



ARTICLE ON BONAFIDE LEADERSHIP

Raveen Purohit

(UGC NET, Management Dec 2018, HRM July 2019, HRM Dec 2019) Faculty, Commerce and Management Studies, JNV University Jodhpur, Rajasthan

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ABSTRACT

Bonafide leadership symbolizes one of the most novel spaces of leadership research field. Its focal details lie on assessment regarding leadership. As the approach entails, veritable leadership is about the genuineness of leadership. Dissimilar to the hypothesis that we have talked about in this book, veritable leadership is still in the shaping form of growth. Thus, Bonafide leadership should be regarded as tentative. It is potential to alteration as new research about the hypothesis is issued. Recently, uplifts in order have stimulated enormous requirement for reliable leadership. The catastrophic Covid19 has incorporated outrages in societies plus in the manufacturing, banking, etc. industries. People have become apprehensive and feel unsafe about surrounding and thus, Bonafide leadership finds faith and honesty from people. People need trustworthy leaders thus making the subject of Bonafide leadership well-timed and worthwhile.

INTRODUCTION

Bonafide leadership is fascinating for the researchers: It was keyed out before transformational leadership research but never enunciated (Bass, 1990; Bass & Steidlmeier, 1999; Burns, 1978; Howell & Avolio, 1993). Moreover, practitioners developed non-evidence-based approaches. Bonafide leadership was identified based on the parametric quantities of veritable leadership and efforts.

There are no single accepted definitions of Bonafide leadership (Chan, 2005). One of those points of views is the intra-personal view, centering on the leader and his personality. It comprises of the leader's knowledge, rule, and concepts. In Shamir and Eilam (2005), intra-personal approach concept displays true leadership, led by strong belief, and originality. It also stresses on the leader's experiences and motives as being critical to evolution.

The second way of shaping Bonafide leadership is through interpersonal processes. This view is abstracted as relational, creative, and united (Eagle, 2005). Genuineness comes from interactions between the leaders and followers. The leaders affect followers and the followers affect the leaders.

Finally, Bonafide leadership is developmental illustrated through the works of Avolio and his fellows

(Avolio & Gardner, 2005; Gardner, Avolio, & Walumbwa, 2005; Walumbwa, Avolio,

Gardner, Wernsing, & Peterson, 2008). This view relates to Bonafide leadership that can be nurtured in a leader.

Taking a developmental approach, Walumbwa et al. (2008) conceived Bonafide leadership as leadership behavior that is established in the leader's positive psychological calibers and strong moral philosophy. They proposed that Bonafide leadership is framed out of four discrete elements: self-awareness, internalized moral view, equilibrated processing, and relational transparency (Avolio, Walumbwa, & Weber, 2009).

APPROACHES TO BONAFIDE LEADERSHIP

Preparations regarding Bonafide leadership can be distinguished into two areas:

- (1) The pragmatic approach from real-life models, grooming, and evolved literature; and
- (2) The theoretical approach of determinations from social skill research.

Both approaches provide concerning perceptiveness's about the composite procedure of Bonafide leadership.

PRAGMATIC APPROACH

People desire cognitive approach to become a Bonafide leader. Here, we will talk about Bill George's Bonafide leadership approach (2003).

This Bonafide leadership approach developed by George (2003; George & Sims, 2007) focuses on the features of Bonafide leaders. George reports the essential characters of Bonafide leadership and people's contributions towards these characters. Established on his experience as a corporate administrator and through

interviews of 125 successful leaders, George said that Bonafide leaders have a literal trust towards service.

Bonafide leaders exhibit five basic features:

- (1) They realize their aim,
- (2) They hold firm righteous esteem,
- (3) They launch desiring kinships,
- (4) They present self-discipline and valuable actions, and
- (5) They focus on missionary work

Figure 9.1 Authentic Leadership Characteristics



SOURCE: From Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value by Bill George, copyright © 2003. Reproduced with permission of John Wiley & Sons, Inc.

Figure 9.1; George, 2003

This figure 9.1 exemplifies the five proportions of Bonafide leadership:

Intention,
Respect,
Kinship,
Self-discipline, and
Spirit.

It exemplifies the linked features:

Passion,
Conduct,
Link, and
Compassion



— that people need to acquire to turn Bonafide leaders. Thus, George established that Bonafide leaders hold genuine intentions. Additionally, the Bonafide leaders are inspired and intrinsically prompted about their destinations. They are passionate people, having deep-seated involvement in their work and truly care about it

The third feature of Bonafide leadership in the George approach is the strong kinship skills. Bonafide leaders hold the capability to open themselves up and connect with others. Through mutual revelation, leaders and followers evolve a sense of faith and familiarity. George argued that masses now want openness, trust buildup, and access to their leaders. Thus, they want the leaders to weaken the boundary and be more transparent.

