Authentic Leadership: A Critical Review

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Introduction

The world is passing with serious crisis moments at different issues in different sectors of development and peacefulness. Most importantly, the educational sector, industrial sector, and service sector are priorly considerable. And authentic leadership (AL) is an emergent argument to develop and peaceful living of a nation with the right directions of organizational leaders of different sectors. Because, the authenticity of a leader must be the best way of identifying and resolving such type of crisis in a complex & competitive working environment (Kempster, Iszatt-White, & Brown, 2018; Fries-Britt, & Snider,2015).

As authentic leadership (AL) is implicated with leadership; thus, first of all, an overview of leadership and then authentic leadership (AL) and its dimensions, are reviewed subsequently:

1. Leadership in General Perspectives

In the 20th century, the scientific studies of leadership started and a maximum of the researchers or scholars have suggested more than 400 (four hundred) interpretations of leadership (Rost, 1993).

Theassessmentsofleadershipwerestudiedforafewdecadesandhavealongnumberof relationships with employee commitment, the performance of the workplace, cultures, and well-being of workers (Calderón-Mafud, Moreno, & Colunga-Rodríguez,2018) that concerned with a process of influencing individuals to support and achieve worthwhile results while acting with respect, care and fairness for the well-being of all involved (Acar, 2012; Gatling, Kang, & Kim, 2016; Blanchard,2018).

"Leadership has been approached as a feature, which shows the ability to influence based on

the charisma and motivation to make the followers get act beyond their own expectations of work generating a high performance and making collective efforts to achieve shared goals" (Yukl, 2009; Avolio, Walumbwa,

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&Weber, 2009; Gil, Alcover, Rico, & Sánchez-Manzanares,2011). And in the educational sector, leadership necessity depends on sharing the work environment, employees' affordability, ethical-commitment, and authentic contribution by all of the concerned individuals with proper duties and responsibilities of leadership functioning (Salahuddin, 2012; Sperandio, 2005).

Again, the conceptualization of leadership is concerned with a procedure by which an individual attracted a team of persons or employees to reach a pre-selected objective and explained various theories, approaches, and areas of leadership where authentic leadership is one of them (Northouse, 2018; Calderón-Mafud, Moreno, & Colunga-Rodríguez, 2018).

Hence, leadership concepts are concerned with numerous ideas, theories, approaches, styles, issues, and features. And authentic leadership is one of the most-recent approaches or areas or styles of leadership.

Notion of Authentic Leadership

One of the most modern ideas of leadership is authentic leadership which is necessarily applicable in today's complex world. It is an approach to the authenticity of a leader, encouraging or stimulating the subordinates or followers to be more open; appreciating individual and team performance and their thinking-ability expansion, appreciation of creativity, and committed working environment (Iszatt-White, Carroll, Gardiner, & Kempster, 2019).

A positive, genuine, transparent, ethical form of leadership is known as authentic leadership. Presently, it is introduced as a positive assumption for leading various organizations in facing recent challenges (Avolio & Gardner, 2005; Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008).

Authentic leadership (AL) is one of the most interesting leadership approaches that developed to serve people with authenticity, ethicality, and trust, and be useful to others through the appropriate position that a leader has; thus, the way of leader-member or follower behaves, values, beliefs to reach organization's combine purposes, must have to deeply understand by an authentic leader (Calderon-Mafud, & Pando-Moreno, 2018; Kempster, Iszatt -White, & Brown, 2018).

Reviews for Authentic Leadership (AL)

At the end of the twentieth century, one of the newest leadership forms/ concepts has arisen and it is the authentic leadership construct that has a

focal point on an individual's ethical and authentic activities, trustiness of self, and followers' functionings. Authentic leadership basically depends on the authenticity of a leader where "authenticity means owning one's personal experience, thoughts, emotions, needs, preferences, or beliefs, a process captured by the injunction to oneself behaving in accordance with the true self" (Avolio & Gardner, 2005; Miniotaite & Buciunience,2013).

Thereareanumberofresearchstudiesonimpactidentificationandrelationshipassessmentof authentic leadership, firms or employee commitment, and outcome of work activities at different levels of individual employees, while other researchers conducted the empirical study at the group or team level in China, the UK, Europe or USA on each of the dimension of authentic leadership (SA, IMP, BP, and RT). Team or group performance, self/group efficacy, and working commitment have been significantly affected by the authentic leadership in many organizations, and sometimes, links between authentic leadership and collective eligibility, team activities, and committed performance showed a significant mediated role in the different organization (Emuwa, & Fields, 2017; Semedo, et al.,2016).

Authentic Leadership Behaviors

Due to the opinions, observations, and experiments of many prominent scholars, researchers, authors, and academicians such as; Calderón-Mafud, Moreno, & Colunga-Rodríguez, (2018); Marinakou & Nikolic (2016); Kempster, Iszatt-White, & Brown, (2018); Walumbwa *et al.,* (2008; 2012); Leroy, Polanski, & Simons (2012; 2015), Emuwa, (2013); Emuwa, & Fields, (2017); Semedo, Coelho, & Ribeiro, (2016); Gatling, Kang, & Kim, (2016) and some other prominent scholars' Authentic Leadership (AL) behaviors' have been identified and explained by the four dimensions and these are; Self-awareness (SA), Internalized Moral Perspective (IMP), Balanced Processing (BP), and Relational Transparency (RT). So, this study give importance on the behaviors of authenticity in leadership with the composition of these four dimensions/components or elements.

