

SHAPING WORKFORCE EXCELLENCE: THE ROLE OF AUTHENTIC LEADERSHIP IN EMPLOYEE TRAINING IN BANGLADESH'S BANKING SECTOR

Mendi Hassan Mirza

Faculty Member, Training Institute, Mercantile Bank Limited, Dhaka, Bangladesh

Abstract: In Bangladesh's commercial banking sector, effective employee training is essential for improving performance, service quality, and overall organizational success. Authentic leadership, characterized by transparency, integrity, and a strong commitment to employee development, plays a crucial role in shaping training effectiveness. This study examines the influence of authentic leadership on workforce training outcomes, exploring how leaders' trustworthiness, ethical behavior, and employee engagement impact learning retention and skill application. Through a combination of qualitative and quantitative analysis, the research highlights the positive correlation between authentic leadership and enhanced employee training effectiveness. Findings suggest that fostering an authentic leadership culture leads to higher motivation, better knowledge transfer, and improved job performance, ultimately strengthening the competitive edge of Bangladesh's banking industry.

Keywords: Authentic Leadership, Employee Training, Training Effectiveness, Workforce Development, Commercial Banking Sector, Leadership Impact, Employee Engagement, Learning Retention, Skill Development, Organizational Success.

INTRODUCTION

In the dynamic and ever-evolving landscape of the modern business world, organizations continually seek innovative approaches to remain competitive. Among these approaches, effective leadership and employee development are recognized as critical factors in achieving sustainable success. Within the sphere of leadership, the concept of authentic leadership has gained prominence as a powerful framework for fostering employee engagement, organizational growth, and enhanced performance.

This research embarks on a journey to unravel the impact of authentic leadership on training effectiveness, focusing on the specific context of commercial banks in Bangladesh. Authentic leadership, rooted in principles of transparency, self-awareness, ethical behavior, and genuine relationships, has emerged as a compelling leadership model. It stands as a stark departure from traditional authoritative styles, emphasizing the importance of authenticity in leadership interactions and the development of organizational culture.

Commercial banks, as pillars of economic stability and growth in Bangladesh, face multifaceted challenges in a rapidly evolving financial landscape. These challenges necessitate not only adaptability but also a skilled and motivated workforce capable of navigating complex regulatory frameworks, technological advancements, and customer expectations. As such, the effectiveness of training programs in commercial banks becomes pivotal in ensuring that employees acquire the necessary skills and knowledge to meet these demands.

The nexus between authentic leadership and training effectiveness is an area ripe for exploration. How does authentic leadership within commercial banks in Bangladesh influence the outcomes of their training initiatives? Can authentic leadership principles foster a culture of trust, openness, and personal growth that enhances training results? These are the central questions that this study seeks to address.

To provide a comprehensive understanding of this relationship, we adopt a mixed-methods approach, combining surveys, interviews, and performance metrics. By doing so, we aim to offer practical insights that can guide commercial banks in Bangladesh as they navigate the complexities of leadership development and employee training. In doing so, we hope to contribute not only to the academic discourse on authentic leadership but also to the practical enhancement of training programs in the context of Bangladeshi commercial banking, ultimately fostering growth and success in this vital sector.

METHOD

The research process for exploring the influence of authentic leadership on training effectiveness in the context of Bangladesh's commercial banking sector involves a systematic and multi-stage approach.

Literature Review:

The research process begins with an extensive review of existing literature. This involves a comprehensive examination of academic papers, books, articles, and case studies related to authentic leadership, training effectiveness, organizational culture, and commercial banking in the Bangladeshi context. This step helps in building a strong theoretical foundation for the study and identifying gaps in the current knowledge.

Research Framework Development:

Based on the insights gained from the literature review, a research framework is developed. This framework outlines the key concepts, variables, and their hypothesized relationships. It serves as the theoretical framework guiding the research questions, data collection methods, and analysis techniques.

Data Collection Instrument Design:

The research team designs data collection instruments, including surveys and interview protocols. The survey is structured to measure perceptions of authentic leadership behaviors and their impact on training

effectiveness, while the interview protocol is designed to capture in-depth qualitative insights from participants.

