

Positive leadership and its style: stirring towards an Integrated Definition and Interventions.

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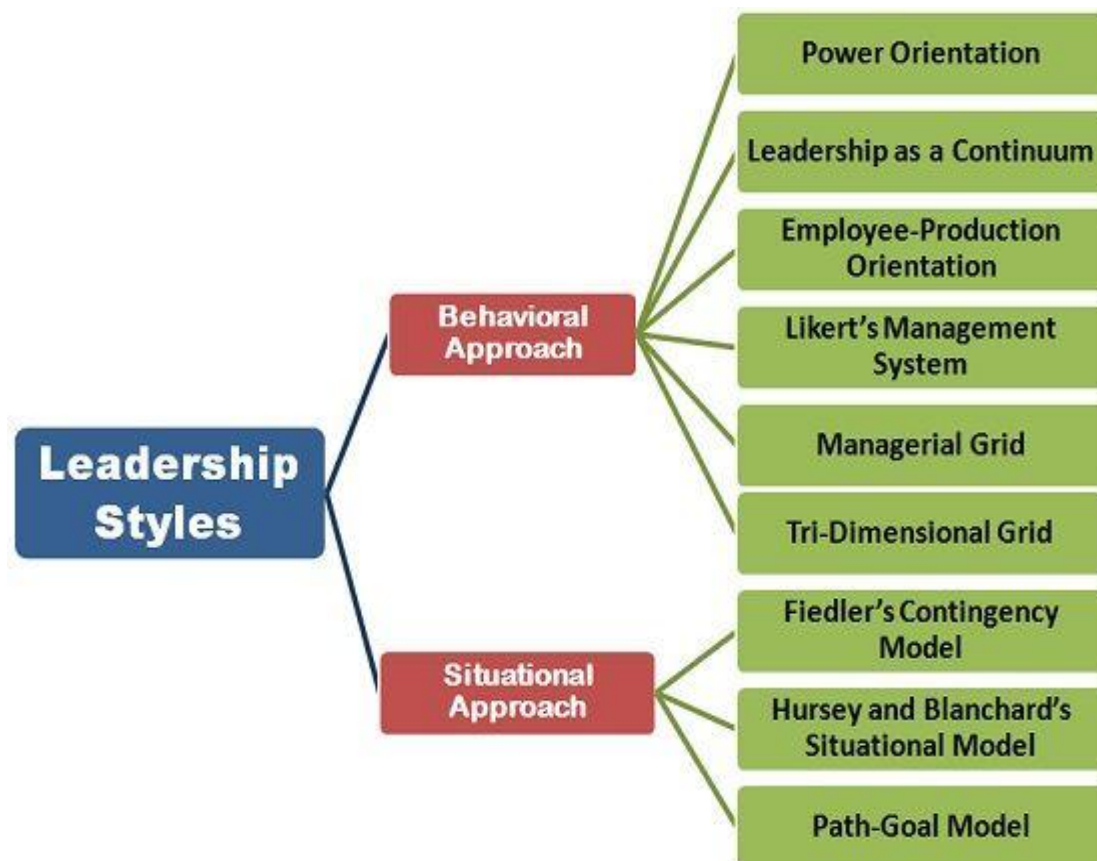
ABSTRACT

Positive leadership has emerged as a transformative approach to leadership, emphasizing the creation of environments where individuals and teams thrive. This study seeks to provide an integrated definition of positive leadership, synthesizing insights from various theoretical frameworks, including positive psychology, organizational behavior, and leadership studies. By reviewing existing literature, the research identifies key attributes of positive leadership, such as authenticity, resilience, empathy, optimism, and a focus on strengths-based development. The paper highlights how positive leadership not only enhances individual well-being and engagement but also drives organizational outcomes, including higher productivity, innovation, and sustainability. Through the lens of established theories, such as transformational and servant leadership, the study delineates the distinctions and overlaps with positive leadership, offering a nuanced understanding of its unique contributions. In addition, the study explores practical interventions to cultivate positive leadership within organizations. These interventions include mindfulness training, emotional intelligence development, coaching for strengths, and fostering psychological safety in teams. Case studies from diverse organizational contexts illustrate the effectiveness of these practices, demonstrating measurable improvements in employee morale, retention, and overall performance. Furthermore, the paper addresses potential challenges in implementing positive leadership, such as cultural differences, resistance to change, and the risk of superficial adoption. Strategies to overcome these barriers are discussed, emphasizing the need for authenticity and alignment with organizational values. This integrated approach to positive leadership bridges theoretical insights with actionable strategies, offering a comprehensive framework for researchers and practitioners.....

