

CONCEPTUAL FRAMEWORK OF AUTHENTIC LEADERSHIP BASED ON PRISMA METHODOLOGY

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(Received: 30 July 2023, Accepted: 09 August 2023)

(1st International Conference on Modern and Advanced Research ICMAR 2023, July 29-31, 2023)

.ATIF/REFERENCE: Junaid, M. & Sajid, M. (2023). Conceptual Framework Of Authentic Leadership Based On Prisma Methodology. *International Journal of Advanced Natural Sciences and Engineering Researches*, 7(7), 95-99.

Abstract – Purpose up until this point, the prevalent concept of authentic leadership (AL) has lacked appropriate testing for employees motivating outcomes, such as job satisfaction and performance. While unwell and unable to work at full capacity, job satisfaction or performance suffers, resulting in lost production and a major economic burden on enterprises and national economies. Using organizational culture as a lens, this study seeks to provide a conceptual framework for the link between AL and job satisfaction and performance, integrating organizational culture's mediating function.

Design, Methodology, and Approach – This work employs a Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol to conduct a systematic literature review of existing research on AL, Job satisfaction, job performance, and other topics relevant to this research stream. The proposed strategy includes four recommendations to facilitate a more in-depth examination of AL.

Conclusions – This article can investigate possible employee motivating consequences, especially when considering organizational job satisfaction and job performance, thanks to a shift in attention to the element of value-based leadership. While most research on job satisfaction has focused on the negative effects, this study looks at how AL may be useful and beneficial in a variety of situations. This study presents a conceptual framework and instructions based on a PRISMA flowchart that researchers may use to lead companies and assess future research projects in AL and job satisfaction and performance.

Limitations and implications of the research – One significant implication of this study is its emphasis on the necessity for scholars to employ artificial intelligence (AI) when conducting research evaluations in the field of organizational leadership. In addition to this overarching objective, the present study will aid researchers in systematically and rationally formulating a comprehensive and practical research approach. It is anticipated that the implementation of this conceptual framework will result in enhanced levels of job satisfaction and performance.

Originality/ Value – The systematic literature review provides a unique platform for future scholars to undertake and investigate empirical studies in organizational leadership. Future researchers and practitioners will be directed to investigate ways for recognizing and managing job performance and job satisfaction at work in order to accomplish practical application of AL inside organizational settings.

Keywords – Authentic Leadership, Job Satisfaction, Organizational Culture, Job Performance, Conceptual Framework, Mediation, Human Resource Management(HRM), Reinforcement Learning(RL), System-In-The-Loop(SITL)

I. INTRODUCTION

In the present era, Leadership is considered to be paradox of relationship between leader's characteristics and followers need and attitude. Leadership is not like a commonplace job where a person is handed over by a task and he keeps on performing. Contrary to this, decision made by the leader and his behavior are the factors that inspire the followers. It is long process, besides management rule that can be implemented at once. Leadership is a long process comprising of many dimensions and is of complex nature [1].

Leadership is to known imperative for any organization, as it were the behavior and attitudes of leaders that are made responsible for the success and fall of any organization. The organization pathway is defined by the style and approaches used by the leaders, as the leadership is the one who are making the direction of organization about future, their behavior and attitudes are taken seriously by the employees or followers to get these objectives and the followers follow their leaders while working with them [2].

The performance of any organization is subjected to the free hand opportunities provided to the employees where they can learn, excel, and participate. They put their efforts at their best and perform more than the expectation which in turn leads to higher performance. When there is plenty of positivity, the space for negativity become lesser and employees remained committed to the organization. Actually, Leadership is the best defined by the situation like he could be Leader in one but not in other situation. The thing is that Leader who is communicating with the followers in any situation helps to overcome the problems, situation control, conflict resolution which motivate employees and the inspiration is multiplied to manifold which remove the effects the negative emotions and the retention is sustained with increased organizational commitment. When employees draw comparison with other organizations, they feel enthusiastic by describing the behaviors and attitude of leaders. The Employees increases the affective commitments and would like to stay in the organization which is better choices they are going to make as in another organization, it would cost a lot to work with such another leader instead of servant leader.

Leadership style is a special behavior that a leader applies to motivate the followers in

achieving organization objectives. Leadership style demands such kind of characteristics of a leader which are same across all situations. Leadership style varies on the basis of task assigned to leader, type of followers, environment etc. Current leadership theories are described in terms of traits or in terms of exchange of power etc. While using traits-based leadership could be autocratic, democratic, bureaucratic, charismatic or laissez faire. On the other side, when leadership is viewed as power sharing and use of power for best outcome leaders are situational transactional or transformational [3].

