



Authentic Transformational Leadership and Empowerment in Organization Context - A Review of Literature

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Abstract: Whether in the government organizations, private sector, or not-for-profits, barely a day ends without the media highlighting on unethical, inauthentic conduct of a leader. Within the leadership literature, not much attention has been paid to Authentic transformational leadership. And the limited literature available covers very few contexts. The purpose of this conceptual paper is to explore how authentic transformational leadership could lead to authentic transformational leadership and the empowerment of individuals, organizations, and communities at large. The paper analyses existing conceptual, theoretical, and empirical studies and raise a number of immersing issues that are used to present a new theoretical model appropriate for the development and application of the Authentic transformational leadership construct and its resulting outcomes, specifically, empowerment. Three theories that have informed the study are transformative paradigm, empowerment theory, and participatory theory. The paper further recommends an integrated theoretical framework for exploring Authentic Transformational Leadership and enhancing empowerment while recognizing the significant role played by religion, credible and cooperative environment in the context of the twenty-first-century organization.

Keywords: Authentic leadership, Authentic transformational leadership, Empowerment, Local actors, Sustainable development, and Transformational leadership.

Abbreviations: AIC: Authentic Individualized Consideration; AIM: Authentic Inspirational Motivation; AIS: Authentic Intellectual Stimulation; AL: Authentic Leadership; ATL: Authentic Idealized Influence; ATLS: Authentic transformational leaders; TL: Transformational leadership:

1. INTRODUCTION

Leadership research dates back to the early 19th-century when most studies focused on what they did and how leaders led (Zafft, 2013). Research addressing the 'why' of leadership remained largely unexplored until the 20th century when discussions on the fundamental philosophies of leadership began. Northouse, (2016) also observed that research on leadership has gained global attention and continues to be created, tested, and appraised to establish the effective and most appropriate leadership styles. Barrow, (1977) posit that leadership is most likely to be the most extensively studied social, and behavioral sciences. Sadly, however, newer surveys highlight that the leadership skills gap continues to persist globally with the 'World Economic Forum on the global outlook for 2015' identifying the lack of leadership as a critical challenge (Leslie, 2015). Most recently scholars such Sharma et al (2019) established the need for future researchers to focus on organization leadership in underdeveloped nations, exploring how they can meet present and future organizational issues. They also observed that most of the studies done had focused on leadership excellence with noticeable gaps on leadership communication and their motivation.

Despite the long history and current interests, the definition of leadership remains varied amongst scholars and disciplines with the differences illustrating the complexities inherent in leadership (Huges et al as cited in Zafft, 2013). Some researchers conceptualize leadership as behavior or trait, while others perceive leadership from a relational or information handling perspective. Northouse (2016) defined leadership "as a process whereby an individual influences a group of individuals to achieve a common goal" (p 6). He viewed leadership as a complex, multi-dimensional process and discusses the various approaches to leadership: the trait, the skills approach, behavioral approach,

situational leadership, path-goal leadership, the 'Leader-member exchange (LMX) theory, transformational leadership, authentic leadership, servant Leadership, adaptive leadership focuses and team leadership.

2. PROBLEM STATEMENT

Whether in the government organizations, private sector, or not-for-profits, barely a day ends without the media highlighting on unethical conduct of a leader (Zhu et al, 2011). This is worsened by the turbulence that face the current organizations and world at large leaving organizations at risk to business crises (Quist, 2009). The beginning of the 21st century was also characterized by a rise of constructive organizational behavior theories to address the increasing business scandals and accountability challenges in organizations (Avolio & Luthans, 2006; Walumbwa et al., 2008). On the other hand, Copeland (2016) listed several researchers that have been done over the past years and concluded that value-based leaders were more effective, especially authentic and transformational leadership styles. Although several researchers have discussed the role of authentic and ethical behavior in avoiding ethical and moral related leadership failures that characterized the 90s and early 21st century (Bass & Steidlmeier, 1999; Brown et al, 2005; Avolio & Gardner, 2005), Copeland points out that the actual research supporting this argument is minimal. Copeland further posits that previous research established that transformational, authentic and ethical leadership behaviors have each made individual contributions to explaining leader effectiveness. Copeland also points out the need for additional research to help understand further the relationship of authentic, ethical, and transformational leadership as well research that could help determine if the combined attributes of these three behaviors augment or improve a leader's ability to produce more effective outcomes.