As a substitution, the masses provide more outstanding commitments. Leader– member substitution hypothesis states that efficient leader– follower kinships have high-quality communication where leaders and followers exhibit high mutual trust, esteem, and duty towards each other. Leaders and followers are connected together in generative ways that go beyond the unimaginative leader– follower relationship. This outcomes to strong leader– member kinships, further understanding, and more eminent productivity.

Self-discipline is another proportion of a Bonafide leadership, and is a prime that helps leaders to reach their goals. Self-discipline gives leaders focus and determination. Furthermore, self-discipline gives Bonafide leaders have the energy to work according to their values and stay focused on their goals. As disciplined leaders hold a predictable behavior, other people understand what to expect and so it becomes easier to communicate. A self-directed leader gives other people a sense of security. Finally, George finds that compassion and courage are the important aspects of Bonafide leadership. George (2003, p. 40) argued that compassion and authenticity go hand in hand. These activities adds to the leader’s sensibility towards other cultures, and backgrounds. In conclusion, George’s Bonafide leadership approaches high spots five significant characteristics of Bonafide leaders. Conjointly, these characteristics offer a pragmatic image of Bonafide leadership. Bonafide leadership is a lifelong developmental procedure.

THEORETICAL APPROACH

Background to the Theoretical Approach.

Bonafide leadership has been specified in several ways, accenting on dissimilar facets of the procedure. In an article by Walumbwa et al (2008), Bonafide leadership has been defined as the pattern of leader conduct that hauls and encourages both confident psychological capacities as well as positive ethical climate, to nurture more outstanding self-

awareness, a moral view, an equilibrated information process, and transparency (p. 94). Although composite, this definition seizes the current reasoning of scholars of Bonafide leadership. Here, dissimilar theoretical accounts have been prepared to exemplify the process of Bonafide leadership. Gardner et al. (2005) produced a model that figures out the developmental procedures of self-awareness and self-regulation. Ilies, Morgeson, and Nahrgang (2005) manufactured a multicomponent exemplary, discussing about the impact of genuineness on leaders’ and followers’ felicity and well-being.

Apart from that, Luthans and Avolio (2003) developed a Bonafide leadership model as a developmental process. Here, we will present a basic model of Bonafide leadership derived from the research literature focussing on the central elements of Bonafide leadership.

To further our apprehension of Bonafide leadership, Walumbwa and associates (2008) directed a comprehensive literature review and interviewed groups of content experts to find out the factors established in Bonafide leadership and to evolve a valid constructive method.

Their research identified four components:

Self-awareness,

Internalized moral view,

Equilibrated processing, and

Relational transparency

These 4 components together forms the fundamental of Bonafide leadership.

APPLICATION

Very little research has been done on schemes through which people raise Bonafide leadership behaviors. Also, very little evidence-based research has been done on the how-to schemes to actually gain Bonafide leadership behavior. There are also mutual topics from the Bonafide leadership literature applicable to organizational backgrounds. One theme that is common to all the conceptualizations of Bonafide leadership is that people have the capability to learn to be Bonafide. Based on some MBA student's response, it was found that Bonafide leaders significantly curbed the followers from devising unethical sources. They appear to be an important contextual element that strengthens its followers morally. Cianci et al. proposed that the four components of Bonafide leadership should be evolved in organizational leadership to grow ethical organizational conduct.

Last, Bonafide leadership is influenced and reclaimed by vital life events acting as inductions to development and legitimacy. Being sensitive to these outcomes may lead to many potential leaders who are more Bonafide.



CONCLUSION

Due to leadership failures in different sectors, Bonafide leadership is coming forth in answer to social needs for true, trustworthy, and performance-based leadership. The study of Bonafide leadership is well-timed and worthwhile.

Also, authentic leadership is conceived at intrapersonal level, developmental level, and interpersonal level.

The intrapersonal position focal points on the knowledge, self-regulation, and self-concept of the leaders. The interpersonal view titles that Bonafide leadership is created mutually.

The developmental view stresses on the major elements of Bonafide leadership that are triggered by major life results. The pragmatic approach to Bonafide leadership provides different steps to become a Bonafide leader. George's approach (2003) keys out five basic proportions of Bonafide leadership and the behavioral features related to it.

In the social science literature, a theoretical approach to Bonafide leadership is coming forth.

Also, researchers say that vitable leadership is determined by a leader's positive psychological mental abilities, moral thinking, and critical life events.

Bonafide leadership has various positive characteristics. First, it answers people looking for sound leadership in an uncertain world. Second, Bonafide leadership is normative and informative. Third, it has expressed a moral proportion that maintains what "right" and "good" should the leader do for their followers. Fourth, it is a process developed over time.

The negative features of Bonafide leadership are several. First, the ideas in the practical approach should be treated cautiously. Second, the moral element of Bonafide leadership is incomplete.

Third, the principle for including positivity mental abilities has not been fully explicated. Finally, there is no evidence regarding the strength of Bonafide leadership and its positive outcomes. In short, Bonafide leadership is a new and energizing area of research and is promising. As more research is conducted on it, a clearer image will come out about its true nature, assumptions, and procedures.

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