally, to foster a successful leadership practice, leaders must cultivate a culture of trust that begins with the leader being just and consistent in employee matter. Employees will develop confidence about their leaders only if they can accurately predict how their leaders will develop in situations and know the leader is ethical and fair (May, 2003). Employee trust of leaders is a strong predictor of employee commitment to organizational goals, extra effort, and intention to remain with the organization. In order to attain a successful leadership practice, authentic leaders must identify the strengths of their followers and help them with their development and integration towards a common goal, purpose, and vision.

## Conclusion

Authentic leadership is the foundation from which all other theories of leadership stem from. It is a model that supersedes other models of leadership because of its distinctive features. Some of these features include being real, genuine, honest, and trustful, being aware of oneself and above all credible. Additionally, authentic leadership unlike other models of leadership focuses on the followers' development through role modeling and trust. In these turbulent times when society is experiencing moral, and many organizations are experiencing frauds and corruption, authentic leadership remains the only solution.

According to George (2003), we need leaders, people of the highest uprightness, committed to building lasting organizations. We need leaders with an unfathomable sense of purpose and right to its most intrinsic values. We need leaders with the audacity to develop their businesses to meet the need of all stakeholders and to identify the significance of their role for society. Authentic leaders are intensely aware of their way of thinking and acting, as well as the context in which they function. They are perceived to be mindful of the ethical perspectives, knowledge and own and other forces. They are confident, hopeful, optimistic, resilient and high moral character holders (Avolio et al., 2004), they are honest, unselfish, acting with compassion, justice, and accountability (Yulk, 2008). These leaders faithfully wish to serve others with their leadership. They entrust to that employees make a difference instead of worrying about power, money or status for themselves. The real leader leads by the qualities of the heart, passion and empathy and intellectual qualities.

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