The purpose of this conceptual paper is to explore how authentic transformational leadership (ATL) could lead to ethical leadership and the empowerment of individuals, organizations, and communities at large. Authentic transformational leadership, which is the independent variable is defined as leaders who are respectful of others' dignity and rights, demonstrating genuine concerns for all stakeholders and who have earned the societies' respect (Bass & Steidlmeier, 1999). On the other hand, empowerment, which is the dependent variable or central phenomenon being studied, is defined as:

“A process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information. In Industrial-Organizational (I/O) psychology, empowerment is primarily studied in two forms: Empowering leadership and psychological empowerment. The former focuses on leaders and their behaviors that inspire change and create feelings of autonomy and belongingness. The latter focuses on cognitive feelings experienced by followers” (Conger and Kanungo as cited in Myers, 2019, pp 14- 15).

Although psychological empowerment and empowering leadership are frequently studied independently Meyers (2019) argues that the two go hand-in-hand. It is on that basis that the two empowerment variations have therefore been examined together in this study. This review argues that given the many complex challenges and opportunities facing today's leaders, effective empowerment will only be achieved with more proactive and innovative leadership as presented by ATL. This will also lead to the attainment of positive, sustainable change such as the 2030 sustainable development goals, (SDGs).

2.1. Objectives of the study

In view of the above background, this study was guided by the following objectives: reviewing extant conceptual literature on ATL; reviewing extant theoretical literature on ATL; reviewing extant empirical literature on ATL; identifying the emerging knowledge from the review of conceptual, theoretical and empirical literature on ATL; recommending suitable theoretical model for advancing research in ATL development.

2.2. Materials and Methods

The study was a desk-based literature review of both conceptual and empirical literature. This literature review was conducted between October and December 2021. A list of key articles, research thesis, and books addressing the topic was developed in order to access secondary data. To access

reputable, peer-reviewed journals, a search of the literature was conducted from online databases such as google scholar, JSTOR, SAGE journals, and Springer. The literature selected was also largely limited to those published since 2000 with a few exceptions. Key search words such as authentic transformational leadership, empowerment, were used in addition to a combination of word phrases like authentic leadership and empowerment; ethics and transformational community development; and intellectual stimulation and transformative community development. On assessing the relevance of the research title, the abstracts, methodology and conclusions were further analyzed to determine the articles relevance, whether as a conceptual or empirical data.

A total of 78 scientific journals and 9 dissertations were considered in this study. Additionally, 31 books and specific project-based publications were also an important source of literature. Out of these 112 documents, majority (70%) were published between 2011 to 2021. 27% were published between 2001 to 2010 while a handful, (3%) mainly seminal literature we published before 2000. This has been summarized in table 1 below.

Table1. *Summary of years of publication for literature reviewed*

Years of publication	Quantities	Years of publication	Quantities	Years of publication	Quantities
1985	1	2001	1	2011	5
1990	1	2002	2	2012	5
1990	1	2003	3	2013	5
1998	1	2004	1	2014	5
1999	1	2005	2	2015	8
		2006	6	2016	9
		2007	4	2017	11
		2008	5	2018	11
		2009	3	2019	9
		2010	3	2020	2
				2021	8
Totals	4/112 (3.6%)		30/112 (26.8%)		78/ 112 (69.6%)

3. CONCEPTUAL REVIEW

3.1. Describing ATL, TL and AL

Despite the emerging body of literature on ATL that has given detailed explanations on the construct and modeled the psychological, sociological, socio-psychological, and ethical dimensions of the ATL concept, limited attention has been put on the historical roots of the model (Novicevic et al, 2005). According to Bass and Steidlmeier, (1999); and Kanungo and Mendonca, (as cited in Northouse, 2016) humane principles form the foundation of ATL which is largely grounded on the work of Bass and Steidlmeier (1999), which was fundamentally founded on the seminal work of Burns and Bass (as cited in Zhu et al, 2011). Bass and Steidlmeier described ATL as genuine transformational leaders that are grounded genuinely on morals. They contrasted ATL with pseudo-transformational leadership which is dismissed as counterfeits based on

"(1) the moral character of the leaders and their concerns for self and others; (2) the ethical values embedded in the leaders' vision, articulation, and program, which followers can embrace or reject; and (3) the morality of the processes of social ethical choices and action in which the leaders and followers engage and collectively pursue" (p. 181).