Survey Distribution:

Surveys are distributed among employees working in various roles and positions within commercial banks across Bangladesh. The survey distribution process includes obtaining informed consent, ensuring participant anonymity, and encouraging high response rates to gather a representative sample.

Qualitative Data Collection:

Semi-structured interviews are conducted with a subset of survey participants and additional key informants. These interviews allow for the exploration of personal experiences, anecdotes, and nuanced perspectives related to authentic leadership and training within the banking sector.

Data Analysis:

Quantitative survey data is analyzed using statistical software, employing techniques such as regression analysis and correlation tests to identify relationships between authentic leadership and training effectiveness. Qualitative data from interviews undergoes thematic analysis, coding for recurring themes and patterns.

Integration of Findings:

The quantitative and qualitative findings are integrated to provide a holistic understanding of the influence of authentic leadership on training effectiveness. This integration allows for a comprehensive view of the research questions and enhances the credibility and depth of the study.

Recommendations and Implications:

Based on the research findings, practical recommendations and implications are derived. These recommendations can serve as valuable insights for commercial banks in Bangladesh, helping them optimize their leadership development programs and training initiatives.

The research concludes by summarizing the key findings, their significance, and potential avenues for future research. The study's results are disseminated through academic publications, presentations, and knowledge-sharing sessions with relevant stakeholders, contributing to the broader understanding of authentic leadership's role in t

RESULTS

The analysis of survey data reveals significant correlations between authentic leadership behaviors and training effectiveness within the Bangladesh commercial banking sector. Respondents consistently

reported higher levels of perceived training effectiveness when they experienced authentic leadership practices from their supervisors and organizational leaders. Specifically, dimensions of authentic leadership such as transparency, self-awareness, and ethical behavior were positively associated with employees' self-reported learning outcomes and job performance. Moreover, the survey data indicated that employees who perceived their leaders as authentic were more likely to engage in training activities willingly and actively, suggesting a strong link between authentic leadership and employee motivation for learning.

Qualitative analysis of interview data enriched these findings, shedding light on the mechanisms through which authentic leadership influences training outcomes. Employees and managers alike emphasized the role of authentic leaders in creating an environment of trust and open communication. This environment, they noted, encouraged employees to actively participate in training programs, share insights, and seek feedback, ultimately enhancing the overall training experience.

DISCUSSION

The results of this study affirm the critical influence of authentic leadership on training effectiveness in Bangladesh's commercial banking sector. The positive correlation between authentic leadership behaviors and training outcomes aligns with previous research in various organizational contexts. Authentic leaders, by exemplifying transparency and ethical conduct, foster an atmosphere of trust and psychological safety, which are conducive to effective learning and development.

Furthermore, the qualitative insights indicate that authentic leadership not only impacts the immediate training experience but also extends its effects into everyday work practices. Employees who experience authentic leadership are more likely to apply their newly acquired knowledge and skills to their job roles, leading to improved job performance and, in turn, organizational success.

It is important to acknowledge that authentic leadership is not a one-size-fits-all solution. Factors such as organizational culture and leadership styles may vary among commercial banks, leading to different degrees of authentic leadership implementation and effectiveness. Therefore, it is imperative for each bank to assess its unique context and tailor leadership development programs accordingly.

CONCLUSION

In conclusion, this research provides compelling evidence of the positive influence of authentic leadership on training effectiveness in Bangladesh's commercial banking sector. The combination of quantitative and qualitative data demonstrates that authentic leadership behaviors, including transparency, self-awareness, and ethical conduct, contribute significantly to enhanced training outcomes. These outcomes encompass improved learning, increased employee engagement in training activities, and heightened job performance.

For commercial banks in Bangladesh, this study offers practical insights into how cultivating authentic leadership can be a strategic approach to optimize their training programs. By promoting authentic leadership qualities among their leaders and supervisors, banks can create a culture of trust, openness, and continuous learning. In doing so, they are better positioned to navigate the challenges of the evolving financial landscape, ensure regulatory compliance, and provide superior customer service. As the banking sector in Bangladesh continues to grow and adapt, the nurturing of authentic leadership is likely to remain a key driver of success and competitiveness.

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