1. INTRODUCTION

The innovative concept of positive leadership has emerged as a concept that places an emphasis on the cultivation of a working environment that is favorable to the personal and professional development of people. A culture of positivity is created as a result of the combination of traits such as empathy, empowerment, ethical behavior, and resilience. Positive leadership, in contrast to traditional leadership techniques, which largely place an emphasis on performance measures, recognizes the importance of well-being, collaboration, and personal development as fundamental components of success. The purpose of this study is to give a thorough definition of positive leadership and to investigate approaches that might potentially enhance its implementation across a variety of organizational contexts. The foundation of positive leadership lies in the principles of positive psychology, which emphasize strengths-based approaches and the promotion of well-being. Research in this area has shown that positive leadership leads to improved employee morale, higher engagement levels, and increased organizational performance. Scholars such as Martin Seligman and Kim Cameron have highlighted the role of positive emotions, relationships, and meaning in leadership. However, the application of these principles in real-world organizational settings remains fragmented, with varying definitions and interpretations. This research seeks to address this gap by synthesizing existing literature and proposing a cohesive framework for positive leadership. In light of global economic competition, contemporary work settings are more complex and refined, requiring knowledgeable leadership, as leaders encounter unforeseen challenges that need diverse levels of management expertise. Effective staff management is believed to be achievable via leadership behaviors that cultivate employee loyalty and productivity. Numerous variables, both internal and external to the business environment, may significantly influence employee performance. The research revealed that the impact of leadership and job satisfaction on participants' performance was significant, indicating that workers' leadership style and job contentment influenced their performance. It is recommended that the management of the organization under examination persist in developing programs that foster not just job satisfaction but also constructive working relationships between superiors and subordinates, since these factors enhance organizational commitment in the absence of leadership.

Figure: 01



2. LITERATURE REVIEW

Rasool (2021) examined the impact of a hazardous workplace on employee engagement, emphasizing the mediating roles of organizational support and employee well-being. The authors contend that a detrimental environment, marked by adverse interpersonal interactions, inequitable treatment, and a deficient corporate culture, substantially undermines employee engagement. The study indicates that organizational support, including resources, acknowledgment, and emotional assistance, might mitigate the adverse impacts of a hazardous environment. Employees who sense substantial support are more inclined to feel interested and devoted to their job, especially under trying circumstances. Moreover, employee well-being serves as a vital mediator; individuals with enhanced well-being, often bolstered by affirmative organizational policies, are less impacted by toxicity and are more inclined to sustain elevated levels of engagement and performance. The research underscores the need for firms to cultivate a supportive culture and allocate resources toward employee well-being programs to alleviate the detrimental effects of toxic environments. It indicates that firms offering both organizational assistance and prioritizing well-being might mitigate disengagement and decrease turnover linked to hazardous employment conditions. Golden and Veiga (2008) contend that these connections are especially vital in virtual work settings, where physical distance may hinder communication and the establishment of rapport. Their results demonstrate that constructive superior-subordinate relationships, defined by trust, respect, and transparent communication, significantly enhance virtual workers' job satisfaction and organizational commitment. Furthermore, these interactions improve employee performance, especially in virtual environments where autonomy and independence are more pronounced. The research emphasizes the need for leaders to be accessible, helpful, and communicative, ensuring that remote employees feel appreciated and connected despite physical separation. The authors assert that nurturing robust connections is crucial for optimizing the efficacy of virtual teams and creating an atmosphere that inspires employees to excel. The study advocates for more focus on leadership methods within virtual teams to enhance work satisfaction, commitment, and performance levels. Saleem (2015) examined the correlation between leadership styles and employee job satisfaction, emphasizing the mediating role of perceived organizational politics in this connection. The research expands upon existing literature indicating that leadership is a vital factor in work satisfaction, which subsequently affects productivity, commitment, and staff retention. Organizational politics refers to the acts of people or groups inside an organization aimed at influencing decisions for personal advantage, often to the detriment of others. The study suggests that organizational politics might reduce job satisfaction by fostering a stressful workplace atmosphere. The chosen leadership style may either alleviate or intensify the adverse impacts of perceived politics. The study used a survey-based technique including workers from many industries, soliciting their evaluations of their leaders' conduct, organizational politics, and overall job satisfaction. The research indicated that transformational leadership, characterized by inspiration, intellectual stimulation, and personalized attention, generally diminishes the perceived extent of organizational politics and enhances work satisfaction. Conversely, transactional leadership, defined by a directive and reward-oriented methodology, was seen to elevate the sense of corporate politics and diminish work satisfaction. The study's results indicate that leaders using a transformational approach may foster a pleasant work environment, enhancing employee valuation and motivation, therefore mitigating the adverse effects of organizational politics. Conversely, executives using transactional strategies may unintentionally foster a poisonous workplace culture characterized by political maneuvering and diminished morale. The research underscores the significance of leadership in influencing workers' impressions of their work environment and overall happiness. The mediation function of perceived organizational politics highlights the intricacy of these interactions and indicates that businesses have to promote leadership styles that mitigate political influences and cultivate good, inspiring work environments.