Sosik and Cameron (2010) described authentic transformational leaders (ATLs) as leaders who are aware of their strengths, with the ability to bring out the best in themselves and others, and their character is formed and guided by an inner conviction to moral excellence. They are wise, courageous, human, just, sober and graceful. To build on this, Nichols (2018) defined ATLs as "leaders who are able to intellectually stimulate, inspirationally motivate, individually consider, and ideally influence their followers in an ethical manner" (p 13). These leaders are honest, trustworthy, and believable. They are also transparent in their transactions, they act ethically and morally. Their authenticity is what eliminates the possibility of abusing the transformational leadership style (Bass &

Steidlmeier, 1999). Nichols asserts that ATLs have transformational capabilities and higher levels of ethics with numerous positive consequences such as higher trust levels, organizational commitment, satisfaction, performance and organizational citizen behavior.

The two leadership constructs that constitute ATL, transformational leadership and authentic leadership styles complement each other especially where the construct may have individual gaps. For instance, in addition to the 4 Is of transformational leadership, Bass and Steidlmeier (1999) posit that ATLs are noted to be at liberty, effective, helpful, pursue distributive justice, common good, act as agents of their followers in various capacities, are trustworthy, strive for congruence of values and interests, cooperative action, powerful, persuasive, and believe in corporate governance. Authentic leadership concepts are by themselves in the formative stages, hence some concepts are yet to be substantiated and lack clarity (Northouse, 2016). On the other hand, though, the transparency of authentic leaders, their ethics, and morality is what eliminates the possibilities of abusing the transformational leadership style that leads to pseudo transformational leaders (Bass & Steidlmeier, 1999).

Nichols (2008) posits that authentic leadership is more closely linked to transformational leadership than any other leadership style. According to Bass (as cited in Nichols, 2008), transformational leaders have high moral characters, they are hopeful, optimistic, and developmentally oriented. As shown in Table 2 below, Walumbwa, et al (2008) also demonstrated an overlap of several dimensions of authentic, ethical and transformational leadership.

Table2. Comparisons of authentic leadership, ethical Leadership and transformational Leadership Theory

Theoretical Components	Authentic Leadership	Transformational Leadership	Ethical Leadership
Authentic leadership			
Leader self-awareness	✓	✓	
Relational transparency	✓	✓	
Internalized moral perspective	✓	✓	✓
Balanced processing	✓	✓	
Ethical leadership			
Moral person	✓	✓	✓
Moral manager	✓	✓	✓
Transformational leadership			
Idealized influence	✓	✓	✓
Inspirational motivation		✓	
Intellectual stimulation		✓	
Individualized consideration		✓	✓

Note: ✓ = focal component; ✓ = minor or implicit component.

Source: Walumbwa, et al 2008, p. 102

Internal moral perspectives, moral persons, moral manager and idealized influence are characteristics of the three leadership styles, AL, TL and Ethical leadership. From the discussions on conceptualization of ATL, there is consensus that ATL construct presents dimensions that may be lacking in transformational leadership or authentic leadership by themselves. Perhaps the overlapping relationship is best captured by Brian-Joo and Nimon (2014) as presented in the figure 1 below.



Figure1. Relationship between transformational and authentic leadership

Source: Joo & Nimon, 2014 p. 582

The overlapping characteristics and strengths presented by the ATL model make this an outstanding strong leadership model even though the construct has not been extensively studied. Furthermore, the definitions and descriptions are leaning towards a common understanding. Nichols (2008) points out that the main difference between the two leadership construct is in follower development. Although transformational leaders might not vigorously aim at transforming followers to become leaders, by being role models, they do so (Avolio& Gardner, 2005). Authentic leadership is also much more relational, with both follower and leader being molded in their own development. While in Pseudo-transformational leadership the leaders’ focus is on their individual personal interests, ATL is more social-oriented with the leadership being more concerned with the common good of their followers. They transcend their personal interests for the benefit of others (Northouse, 2016). Table 3 below summarizes the differences between authentic and inauthentic transformational leadership for each of the four dimensions of transformational leadership as presented by Nichols (2008).

