Lemma Degefa

Omega Graduate School

Dr. Curtis McClane

July 11, 2024

Assignment #3 – Essay

LDR 807-12: Leader Development: Transforming Self-Concept

1. Write a 5-page paper based on the question below:

a. Synthesize and integrate all that you have learned thus far to write an essay on

the following question: “Why are self-concept, spirituality, and moral development

so critical for leadership?”

**Introduction**

During this era, where individual choices are overtaking shared collective values, leadership responsibilities are becoming more challenging. In other words, it has become increasingly challenging to align and find balance between the various employee preferences and the shared organizational goals. To this effect, leadership is not just about the application of the mechanics of leading organizations, but also about the dynamics of applying the principles of life. It’s the art of balancing employee needs with organizational needs. It’s also the art of connecting the dots between living life and serving others. In other words, leadership effectiveness requires life effectiveness on the part of leaders. That is why several studies are increasingly conforming the significance of leader development as an integral part of leadership development.

Actually, the best gift that leaders can give to the people and to the organizations that they lead is their own life. In other words, who leaders are is as important as what leaders do. This is because, leaders can discharge better leadership if only they become a better leader. By implication, becoming a better leader starts with thorough self-understanding. Therefore, a continuous effort to develop improved self-concept is a foundation upon which effective leadership is built. According to recent studies, character of a leader is more important than behavior of an organization in yielding organizational effectiveness (Porfírio, Carrilho, Felício, & Jardim, 2021). Therefore, there is incontestable interlink between leader’s self-concept and leader’s leadership effectiveness.

In similar fashion, leader’s spiritual and moral development have direct correlation with overall leadership effectiveness (Khan, Soomro, & Khan, 2020). That is to say, effective leadership requires developed inner-self and profound spiritual life in order to pursue greater causes and serve other people. Without developed self-concept, spirituality and developed moral standards, it’s practically impossible for leaders to discharge leadership that is effective and that has lasting impact. Therefore, developed self-concept, spirituality, and moral development are essential for overall leadership effectiveness. This essay, thus, briefly discusses the significance of self-concept, spirituality, and moral development in leadership effectiveness.

**Discussion**

According to Subramanian & Sivaranjani (2019), there is strong relationship between self-concept and leadership effectiveness. That is to say, leaders with better self-concept often discharge a more agile leadership resulting in better results. This emphasizes the need to helping leadership students to develop better and deeper self-understanding as the goal of leadership studies.

Scholars further argue that the development of self-concept yields better leadership result if it’s conducted continuously. First, it enables to see and manage one’s own strength and weakness objectively and consistently as they unfold. Second, it helps to see and seize opportunities and address risks on timely basis. Finally, it optimizes the use of the strength of others in a manner it complements one’s own weaknesses. This study further indicates that individuals with better self-concept, self-esteem, and self-regulation can even live and lead better in today’s dynamic global context (Van & Raz, 2023).

Developed self-concept helps to unlock the leadership from within. It promotes honesty, integrity, and supportive relationship, which ultimately creates productive culture, thus, high performance. In so doing, it helps a leader realize true potential, live meaningful life, and discharge effective leadership that is effective and has a lasting impact on others (Edwards, 2023).

Therefore, leaders’ self-perception determines their leadership actions. Proper self-perception can be achieved through intentional effort to continuously examine and improve one-self. It may be said the leaders’ endeavor to look inside will help them better relate to the people around them and to the outside context within which they operate, thus, make their efforts relevant and their leadership more effective.

In similar manner, different scholars highlight the relationship between leader’s spiritual life and leadership effectiveness. For instance, Gibbons (2020) states that spirituality connects the inner work of personal development and the outer work of what is needed in the world, thus, brings wholeness to leadership. According to this source, spiritually-grounded leadership can easily provide intrinsic spiritual value to people; not just a paycheck. Spiritual maturity helps leaders to treat the people that they lead with justice and dignity. It enables the leaders themselves to lead with greater sense of responsibility. In so doing, leaders can lead by example and remain accountable to their constituency.

Chaudhary (2022) adds that leadership that involves true spirituality exhibits concern for followers and their personal development as well as a desire to motivate them to help each other and contribute to the benefit of the group as a whole According to this source, spirituality in leadership plays key role in maintaining organizational ability to meet current and future challenges through modeling appropriate behavior, clear communication, valuing others, and the acceptance and inclusion of spiritual development practices.