3. RESEARCH GAP

There is a distinct lack of clarity on the concept of positive leadership and how it should be implemented in practice, despite the fact that previous research have investigated many facets of positive leadership. A significant number of studies concentrate on individual aspects of positive leadership, such as emotional intelligence or servant leadership, without taking into account the holistic character of this kind of leadership. Furthermore, there is a dearth of research on treatments that may be used to operationalize good leadership in a variety of operational situations inside organizations. Through the presentation of an integrated definition and the development of evidence-based treatments for the purpose of building positive leadership, this research aims to overcome the gaps that have been identified. Yukl, Kim, and Falbe (1996) investigate the precursors of influence outcomes within organizational contexts, concentrating on the impact of diverse leadership behaviors and individual traits on the efficacy of influence methods. Influence outcomes refer to the consequences of efforts aimed at altering another individual's attitudes, beliefs, or actions. This article examines the elements that enhance the efficacy of these efforts, providing insights on how leaders might augment their influence inside

businesses. The research presents a model of influence outcomes that includes several antecedents, including leadership style, particular influence strategies used, the leader's personal characteristics, and the organizational setting. The authors categorize several influence strategies, such as logical persuasion, inspirational appeals, and consultation, and analyze the correlation between these tactics and the traits of both leaders and followers. A significant discovery from the research is that the efficacy of influence methods depends on the leader's methodology and the followers' willingness to embrace influence. Leaders that embrace a participatory or democratic leadership style often use influence strategies like consultation and reasoned persuasion with more efficacy. These approaches are favorably associated with increased levels of commitment and motivation among followers. Conversely, leaders using harsh or directive strategies may get immediate compliance but are less inclined to cultivate enduring commitment or trust from their subordinates. The study underscores the significance of individual variances in ascertaining the efficacy of persuasion strategies. Individuals with certain characteristics, such as a pronounced drive for accomplishment or a strong internal center of control, are more inclined to react favorably to efforts at persuasion. The research also revealed that the organizational environment significantly influences the results of influence initiatives. In high-uncertainty circumstances, leaders using logical and informational strategies often achieve more success, but in stable ones, emotional appeals may be more effective. The research conducted by Yukl, Kim, and Falbe offers significant insights into the intricate and multifaceted nature of influence inside organizations. It underscores the need for leaders to modify their influence strategies according to the particular situation and the traits of their followers, and it provides a framework for comprehending how leadership behaviors affect organizational results.

4. SIGNIFICANCE OF THE STUDY

Employees and organizations alike stand to benefit significantly from gaining an understanding of and putting into practice various aspects of good leadership. In this day and age, when issues related to mental health and burnout are becoming more widespread, positive leadership provides a means of developing resilience and psychological safety in the workplace. It is reasonable to anticipate that organizations that implement good leadership practices would have decreased rates of employee turnover, increased team cooperation, and enhanced creativity. The findings of this research also provide a road map for incorporating positive leadership into organizational tactics, which will ultimately result in the establishment of a work culture that is both sustainable and inclusive..

5. STATEMENT OF THE PROBLEM

In spite of the fact that it is becoming more popular, the notion of positive leadership continues to be ambiguous, with a variety of interpretations and uneven applications. Because there is no clear definition of good leadership and there are no practical solutions, organizations often have a difficult time identifying tangible tactics for creating positive leadership. It is possible that this uncertainty may lead to a superficial acceptance of the notion, which will have a little influence on the well-being of employees and the results of this business. In order to effectively address this issue, it is necessary to have a complete framework that incorporates both the theoretical foundations of positive leadership and the solutions that may be implemented.

