

Transformational Leadership and Authentic Leadership Influenced on Higher Educational Institute

Sushma Kumari¹ & Dr. Snigdha Dash²

School of Business, Galgotias University, Greater Noida

Sushmakumari8256@gmail.com

Abstract

Objectives: - This study aims to show the significant relationship between Transformational Leadership and Authentic Leadership in higher educational institutes.

Research Methodology: - This study follows a literature review approach. The study presents 70 research papers published in leading journals from 2011-to 2021. This Review provides an understanding of the direction for future researchers.

Findings: - The finding of this study is that transformational Leadership and authentic leadership influence higher education. The study found that Transformational Leadership and Authentic Leadership significantly influence higher education. Transformational leaders are energetic passionate and inspire their followers to achieve the organization's goals. Authentic leaders promote authenticity among followers to enhance the better relationship with them. The higher educational institute needs Transformational Leadership and Authentic Leadership both for innovation.

Conclusion & recommendations: - It can be concluded that transformational Leadership and Authentic Leadership have a significant relationship with the higher educational institute. The study recommends that higher educational institutes accept transformational Leadership and Authentic Leadership to improve performance and create innovation.

Keywords: - Transformational Leadership, Authentic Leadership, appreciate, Higher education, Inspired, Employee engagement

Introduction

The higher education sector faced many challenges, including new technology, student dropout, political issues, making attractive areas for Research (Mathew, 2010). Higher education increased the pressure also from globalization, changing demand for higher education, finding the competitive advantage by innovation, and struggling for survival (Brown, 2008; OECD, 2009; Gibbs & Barrett, 2014; Gaspar & Mabic, 2015). Innovation in the Educational sector represents an important area in organizational studies (Meek, 2009). Prior research on higher education plays an essential role through Leadership (Xi, 2014). Leadership can develop an organization by motivating followers, changing an atmosphere to grow creative skills, and increasing innovation capabilities to give a competitive advantage (Li, 2014; Bradley & Liang, 2011). Transformational Leadership primarily focuses on motivation, team spirit, and coordination between employees for dynamic change in an organization (Bass & Riggio, 2006). Transformational Leadership sets aims and motivates its employees to give opportunities for growth in an organization (Avolio, 2013). Transformational Leadership is a very efficient style for creating growth in many organizations (Berger-Selman, 2014). Innovation and creativity result from knowledge that shows the focus of an area (Lee, 2015). Motivating and exchanging information with employees would also enhance creativity in the organization. So, universities should encourage transformational Leadership to develop the organization (Al-Husseini, 2019). Transformational Leadership is expressed as a guide in the form of individual consideration. It has also motivated the individual level to achieve the organization's growth.

Some prior studies show some limits of effective leadership style in transformational Leadership. It is avoiding a new style of Leadership (Al & Elbeltagi, 2016). Authentic Leadership has gotten attention among employees that are very beneficial in Organization (Avolio, Gardner & Peterson, 2008). Authentic Leadership suggests ethical values, respect, and proper relationship to their followers. Authentic Leadership promotes trust between leaders and followers, which is beneficial for creativity (Walumbwa, 2008). Effective Leadership shows the essential characteristics of Leadership who works in Leadership (Gardner, Davis, 2011). Authentic Leadership shows mentorship of interpersonal relationships between the leader and followers. Authentic Leadership

develops human resource strength and psychological strength for effectively managing and improving performance in today's workplace. An authentic leader makes a transparent relationship with their employees and shows the moral value of inspiring the followers (M., M., & M., 2013). Howard University professor Bill George is the father of authentic Leadership. He said, "Authentic leadership is the driver of moral and ethical purpose. They never give up their core value and principles". An organization should encourage authentic Leadership to share opinions and beliefs with an ethical work climate (SK, A., & Omar, 2020).

In 2020, there was a spread of covid-19 globally, and WHO declared it as a "Pandemic" in March. It had a significant impact on teaching-learning methods. During the crisis, the organization needs to flow the information among all departments. So, it makes possible through the digital platform as google meet, Webex, Microsoft for class meetings and decision making. Learning new technology has reconstructed positive stress during pandemics (Dhavan, 2020). The organization engages the employee through seminars and workshops, and it tries enhancing the knowledge and contribution in an organization through the digital platform. Employees break the unskilled shell and acquire new skills for growth in a new usual way. Organizations and Governments faced these days very critically and looked for help from leaders.