[Alfatihah](https://www.researchgate.net/scientific-contributions/Inayah-Alfatihah-2197648282?_tp=eyJjb250ZXh0Ijp7ImZpcnN0UGFnZSI6InB1YmxpY2F0aW9uIiwicGFnZSI6InB1YmxpY2F0aW9uIn19), Nugroh, [Elmarian, &](https://www.researchgate.net/profile/Elmarian_Haessel) [Anita](https://www.researchgate.net/profile/Anita-Maharani?_tp=eyJjb250ZXh0Ijp7ImZpcnN0UGFnZSI6InB1YmxpY2F0aW9uIiwicGFnZSI6InB1YmxpY2F0aW9uIn19) (2021) further notes that the leaders’ own spiritual level and knowledge are critical to developing a positive relationship between a leader and followers. By demonstrating such a manner, therefore, leaders can easily disseminate spiritual knowledge over time to accept the ongoing change in individuals and in organizations.

Moreover, it’s stated that organizational citizenship behavior could be improved with spiritual leadership, workplace spirituality, and thriving at work. Reciprocally, workplace spirituality and thriving at work as mediating variables could be applied to spiritual leadership approach methods to improve organizational citizenship behavior (Utama, Wahyuningsih, & Surwanti, 2023).

Khan, Soomro, & Khan (2020) further highlight that spirituality has an impact on leadership in at least four aspects. First, it helps organization members discover meaning, values, and purpose. Second, it encourages organization members to contribute to something bigger than themselves. Third, it helps correlate the organization's goals, values, and systems with the values shared by the organization's members so that they may feel connected. Fourth, it encourages organizational members to pursue life goals as they commit themselves to pursue organizational goals.

Although spirituality could derive its meaning from different sources, the biblical spirituality can serve as a strong foundation for leadership development and leadership effectiveness within the church and beyond. From the biblical point of view, spirituality could be described as the highest levels of all the lines in the process of developing into a fully integrated human being. In this sense, thus, spirituality helps leaders to reconnect with internal sense of resourcefulness as the foundation for why and how they lead. Furthermore, it assists leaders to holistically explore factors of well-being and develop the desire to deeply examine why and how they discharge leadership duties. It may be said that spirituality stretches leaders not only to unleash their maximum potential but also to tap into the potential of others and bring the best out of them. Therefore, spirituality enlarges vision, inspires heart, generates commitment, and brings meaning to life altogether. Especially, as our world is continually punctuated by ethical scandals, biblical spirituality must be restored to leadership and organizational practices.

Scholars also argue that moral development enhances leadership effectiveness. For instance, Aaliyah (2024) asserts that moral leadership pursues truth and upholds ethical standards. It offers organizational members to distinguish between right and wrong, and to observe and hold leaders accountable when they fail to live up to organizational values. According to this source, a morally shaped leadership moves organizational members from blind obedience to a state of informed acquiescence and finally to self-governance. This source further argues that morality inspires leaders to account wider and deeper perspectives into leadership. It helps to bridge the gap between current and future realities, thus, make better and more responsible decisions. They don’t lead their team from the top; they lead them from the middle. They identify with the team that they lead and the community that they serve. They observe norms and values that are necessary. They act responsibly with sense of transparency and accountability. They foster collaboration and inclusion. In contrast, lack of morality in leadership can negatively impact organizational brand and reputation, thus, cause complete failure.

According to scholars across sectors, morality is an integral part of leadership. Emphatically, moral authority helps to build trust, inspire colleagues, create meaning and help people imagine a better future. Scholars argue that moral authority as opposed to formal authority alone can improve employees and business performance. To this effect, leaders that demonstrate higher level of moral leadership have stronger connections with colleagues and tend to maintain ethical behaviors during crisis (Seidman, 2021).

Whereas scholars had previously argued that leadership could not or should not be concerned with issues of ethics and morality (Frankena, 2020), the moral nature of leaders is now seen by many as not only necessary, but also essential for sustainable organizational success ([Lemoine](https://journals.aom.org/doi/10.5465/annals.2016.0121), [Hartnell](https://journals.aom.org/doi/10.5465/annals.2016.0121), & [Leroy](https://journals.aom.org/doi/10.5465/annals.2016.0121), 2019). In short, there is a consensus among several studies that moral leadership behaviors positively impact desirable organizational outcomes. Therefore, the pursuit for leadership effectiveness should take moral development into a prime account.

**Conclusion**

The greatest contribution of a leader could be a life well-lived. The better the life of a leader, the greater the leadership impact would be! Therefore, leaders must engage themselves with proper self-understanding and self-development through a continuous intentional effort. Such endeavor will help leaders develop better self-concept that can serve as a strong foundation up on which they may build their leadership legacy.