6. RESEARCH METHODOLOGY

The purpose of the literature review is to discover common themes and ideas by producing a synthesis of the results from important research in the fields of positive psychology, leadership, and organizational behavior. The actual implementation of positive leadership may be better understood via the use of case studies of firms that are well-known for their very effective leadership practices. An additional enrichment of the research is provided by the data obtained from semi-structured interviews with leaders and workers. These interviews give a variety of viewpoints on the difficulties and possibilities connected with constructive leadership.

7. ANALYSIS AND FINDINGS

Table 1: Difference in the impact among variables

Variables	N	Mean	Std. Deviation	F	Sig.
Emotional and Social Intelligence	29	28.0811	3.2398	3.033	.002
Organizational Culture and Environment	33	27.376	2.3126		
Leadership Training and Development Programs	41	26.3542	3.0198		
Employee Expectations and Needs	97	27.2167	3.1264		
Total	200	27.1380	3.0181		

Emotional and Social Intelligence: This factor has the highest mean score, indicating it is perceived as the most influential variable among the group. However, it also has a relatively high standard deviation, suggesting variability in how participants rated it. Organizational Culture and Environment: This factor is rated moderately high, with the lowest standard deviation, suggesting consistent responses across participants. Leadership Training and Development Programs: This factor has the lowest mean, indicating it is perceived as less influential compared to the others. The variability is moderate. Employee Expectations and Needs: This factor ranks in the middle in terms of perceived influence but has a slightly higher variability compared to others. The overall average for all factors suggests moderate influence across the board, with a standard deviation indicating general consistency. The F-value (3.033) indicates that there is variability in the means of the different factors. The p-value (Sig. = .002) is statistically significant ($p < .05$), meaning there is a significant difference in the influence of these factors on positive leadership.

8. EMOTIONAL AND SOCIAL ACUMEN

Emotional and social intelligence are essential determinants of effective leadership. Emotional intelligence encompasses self-awareness, self-regulation, motivation, empathy, and social skills, allowing leaders to comprehend and regulate their emotions while adeptly managing interpersonal interactions. Leaders with elevated emotional intelligence may cultivate trust, promote transparent communication, and motivate teams to attain collective objectives. Social intelligence pertains to the capacity to establish and sustain constructive connections inside an organization. It emphasizes social awareness, flexibility, and conflict resolution skills, which are vital for fostering pleasant workplace situations. The study's results indicate that emotional and social intelligence exhibit the highest mean score among the factors, underscoring their substantial impact on leadership effectiveness. The elevated standard deviation signifies diversity in participant answers, indicating the need for customized development programs. Investing in emotional and social intelligence training may enable leaders to effectively address varied team dynamics, enhancing employee engagement and corporate performance.

9. ORGANIZATIONAL CULTURE AND ENVIRONMENT

The organizational culture and environment are crucial in fostering effective leadership. A nurturing culture promotes cooperation, trust, and creativity, creating a climate conducive to the flourishing of both leaders and workers. The fundamental components of corporate culture, including shared values, conventions, and practices, impact leaders' behavior and decision-making processes. An affirmative atmosphere fosters psychological safety, enabling workers to express their views and engage in innovative contributions without fear of criticism. The research indicates that this feature has a comparatively high mean score and the lowest standard deviation, signifying uniform acknowledgment of its significance among participants. Organizations that emphasize a constructive culture often see improved employee happiness, loyalty, and performance. To capitalize on this element, leaders must deliberately match company policies with fundamental principles, exemplify desirable behaviors, and promote inclusion. Enhancing culture and environment fosters trust and

mutual respect, allowing leaders to develop a robust and resilient staff.

Programs for Leadership Training and Development

Leadership training and development programs are crucial for developing the skills necessary for effective leadership. These programs emphasize the development of skills like decision-making, communication, conflict resolution, and adaptability. They underscore the significance of empathetic leadership, promoting cooperation, and motivating people towards common objectives. The research indicates that, despite its crucial importance, this component has the lowest mean score among the factors, suggesting it may be underused or seen as less effective. The moderate standard deviation indicates variety in participant viewpoints, maybe arising from varying degrees of program access or quality. Organizations should develop customized programs that specifically tackle the distinct difficulties faced by their workforce to maximum effect. Integrating pragmatic learning techniques, including coaching, mentoring, and experiential workshops, may augment skill development. Ongoing assessment and alignment with company goals guarantee that leadership development programs retain their relevance and effectiveness, fostering enduring growth and success.