History and Hypotheses

Prior research show innovation is essential for the economy. Innovation is recognized as an increase in productivity and growth for development. Innovation in higher education contributes to all subsystems in the country. Higher education plays an extensive role in knowledge, technology, and the creation of the economy (Naidoo, 2010). Higher education is connected with many organizations, including business, government, and private industry, so creation in higher education can affect society at large. Innovation in higher education is the primary function of providing an education, knowledge creation, and transformation of knowledge. Innovation in higher education institutions refers to skills to new or increased in a process that significantly affects higher education, students, and firms (Brennan, 2014).

Bass (1985) defines the two types of leadership styles, including Transformational and Transactional Leadership. He suggests that the transactional leadership style maintains the quality with reward and punishment, and leaders following this style consider how to improve the quality of performance how to take the decision. However, Leaders implement transformational Leadership mainly to achieve the target and accept the changes by aware their followers about the results.

According to Avolio and Bass (2002), four dimensions determine the ability of transformational Leadership to motivate their followers. The first is Inspirational motivation. It inspires the employees to value current work (Warrilow, 2012). Leaders with motivational quality increase the self-efficacy and creation of employees (Bass, 2012). The second is Charisma which refers to good behavior and principle that cause followers to be inspired and identify with a role model (Iisev, 2009). The leader prefers the need of followers, shares expertise, and uses communication skills (Yukl, 2013). The third is Intellectual which refers to the capacity and encourages the employees to create something new and help them overcome the difficulties in work (Ozaralli, 2003). In this approach, leaders motivate their followers and prepare them to take on new challenges by promoting creativity. Fourth is Individual consideration. It deals with individual attention as a coach and mentor (Alnajdawi, 2017). Leaders and employees deal with respect, so leaders need to admire employees' contributions more to develop the organization from employees.

Transformational Leadership enhances creativity and innovation. Transformational Leadership has shown more output and creativity at different levels (Barrick, Thurgood, Smith, & Courtright, 2015). Its behavior can change the employee's trust and change the creativity in the organization (Husseini, 2014).

H1: - There is an important relationship between Transformational Leadership and innovation.

The dynamic and ethical environments create the new leadership style approach (Avolio & Gardner, 2005). The authentic leadership approach is a behavioral, ethical, and positive

environment to produce self-awareness, transparency with followers, and self-development (Avolio & Gardner 2005).

Authentic Leadership has four components (Walumbwa, Avolio, Gardner, & Peterson, 2007). The first is self-awareness. It can be defined as that leader is aware of his/ her limitation and strength that can affect the followers. Moral values and ethics guide authentic leaders to the organization (Peus, Wesche, Str, Braun, & Frey, 2012). The second is Relative transparency. It deals with truthfulness and openness with followers. The third is the moral perspective that defines the moral issues and ethics to enhance the organization's growth. Finally, fourth is Balance processing. Balance processing is without bias taking a decision.

Authentic Leadership enhances the organizational followers, performance, followers' identification of leaders and organization (Leroy, Palanski, & Simons, 2012). Authentic Leadership positively impacts followers' performance, team spirit, trust, and team authenticity (Hannah, Walumbwa, & Fry, 2011). Authentic Leadership gives opportunities to employees to enhance their creativity (Cerne & Skerlavaj, 2013). Many Managers failed to know that authentic leaders increase the value and trust of an organization (George, Sim, Mclean, & Mayer, 2007). Avolio & Gardner (2005) suggest that Authentic leaders exchange their visions to grow the team spirit and determination they undertake. They calmly handle the situations and very tolerant nature they have. According to (Zhou, Ma, Cheng, & Xia, 2014), authentic leaders enhance the employee's innovations. They develop creativity and innovation skills in employees (Gong, 2009), (Rego, 2014) and positively affected for ideas development of employees, which creates innovative skills (Malik, Dhar, & Handa, 2016).

Accordingly, we state that:

H2: - There is an essential relation between authentic leaders and innovation.