Studies have recurrently emphasized that spirituality and morality are essentials to ensure leadership effectiveness. The current alarming global trend toward spiritual and moral decline also signifies the need to revitalize spiritual and moral development into leadership. Biblically speaking, spiritual and moral virtues bring light to the dark world. Emphatically, in the sphere of leadership, it sets ethical standards and establishes accountability. It enhances shared values and generates lasting commitment. This in turn will bring forth greater outcome resulting in overall leadership effectiveness.

In summary; effective leadership, improved self-concept, spiritual and moral development are interrelated. They are all about a leader with the goal to become a better human being toward discharging a better service for the betterment of society with the motive to glorify God. It may, thus, be concluded that better self-concept, and spiritual and moral development are essential for both effective leader development and overall leadership effectiveness

In the final analysis, this assignment has challenged and equipped me to further examine and improve myself in light of the Word of God as I endeavor to discharge my current duties in alignment with the context within which I live and serve.

**Works Cited**

[Alfatihah](https://www.researchgate.net/scientific-contributions/Inayah-Alfatihah-2197648282?_tp=eyJjb250ZXh0Ijp7ImZpcnN0UGFnZSI6InB1YmxpY2F0aW9uIiwicGFnZSI6InB1YmxpY2F0aW9uIn19), I., Nugroh, A. Soelistyo, [Elmarian H.](https://www.researchgate.net/profile/Elmarian_Haessel) , and [Anita M.](https://www.researchgate.net/profile/Anita-Maharani?_tp=eyJjb250ZXh0Ijp7ImZpcnN0UGFnZSI6InB1YmxpY2F0aW9uIiwicGFnZSI6InB1YmxpY2F0aW9uIn19) (2021). The influence of work-life balance with work motivation as mediating factor on job satisfaction a prediction toward transition to new normal situation. *The Management Journal of Binaniaga* 6(1):79. https://doi:[10.33062/mjb.v6i1.431](http://dx.doi.org/10.33062/mjb.v6i1.431)

Baker, Aaliyah (2024). When leadership meets a vision of love and justice: The art of leading for social Justice. *The Journal of Values-Based Leadership*, (17:1), 2-14.

<http://doi.org/10.22543/1948-0733.1485>

Dov Seidman (2021). Leadership: Why moral leadership matters now more than ever. *World Economic Forum*. Retrieved from <https://www.weforum.org>

Lemoine, G. J., Hartnell, C., & Leroy, H. (2019). Taking stock of moral approaches to leadership: An integrative review of ethical, authentic, and servant leadership. The Academy of Management Annals, 13(1), 148–187. [https://doi.org/10.5465/annals.2016.0121](https://psycnet.apa.org/doi/10.5465/annals.2016.0121)

Khan, N. A., Khan, A. N., Soomro, M. A., & Khan, S. K. (2020). Transformational leadership and civic virtue behavior: Valuing act of thriving and emotional exhaustion in the hotel industry. *Asia Pacific Management Review*, *25*(4), 216–225. <https://doi.org/10.1016/j.apmrv.2020.05.001>

Lata M, Chaudhary R. (2022). Workplace spirituality and employee incivility: exploring the role of ethical climate and narcissism. *International Journal of Hospitality Management*, 102(4), 7-12. https://:doi.org/[10.1016/j.ijhm.2022.103178](http://dx.doi.org/10.1016/j.ijhm.2022.103178)

Subramanian, D.P., & Sivaranjani, R. (2019). Self- concept and leadership style of prospective teachers. *UGC Journal*. 8(8), 49-89. https://oldror.lbp.world/UploadedData/9015.pdf

Porfírio, J. A., Carrilho, T., Felício, J. A., & Jardim, J. (2021). Leadership characteristics and digital transformation. *Journal of Business Research*, *124 (2)*, 610-619. <https://doi.org/10.1016/j.jbusres.2021.10.058>

Roger C., Edwards (2023). *Leadership key concepts: Unlock your path to extraordinary leadership: 21 key skills and principles for unleashing your full potential.* Edvarson Creative.

Utama, R.G., Wahyuningsih, R.S., & Surwanti, A. (2023). The influence of spiritual leadership on organizational citizenship behavior: Workplace spirituality and thriving at work as mediation. JBTI Jurnal Bisnis: Teori dan Implementasi. 14(2), 417-435. https://doi.org/10.18196/jbti.v14i2.19799

Paul Gibbons (2020). *The spirituality of work and leadership: Finding meaning, joy, and purpose in what you do.* Phronesis Media.

Van Doorn, J.R., & Raz, C.J. (2023). Leader motivation identification: relationships with goal-directed values, self-esteem, self-concept clarity, and self-regulation. Frontiers in Organizational Psychology. 1(23), 2-5.https://doi.org/10.3389/forgp.2023.1241132

Frankena, W. K. (2020). *The concept of morality:* In *The definition of morality* (pp. 146-173). Routledge.