Table3. *Comparison of Authentic and Inauthentic Transformational Leadership*

	Authentic Transformational	Inauthentic Transformational
Idealized Influence	Universal brotherhood, confidence, high standards for emulation, ethical policies and processes	Us vs. them, seek power and position at expense of followers, behavior does not match self-professed image
Intellectual Stimulation	Question assumptions, decisions based on merits of issues, generate creative solutions, rational discourse	False logic, overweight authority, underweight reason, control the agenda, emotional argumentation
Inspirational Motivation	Harmony, charity, good works, shared goals, look for the best in people, social orientation	Plots, conspiracies, excuses, insecurities, look for the worst in people, offer empowerment but treat as children
Individualized Consideration	Altruism, turn followers into leaders, socially directed need for power	Authoritarian, maintain dependence, expect blind obedience, favoritism, competition, self-aggrandizing need for power, treat all followers the same while espousing individualized treatment

Source: Nichols, 2008, p. 37

3.2. Import of the ATL Construct

Noori et al (2020) found that both authentic and transformational leadership positively and directly affected team empowerment. They, therefore, recommended that leaders and managers keen on empowering individuals, teams and organizations should apply authentic and transformational leadership styles. On the other hand, Avolio and Gardner (2005), argue that authentic leadership can make the necessary difference in organizations by facilitating people to find meaning and connect at their workplace through increased self-awareness, restoration, and building positivity, hope, and confidence as well as through the promotion of transparent relationships. Additionally, decision-making processes that build trust and raise follower’s commitment in addition to fostering inclusivity and positive ethical environments all contribute in empowering individuals and teams

Murari and Mukherjee, (2021), also perceive ATL to be a superior model of leadership, further strengthening transformational leadership. This makes ATL relevant for the current highly competitive setting where innovation and creativity is essential. Nichols (2018) demonstrated that authentic transformational leadership is an effective leadership style while being inauthentic has serious negative implications for leaders and the organizations they lead. Nichols argues that while leaders may go as far as establishing ethical policies, even publicly condemning unethical practices, they may still practice immoral behaviors such as embezzling resources at the same time. Such leaders may seem to be authentic transformational leaders in public while pursuing their own self-centered and unethical practices.

Bryant (2021) classified ATL as value-based leadership styles and also showed its importance to being an effective leader. Effective community leaders also aid in voicing the expectations of their followers and challenge underlying assumptions (Martiskainen, 2017). The intellectually stimulating leader does not impose their philosophies on others. Instead, they are invigorated by thoughts originating from their followers, whom they actively encouraged to participate and share their insights (Howell & Avolio, as cited in Barling et al, 2011). This creates an immediate positive impact to the organization.

Authentic, transformational leaders stimulate their followers intellectually to be creative and innovate. Kennedy, (2009) argues that authentic community development is a combination of material development with the people's growth, hence increasing the people's capacity to be able to take control of their own development. This involves the community members thinking critically and being enabled to plan such that successful development projects are replicable in the future. According to Martiskainen, (2017) community leadership should often employ tacit knowledge, for instance the leader should be able to identify local talent, including using their networks and resources to benefit the projects. This benefits the organizations both in the immediate, as well as for their strategic future.

Being a process that requires intentional effort, Mburu (2020) argues that authenticity is an essential leadership quality for success to be realized. He argues that successful authentic leaders are role models who inspire others as they lead by example and constantly observe moral principles both in speech and by their actions. The authentic leadership qualities that Mburu has linked with success include integrity, honesty, care, trustworthiness and believe in their leaders.

Northouse (2016), highlights that one of the principal functions of a leader is producing change, which is directly linked to improved and sustainable employee and organizational performance. In enhancing sustainability, Avolio and Gardner (2005), posit that when leaders foster authenticity among their followers, there is enhanced well-being that results in sustainable performance. Quist (2009) also points out that the advantages of such actions from the leader's perspective are increased during turbulent or crisis times when the leader relies on the built trust and integrity. It is such times when trust with colleagues and followers rises and falls on the perceived integrity of a leader. Caro (2015) illustrates how Burke and Litwin model on transformational leadership stresses the significance of such leadership in change management and organizational effectiveness especially when combined with multifaceted adaptive behavior.