II. DESIGN METHODOLOGY AND APPROACH

This study employs a Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) flowchart to conduct a comprehensive literature review on the topics of AL, job satisfaction, and job performance. The review encompasses the primary factors that have contributed to the existing body of research in this field. The proposed methodology presents four recommendations aimed at promoting a comprehensive exploration of Authentic Leadership.

A. Systematic Review Method

Researchers' biases can be reduced by doing a systematic literature review utilizing the PRISMA flowchart. Offer a compelling reason for evaluating a certain study topic [4],[5]. The objective of this article was to conduct a thorough examination of the organizational structure. The literature on leadership was examined, with a specific focus on Authentic Leadership (AL). The findings were organized and visually represented in a PRISMA flowchart. The review primarily concentrated on conducting a systematic examination of relevant literature, employing rigorous selection criteria to identify and assess all prior studies within a specified time frame. [4],[5]. Following [6], this paper administers a PRISMA This article uses the PRISMA method to investigate the impact of AL on employee motivation and attitude. The research was conducted using a total of five criteria.

- (1) Scholarly articles written in the English language.
- (2) Peer-reviewed.

(3) The publications considered in this study were limited to those that were published within the time frame of January 2000 to June 2023.

(4) This paper presents a study that examines the impact of leadership style on employee motivation and organizational outcomes, utilizing either quantitative or qualitative research methods.

(5) The title or abstract of the study incorporates the terms "authentic leadership," "authentic leader," and "job satisfaction and job performance."

loyal to the organization and increase employee retention and reduce turnover. During one of the study by [10], which concluded that employee thinks about the organization is depends on the relationship with the employer. While the same has also been supported by [11] that overseeing and administration by concerned manager helps to boosts the employee satisfaction. This all results are consistent with the result of present study in hand.

This work contributes to both the AL and HRM literatures by highlighting the suggested relational feature of AL [12],[13] and using the SITL [14] as an analytical tool. Behavioural consequences of workers for starters, academics have asserted that there are several because of the constant changes in organizations and the emergence of new technologies, there are problems in using AL. In today's global corporate world, there are a variety of requirements [15]–[17]. Several research [18]–[20] have found a link between diverse leadership techniques and job satisfaction. Several studies have found a link between various leadership techniques and work satisfaction [18], [19], [21], but this research adds to the RL literature in particular ways. To make its arguments, it considers both [22] and [12] understandings of AL from the employee's perspective. As a result, this article delves deeper into the notion of AL in order to put [12] ideas into reality and contributes to the AL and HRM literature. Second [23] developed the idea of AL for organizational effectiveness performance. RLP is an integrated paradigm that focuses on accountability and organisational performance to address the nature and problems of organizational leadership. According to [23], responsible (effective, ethical, and long-lasting) leadership is connected to organizational performance. This article hypothesized connections between AL and employee behavioural outcomes, which is an extension of RLP and contributes to the literature's development.

B. Practical Implications

This paper makes a number of management predictions. First, this paper will help managers find ways to use AL to lower productivity losses caused by job satisfaction. This will be done by making it easier to understand what causes job satisfaction. Second, this paper might also help to improve cross-functional coordination between top



Fig. 1 PRISMA Flowchart

III. DISCUSSION AND CONCLUSION

A. Theoretical Contribution

In every organization due to diverse nature of employees. Its need specific and concentrated type of management which can take care and address the needs and wants of employees by providing all types of stated and non-stated benefits as also stated by [7]. For any organization like engineering sector, the leadership role cannot be avoided at any cost which can bring positive and negative results both. In terms of positivity as also endorsed by [8], the leadership close supervision and addressing the needs help to create a friendly environment of organization that improves the performance and commitment which brings consistency with the studies of [9] which leads to the employee staying

management and human resources (HR) departments so that AL can be used more successfully. Research shows that practical and useful HR practises improve the performance of both workers and the organisation as a whole [16],[17],[24]. So, from a human resources (HR) point of view, AL can be seen as a chance to lessen the effect of job satisfaction and boost employee commitment and intentions to leave. For example, companies that plan for high amounts of AL are more likely to keep more of their employees[25]. Third, job happiness is an ongoing problem that will always be a threat to both the small and large economies. So, in terms of money, the line of inquiry suggested in this paper could lead to finding ways to reduce both the small and large economic costs of being happy at work. Lastly, organisations could look at their current leadership assessment and HR practises to improve and expand how AL roles are carried out for better employee commitment, retention, and productivity. This would be based on the future empirical results of the above hypotheses.

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