Fundamental Definitions of Authentic Leadership's Components

The distinguished dimensions of Authentic Leadership are associated with authentic self- regulation processes, including internalized regulation, balanced processing of information, relational transparency, and authentic behavior. And the identified and validated four components (SA, IMP, BP, and RT) of authentic leadership to demonstrate:

When leaders are aware of self-needs, wants, stimulations, and prefer-

ences, it's prescribed the behavior of Self-Awareness (SA); Again, when self-regulations adjusted by internal moral values and standards, outcomes of behaviors, and all of the decisions concerned with internalized beliefs-then it's treated as Internalized Moral Perspective (IMP); Leadership is concerned with the views of opposition as well as roller's opinions and when a leader didn't scare of opposites views from followers or subordinates and believes to take a proper decision with relevant data, it's referred to as balanced processing (BP); lastly, when a leader realizes the true feelings and thoughts of followers and subordinates, then it's referred to as (RT) Relational Transparency (Walumbwa *et al.,* 2008, 2010, 2011; Leroy, Palanski, & Simons, 2012; Marinakou, & Nikolic,2016).

The above four dimensions have been assessed from are search paper developed by Kernis and Goldmen (2006).The definition he derived is the functioning of authentic leadership as "one's true, or core, self in one's everyday workplace unobstructed operations or services," or from the other perspective, the degree (extent) to which a leader becomes true to his/ herself (Kernis, 2003). The four dimensions or components of authentic leadership are briefly implied accordingly:

The 1st component of Authentic Leadership (AL) is Self-Awareness (SA). It is referred as to feeling, assessing accurately, realizing and accepting other's weaknesses and strengths, working for feedback, and intention to develop self and others' interactions in society;

The 2nd component is Internalized Moral Perspective (IMP) which explains the functioning of one, due to his/her ability, and describes' not to allow work-activities by the pressure of others;

The 3rd component is Balanced Processing (BP), concerned with seeking proper information from the individuals, and listen to everyone's positive and negative views, and never force on one at the expense of the other;

The 4th component is Relational Transparency (RT) which focuses on easy sharing of one's realization, truly understanding others, and if any error happens, confessing and correcting the mistakes (Avolio & Gardner, 2005; Gardner, Avolio, Luthans, May, &Walumbwa, 2005; Ilies, et al.,2005).

Moreover, Authentic Leadership (AL) has been featured `by the awareness of own's of a leader, perspective of internal moral values, classify behaviors in open manners, transfer important views, and opinions to trusted subordinates. The characteristics of AL relevantly developing and

implementing proper decisions; assessing and accepting other views, perceptions, values, purposes, sentiments, and trustiness of the followers or members or subordinates. Accurate balancing of necessary characteristics of authenticity builds a leader to depict the competency, internal consistency, and moral values for managing challenges (Wang, Sui, Luthans, Wang, & Wu, 2014; Semedo, Coelho, & Ribeiro,2016).

3.3 Background Experiments of Authentic Leadership Dimensions

Authentic Leadership (AL) assumption is identified for managing financial complexity and ensuring the ways to get out of the critical issues of business (Stewart, et al., 2017). Again, authentic leadership views are composed of a simple theory with four distinct components (Riggio, 2014) and these are:

"Know Thyself" is concerned with Self-Awareness (SA);

"Be Genuine" is involved with Internalized Moral Perspective (IMP); "Be Fair-Minded" is related to Balanced Processing (BP);

"Do the right thing" is linked with Relational Transparency (RT).

The four major dimensions of authentic leadership such as SA, IMP, BP, and RT make true and cooperative surroundings of the workplace in the educational, industrial, and service sectors. Among the four components, BP indicates a whole process of analyzing purposes or goals including conflicting and non-conflicting opinions too; IMP involved an approach of advised functioning where the internal-core value of morality and works-standards couldn't initiate by the pressure of external one; RT is concerned with individual's (personal) exposures, the share of information openly, and presenting real objectives and thoughts, while; SA revealed the external and internal knowledge of a leader (included mentality, self-image, perceptions, and intention to perform) in any dynamic situations (Gardner et al. 2005;

Walumbwaetal.,2010;Emuwa,2013).Thecombinationofallrelevantactivitiesoftheseone- by-one dimensions must be considered to be an authentic leader.

Finally, a leader who wants to build self as an authentic must convey some key-rolled features of different dimensions or components of AL. And the key features are self-knowledge, image, perceptions, and trustiness from SA; actions, in-depth moral values, works-standards not forced by others from IMP; unbiased activities, clear objectives, relevant information

for taking a decision from BP, and; disclosures of self, information sharing, motives, and true thoughts from RT (Walumbwa et al. 2008; Wong & Laschinger, 2013; Semedo et al., 2016). For conducting an organization, there may be some limitations with strengths and weaknesses but all of the characteristics of the prescribed dimensions of AL, need to follow for managing subordinates properly.

Significance of Authentic Leadership Reviews

This kind of background review provides an opportunity to study a new field to gather more knowledge about authentic leadership (AL). The current reviewed study is most relevant, logical, and acceptable to researchers, academics, practitioners, entrepreneurs, and business leaders of different organizational sectors by which a nationalist or a head of state can conduct or direct a nation in the right way too. Because the reviews may help to identify the ways to improve the applicable parts of authentic leadership to assure vast awareness, self-efficacy, commitment, performance, self-service, teamwork, generosity, and dedication of human beings in each activity locally as well as internationally.

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