Study	Authors	Years	Journals/ Thesis	Research Methodology, Sample Size & Industry	Findings	Research Gaps
The benefit of Transformational Leadership in the context of education	D. J. & M. C.)	2021	Social and Behavioral Science	Qualitative	The study's finding was that TL increases job satisfaction, creates a favorable climate, and increases the performance of HEI	Transformational Leadership will enhance the quality of teaching, learning, and learning outcomes
A comparison of Authentic Leadership and Transformational Leadership in Sports	(E. & M. Kav.)	2021	Applied Journal of Social Psychology	Empirically study, 421 samples, West Midland UK	The finding of this study was that Both TL and AL have cared about their followers in different ways. TL is concerned with developing followers into leaders.	This study focuses only on athletes, and cross-sectional nature did not cause and affect the relationship. Further studies should use a longitudinal to develop the relationship and include a sample of a professional team to examine the influence of AL on various age groups
Transformational Leadership and Authentic Leadership as the practical implication of positive organizational psychology	(Yavuz)	2020	IGI Global	Qualitative	The finding of this study was the quality of the performance relationship between the leader and followers. Leadership training can improve the positive behavior of leaders	There is a need the much practice to understand transformational and authentic Leadership. Future research is required to increase the positive attitudes of both leaders and followers

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impact of transformational Leadership and Authentic Leadership on the satisfaction of hotel customers in the Canary Islands	B. A, D. B., Escortell, Sapena (2020)	Tourism and Hospitality	18,944 customers in UK, Scientific Research	Researchers found that insight into leadership qualities increases customer satisfaction in the hotel industry	There are similarities between self-managed service departments and outsourced service departments. Future studies will adopt many leadership styles to increase customer satisfaction
Employee engagement in the higher education sector.	(Radhakrishnan, N., Sujatha, & S.) 2020	International Journal of Management	Quantitative, Likert Scale. Sample-62, Kanchipuram	Researchers found that good organization is needed to ensure employee engagement	This Paper focus on some variable. Future studies should focus on another sector also
Innovation and AL of Islamic University Lectures in faculty of pharmacy; What is the role of psychological capital	(D., L., Wahidi, Abdul Purwanto, & Sunarsi) 2020	Review Journal	Qualitative	Authentic Leadership and psychological capital influence the lecturer's innovative work behavior	There was only one leadership style used. University will increase job innovation by managing psychological capital through the training program
Transformational, authentic, and authoritarian types of leadership: - which one is the most influential in staff's performance	(R & SW) 2019	DIJEMSS	34 employees, Jakarta School, Spearman rank correlation, R-square	The three Leadership are influenced the staff performance by work motivation. The excellent leadership style was authentic Leadership that increases the motivation and maintains culture	The three Leadership are influenced the staff performance by work motivation. The excellent leadership style was authentic Leadership that increases the motivation and maintains culture

The mediating role of Authentic Leadership between the relationship of employee training and employee performance	(M. Mira and K, P. O.)	2019	Journal of Management Science	260 employees from Jeddah Islamic Port Saudi Arabia, Structured & Quantitative	The finding of this study is an essential relation between employees' training and their performance by mediating the role of authentic Leadership.	The current study adopted the cross-sectional approach. Future studies will adopt a longitudinal approach and take the mediating role of authentic Leadership
Transformational Leadership, Transactional Leadership, and moral reasoning.	(Izaak & Ori)	2019	Leadership and Moral Reasoning	248 Sample, Descriptive, one university & two colleges in Metropolitan area of the country	Transformational Leadership lacked coordination with ethics. Transactional Leadership needed the associate with moral reasoning	Transformational and Transactional Leadership lacked the association with moral reasoning. Future studies will take Authentic Leadership for ethics of care
Authentic Leadership, hope, work engagement, and creativity	(Sarraz)	2019	Applied Management and Investment	Cross sectional study, 267 police officer in Lahore	Researchers analyzed that innovative education becomes the most important for all society. It must be universal; otherwise, we will fail to increase education efficiency	Pakistan police used a traditional behavior, and terrorist activity has increased. Police forces need to take authentic Leadership that trusts and inspires the followers. It helps to develop their hopes and creativity
Transformational Leadership and employee contribution in the hospitality	T., Thisera, & Sewwandi)	2018	Global Journal Of Management & Business Research	Descriptive statistics of 245 employees in Sri Lanka	Transformational Leadership positively affected employee engagement in the hospitality sector	This Paper focuses only on one leadership style. Future studies will

