

MBAD 821: Individual Assignment 2018

Background and Briefing

Prior research has proved that employee well-being is affected not only by the physical work environment, but also by the psychosocial work environment (Gilbreath & Benson, 2004). As summarized by Sparks, Faragher, and Cooper (2001), **management/leadership style** is one of the four main psychosocial work environment issues that are of current concern for employee well-being and occupational health in the 21st-century workplace. The focus has been on managers because they can be a major influence on employees' work lives, positively or negatively, since supervisors have a large impact on work demands, control, and social support (e.g. Gilbreath & Benson, 2004; Harris & Kacmar, 2006).

Furthermore, in line with the development of positive psychology (Peterson, 2006; Seligman & Csikszentmihalyi, 2000; Snyder & Lopez, 2002), there has been more emphasis on healthy work which implies promotion of both psychological and physical well-being (Seligman, 2008; Turner, Barling, & Zacharatos, 2002). Specifically, a body of knowledge about positive leadership is advocated (Sivanathan, Arnold, Turner, & Barling, 2004; Turner et al., 2002). It is argued that positive leadership, which comprises positive attitudes of passion, skills, and confidence to inspire followers, has the potential to elevate followers in the long term in areas such as trust, commitment, and well-being. Munyaka, Boshoff, Pietersen and Snelgar, (2017) found a strong positive relationship between authentic leadership, psychological capital, psychological climate and team commitment. Authentic leadership has a significant influence on psychological capital and psychological climate. This results in a positive impact on employees' performance. However, the opposite is also true where managers apply dark leadership, which is adversely to positive leadership styles. Toxic leadership is destructive and harmful for employees and organisations.

Assignment Instruction

Given the information provided above:

1. Critically discuss the theory of authentic and toxic leadership and its impact on employee s in the workplace (6 Pages with at least 15 Scholarly references)(20 Marks)
2. Explain and practically demonstrate your authentic leadership style and how you should be utilising it in the workplace to positively contributing to employee wellness in your organisation (5 Pages, 20 Marks)

In the application of your authentic leadership style show insight and elaborate on:

- a) Who am I as a person and as an authentic leader? (10 Marks)

b) Who do I serve in the workplace, and why?

(5 Marks)

3. Think about a time in your career when you have prospered (flourished, thrived, grown, or succeeded) at work. Explain, using concrete examples, the role that your leader (direct supervisor or manager) played that enabled you to feel this way. Compare this outcome with authentic leadership behavior of your manager as leader.

(10 Marks)

4. Think about a time in your career when you were feeling very down (depressed, miserable, unhappy and despondent) at work. Explain, using concrete examples, the role that your leader (direct supervisor or manager) played that enabled you to feel this way. Compare this outcome with toxic leadership behavior of your manager as leader.

(10 Marks)

TOTAL 75 Marks

Your assignment layout/report

You report, including references should adhere to the following structure

- Introduction
- Literature/Theoretical review
- Practical application
- Conclusion
- Reference list

MAFIKENG STUDENTS SUBMIT: on eFundi by 23:30, 10 SEPTEMBER

Please submit your report to Leon.Jackson@nwu.ac.za with the heading data for individual assignment MBAD 821) on or before the due date for your campus.