

Impact Of Authentic Leadership On Employess Performance

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ABSTRACT

In today's globalised business environment successful leadership is required to meet the uncertainty and regular change (Karakas & Sarogollu, 2011). Organisations want strong leadership approaches that stimulate the Employee performance. It is supposed that an effectual organization rooted from the propellers or on the business leaders. Leaders with authentic leadership behaviour meet the increased expectations of employees and organizational stakeholders by their presentation of fairness, morality and social responsibility (Kiersch, 2012).

1. INTRODUCTION

It is swotted by organizational and social psychology that authenticity can enhance the self-esteem and performance of the employees (Grandev et al., 2005; Kernis, 2003). Authentic leadership is defined as the process intended to develop constructive psychological competence and highly developed organizational environment. which in turn produce better self-awareness and a positive self-regulated by leaders and colleagues, fostering a positive self-development (Luthans & Avolio, 2003: page 243).

2. FEATURES OF AUTHENTIC LEADERSHIP

An individual with authentic leadership quality are the one who operate in accordance with deep personal beliefs and sincerity, build reliability and win respect and trust of supporters (Avolio et al., 2004, p.806) and they desire to serve others through leadership with their authentic quality (George, 2003). It is considered to be the positive and successful leadership style which is essential to stimulate the employees to build self-confidence, develop trust in management and fellow workers (Avolio, Gardner, Walumbwa, Luthans, & May, 2004)

PERCEPTION OF AUTHENTIC LEADERSHIP STYLE

It is noted that authentic leaders has a profound sense of purpose for their leadership responsibility and they reveal and act according to their principle values. To build an enduring organisation they see themselves as servants and lead with their mind and brain as well (George 2003).

INFLUENCE OF AUTHENTIC LEADERSHIP

The authentic leaders reproduce high level of intrinsic motivation which show a positive impact on their followers who are influenced by their leader. The followers who are led by the authentic leaders generate positive outcomes with high moral standards and are fostered through themselves.

Organizational commitment can be recognized as a mediator between authentic leadership and employees work performance (Leroy et al., 2011) and it is believed that authentic leadership has a positive impact on employees work engagement which consequently increases their level of organizational commitment. It is noted that through empowerment dimension authentic leadership behavior influence job satisfaction and job performance of the employees (Wong & Laschinger, 2012). Employees performance is highly influenced by authentic leaders From side to side follower psychological capital and positive emotions (Peterson et al. 2012). As a result, it can be recognized that authentic leadership behavior has a vital control on employee's job performance.

FLEXIBILITY ORIENTED CULTURE

Through honest and transparent associations with employees the authentic leaders stimulate the creativity and innovativeness of the workforce which initiate the flexible culture in their work environment that pave way for high performance. It is mentioned that in a authentic leadership development framework a flexibility oriented culture is established which is considered to be a positive sign in organizational perspective (Luthans and Avolio 2003). Thus it exerts the finest performance of employees by providing flexibility oriented culture.

AUTHENTIC LEADERSHIP AND EMPLOYEE RELATIONS

Authentic leaders play a key role in helping employees to find the value in job , being and supporting work atmosphere (Avolio & Gardner, 2005; Luthans & Avolio, 2003). To develop authentic followership the authentic leaders should hold the key behavioural factors like self-awareness, balanced processing, transparency and authentic behavior (Gardner et al. 2005) and these aspects set a foundation for the followers to observe their values and principles and begin to follow them . As a result of this mould, followers show positive outcomes such as trust, engagement, and workplace well-being, and maintain authentic performances.

RELATIONSHIP BETWEEN AUTHENTIC LEADERSHIP AND EMPLOYEE PERFORMANCE

Employee's job performance is defined as the activities and conduct of individuals that put in to organizational objective (Rotundo & Sackett 2002). It is prominent that there exist positive relationships between authentic leadership and employee performance (Walumbwa *et al.* 2008, Clapp-Smith *et al.* 2009). It is also found that authentic leaders influence supporters by enhancing engagement and commitment towards work which in turn improve their work and performance effect (Avolio *et al.* 2004). It is accepted that in today's business setting it is necessary for the leaders to adopt new behaviours which increase the effectiveness of employees work performance.

IMPLICATION OF AUTHENTIC PRACTICE

Authentic attributes emphasize the leaders to follow transparency, balanced processing, self-awareness and high ethical standards to increase job satisfaction and performance of the subordinates. Authentic leadership environment facilitate the employees in open access to information, create opportunities to learn and develop, gain adequate support of the leader and provided with optimum resources which create a positive impact in employees and is more likely carried out in their performance.

3. CONCLUSION

No one will refute that leadership is significant within an organization. Particularly in today's dynamic business world authentic leadership has high accountability to persuade followers and make a high value authentic leader-follower relationship that is obligatory for better-quality organizational and employee performance. Authentic leadership hold a belief in people's potential and hope that they can do their best; and it encourages the followers to sustain a positive frame of mind and this can have a positive outcome on any organization's accomplishment.

4. REFERENCES

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