

MBAD 821: LEADERSHIP

Individual Assignment 2019

Background and Briefing

Prior research has proven 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. These positive leadership styles positively impact on employees' performance. However, the opposite is also true where managers apply dark/toxic leadership, which adversely affects positive psychology as this toxic leadership behaviour is destructive and harmful to employees and organisations (Liu, Liao, & Loi, 2012).

Assignment Instruction/Brief

Given the information provided above:

1. Critically discuss the **theory of authentic and toxic leadership** and the **impact of each on employees and the organisation** (8 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** to positively contribute to a flourishing workplace. Show insight through reflection and elaborate on your style as authentic leader (8 Pages, 30 Marks).

Your assignment layout and report

Include the following in your report: Title page, “Declaration of own work”, Content list/Index and Reference list (NWU Harvard as on Library website) and proper in-text referencing. Use appropriate headings and sub-headings. Check language (UK/SA English), Font 12 Arial/Calibri/New Times Roman. In total not more than 20 pages (1.5 spacing) including reference list and addenda.

The assignment report body, should adhere to the following structure (Plan your logical flow):

- Introduction
- Literature/Theoretical review (Part 1)
- Practical application (Part 2)
- Conclusion

Save your assignment under your name as indicated in study guide and submit. Check your similarity before final submission. (No more than 15% in total and not more than 1% per source)

SUBMIT your assignment by the due date as is indicated in the Study guide