10. EMPLOYEE EXPECTATIONS AND REQUIREMENTS

Meeting employee expectations and meeting their needs is fundamental to good leadership. Employees anticipate that leaders will provide explicit communication, acknowledgment, avenues for development, and a nurturing workplace atmosphere. Comprehending and addressing these expectations need empathy, active listening, and a sincere dedication to employee welfare. The research reveals that this element has a modest mean score, underscoring its considerable although fluctuating influence on leadership effectiveness. The somewhat elevated standard deviation indicates variations in employee viewpoints and requirements, which may fluctuate according to organizational positions or demographics. Leaders who emphasize employee happiness may cultivate loyalty, elevate morale, and increase productivity. Approaches to fulfill employee expectations include regular feedback sessions, tailored growth plans, and cultivating an inclusive workplace atmosphere. By synchronizing leadership approaches with employee requirements, businesses can cultivate a motivated and engaged workforce, establishing a robust basis for attaining corporate objectives and fostering sustainable success.

11. DISCUSSION

Ting (1996) examines job satisfaction among federal white-collar workers using data from the Survey of Federal Employees. The research seeks to determine the main elements affecting job satisfaction within the public sector, specifically targeting the federal workers in the United States. The study especially investigates the influence of demographic demographics, work circumstances, and organizational features on job satisfaction levels. The research is based on the idea that job satisfaction is a multi-faceted construct shaped by variables like remuneration, work-life balance, job security, prospects for professional growth, and company culture. The research used a large-scale survey to analyze federal workers' opinions of job satisfaction and the organizational environment. The study used both quantitative and qualitative methodologies to examine the survey data, revealing notable relationships between employee attributes and their overall work satisfaction. A principal conclusion of the research indicates that work satisfaction among federal employees is significantly affected by perceived equity in organizational procedures and the level of job autonomy. Employees seeing their workplace as equitable and possessing an acceptable degree of autonomy over their tasks indicated elevated levels of job satisfaction. The research revealed that income, while significant, was a lesser determinant of job satisfaction compared to job-related factors including work environment and possibilities for professional growth. The research examines the influence of demographic variables, including age, gender, and educational attainment, on work satisfaction. Younger workers and those with more educational attainment reported greater happiness, perhaps owing to enhanced prospects for professional growth. Gender disparities were noted, with women often indicating somewhat lower job satisfaction ratings than males, a result consistent with wider labor trends. The study is crucial for politicians and human resource professionals in the public sector, since it identifies the particular characteristics that might improve work satisfaction among federal employees. It recommends that federal agencies prioritize the establishment of equitable, transparent settings while offering workers more autonomy and chances for professional development to enhance job satisfaction.

12. IMPLICATIONS OF THE STUDY

There are significant repercussions that can be drawn from the results of this research for the development of leadership and organizational strategy. Through the provision of a comprehensive definition of positive leadership, the research



enables leaders to acquire a comprehensive comprehension of the idea and the elements that comprise it. The interventions that have been offered provide solutions that may be used to create a happy working environment, improve the well-being of employees, and propel the success of the business. As a reference for legislators and HR experts, the research serves as a resource for the development of training programs and policies that encourage constructive leadership at all levels of the business.

13. RECOMMENDATIONS AND SUGGESTIONS

It is important for organizations to give priority to leadership training programs that concentrate on the concepts of positive psychology. These principles include empathy, resilience, and methods that are powered by strengths. The development of the skills essential to cultivate a pleasant work environment may be facilitated by leaders via the participation in regular coaching sessions and seminars. Enhancing the efficacy of positive leadership practices may also be accomplished via the implementation of feedback systems that enable workers to openly discuss their experiences and provide ideas. A further recommendation is that firms should include the ideas of positive leadership into their performance management systems in order to guarantee that these systems are aligned with their larger strategic objectives. In conclusion, cultivating a culture of acknowledgment and appreciation may facilitate the reinforcement of good behaviors and the development of a feeling of belonging among working individuals.

14. CONCLUSION

There has been a paradigm change in the way that firms view leadership and employee engagement, and positive leadership symbolizes that movement. In this research, the potential of positive leadership to convert workplaces into flourishing ecosystems is highlighted. This potential is highlighted by moving towards an integrated definition and having treatments that can be implemented. It is possible that the adoption of positive leadership techniques might serve as a cornerstone for businesses to achieve long-term success and sustainability as they traverse the challenges of contemporary work settings. Insights gained from this study serve as a basis for further research and practical applications, so paving the way for a new age of leadership that places an emphasis on positivity and well-being.

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