sector in Sri Lanka						do focus on another leadership style
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Shared Leadership in Higher education	(Elizabeth, Andrena, & M.H., 2017)	2017	American Council of Education	Qualitative.	At the university and college level, they should benefit from leadership styles. If leaders are willing to take these new approaches, higher education will reduce complexities	Researchers analyzed that more stakeholders involve in decision making, so the values of Leadership are slowing down. Team members should develop a sense of ownership and shared tasks and goals to foster continued participation in shared leadership processes
New Wine in a New Bottle: Refining the Assessment of Authentic Leadership using Exploratory Structural Equation model	(S. Austin)	2017	Journal of Business and Psychology	311 French-Canadian workers Public and Private Manufacturing Sector, Exploratory, SEM, Cross cultural adaptation method	This study shows the inability of Authentic leader inventory and authentic leader questionnaire	Only a few variables were used, and a study was conducted on a sample of French-Canadian employees. Future research will be based on multi-source data and another language also.
Educational Leadership in higher education	(Migle & Lina)	2016	IOSR Journal of humanities and social science	Qualitative	Nowadays, Universities are essential in most countries. Leaders and	Lifelong learning perspective, it has been pointed that learning process leads

					teachers are the central part of creating students' performance and careers	the organization in life long experience that will be started on student stage and continues until we got a position
Determination of student's innovation in higher education	(Martin & P.)	2015	Studies of Higher Education	78 Psychology, Management, fine arts, and Education, Descriptive and Correlational analyses, Convenience sampling	Higher education can play an essential role in developing students' creativity in a competitive environment. College and University can provide technology, encourage students in new ways, and give them the freedom to work.	This study was concerned with only environmental influence on innovation, related to the small sample size. We adopt a large sample size in future studies and foster innovation capabilities

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Charismatic and Transformational Leaders: Past, Present, and Future	(Ronald E. Riggio)	2014	The Oxford handbook of leadership and organization	Qualitative	Charismatic and transformational Leadership are prevalent in public and research scholars. These theories are critical because they represent only ideal forms of Leadership	Transformational Leadership and charismatic leaders lack specification of underlying influence. Future studies need additional measures on leadership styles to lead multi and cross-cultural environments
Transformational leadership development: connecting	(Sharon Parker)	2014	Leadership & Organization Development Journal	56 leaders taking part in leadership training program, Longitudinal	The finding of this study is the positive effect of this Theory.	There was consistency differ in transformational Leadership positive

psychological and behavioral change				analysis, Hierarchical regression	Transformational leadership theory related to the Theory that changes in self-efficacy had a significant effect	effect to other depending. Future research will take this concept with improvement in transformational leadership behavior by illustrating the importance of positive affect for leadership development
Transformational Leadership and career satisfaction: The Mediating Role of Psychological Empowerment	Transformational Leadership and career satisfaction: The Mediating Role of Psychological Empowerment	2013	Journal of Leadership and Organizational studies	Hierarchical multiple regression, Korean Organization, Fortune Global 100 company in Korea, Convenience sampling, , questionnaire 500 employees in corporate learning centre, Cross sectional survey	The study found positive psychology empowerment with transformational Leadership on employee satisfaction.	This study restricted limited to the public sector in a Korean cultural setting. Future studies will adopt multiple sources and recommend a different location to generalize this research
Leader identity as an Antecedent of the Consistency of Transformational, Consideration, and Abusive Leadership Behavior	RE Johnson, M. Venus, C. Mao)	2012	Journal of Applied Psychology	55 high level managers in a weekend MBA program at a large university in the United States, Descriptive statistics	Researchers found that successful leadership development is not related to skill only but shift in identity also	The current study used a limited sample that limited our focus on high-level managers. Future studies will be more extended to other behaviors and their help on these concepts

Discussion

This study shows the effect of two leadership styles, transformational Leadership and Authentic Leadership, on innovation in higher education. Transformational Leadership has significantly related to the process and innovation defined by many authors, and the result is that this study is consistent with prior studies (Al- & Elbeltagi, 2016). Transformational Leadership builds a strong relationship and trust with their followers like prior Research (Bass & Riggio, 2012). This study shows that transformational Leadership builds a significant relationship with their employees and skills to enhance innovation and encourage employees to grow.

Authentic Leadership has a significant relationship with innovation in a higher educational institute. Authentic Leadership is a new leadership style, and leaders must be known about it and need the training to practice with it. Further research will show the precise knowledge and effect of authentic leadership style. Authentic leadership style's effects on innovation depend on leader's skill and ethical environment. It is the primary key of authentic Leadership that enhances its growth.

Conclusions & recommendations

Future studies should be more organizational innovative. Moreover, future researchers may take learning organization as a mediator and add more variables. The study recommends that higher educational institutes accept transformational Leadership and Authentic Leadership to improve performance and create innovation. This study is focused only higher educational sector. The research could be more comprehensive by including a senior secondary school graduate-level in future research.

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