In concluding the import of ATL, it can be summarized that by exhibiting personal character, authentic and ethical behavior, ATLs achieve the most remarkable leadership results, leading their followers through personal development, risk-taking, and organizational change.

4. THEORETICAL REVIEW

Whereas the conceptual discussion has given a detailed understanding of the construct of authentic transformational leadership from a historical perspective as well as the import of the construct, it is important to strengthen the study with relevant theories. Four theoretical frameworks that guided this study shall be discussed in this section. These are transformative paradigm, empowerment theory, and participatory theory.

4.1. Transformative Paradigm Theory

The transformative paradigm is associated with philosophical assumptions that provide a framework for addressing injustices and inequalities in society (Mertens, 2007). The paradigm recognizes that realities are built and shaped by political, social, cultural, racial or ethnic, and economic values. It also shows that privilege and power are important determinants of reality. Mertens (cited in Romm 2015) indicates that 'transformative theory is an umbrella terminology "that encompasses paradigmatic perspectives that are meant to be emancipatory, participatory, and inclusive. ... The transformative paradigm is characterized as placing central importance on the lives and experiences of marginalized groups, such as women, ethnic/ racial minorities, people with disabilities, and those who are poor" (p 412).

This paradigm encompasses making efforts to link action to social inquiry results and also linking research results to wider concerns of social justice and social inequity. The transformative paradigm addresses the assumptions that depend on ethical positions of inclusion and challenges oppressive social systems. According to Creswell (2013), the paradigm presents a way of accessing a community, building trust, and making goals and strategies transparently. It also entails disseminating information in ways that inspire the use of the information to enhance human rights and social justice.

4.2. Empowerment Theory

Empowerment as a theoretical model helps understand the processes and results of efforts made to apply control and influence over choices that affect an individual's life, how an organization functions, and the quality of life in a community (Zimmerman, 2000). The empowerment theory has helped advance the construct beyond political manipulation and a passing fad as it comprehends oppressive problems of humanity economically, socially, and politically, while few members of society enjoy certain privileges (East, 2016). The "empowerment theory also situates human problems in a person-in-environment perspective, not only recognizing the interdependence and mutual influence of individuals and communities, but also proposing that successful interventions to human problems occur at the intrapersonal, interpersonal, and community levels simultaneously" (East, 2016, p 518).

Although the empowerment practice is widely applied in several spheres, its meaning and use somewhat remain elusive and debatable with some scholars and practitioners interpreting it to be empowerment to be a philosophy, others view it as a practice model, and others a theory. Additionally, there is no agreement among scholars on one all-encompassing conceptualization or definition of empowerment. The differences notwithstanding, empowerment continues to inform social and community work at individual, organization, community, and national political levels. Hence the importance of ensuring discussions of empowerment addresses it on several levels (Maschi et al, 2021; Pigg, 2002). In addition to empowerment being described as a philosophy guided by ideologies of social justice, such as equality, inclusivity, and comprehension of oppression with the aim of attaining an ideal condition, common processes that involve empowerment are sharing power, raising consciousness, and partnership. Empowerment as an intervention model, include promoting practices at several levels, "such as the intrapersonal, interpersonal, and community levels to influence personal and system changes, often simultaneously" (Maschi et al, ` 293). Last, of all, empowerment can be an outcome when there is an "increase in power in intrapersonal, interpersonal, and community realms" (p 223). The result is increased competency, self-efficacy, and collective efficacy.

4.3. Participatory Theory

According to Claridge, (2004) participation is an old theory that represents a shift from the global, top-down approaches that prevailed in the earlier development initiatives. Participatory theory leads to programs and policies that are more sensitive to the local situation (Storey 1999). While literature review brings out contradictory opinions on the roots of participation theory, there is agreement that participation stems from development theory and political sciences (Claridge, 2004). Participation theory is important and grew out of the realization that the poor people have suffered due to their exclusion in the decision-making and implementation processes in development.

Participatory approaches are inclusive of all people groups, and they promote equal partnerships where each stakeholder is recognized for their abilities, skills, and initiatives (Dinbabo, 2003). They exercise equal rights and participate in the organization processes irrespective of their position. Transparency, whereby all parties aid in creating a conducive work environment with open and constructive communication. There is no single party that dominates as power, responsibility, and decision-making are shared among all stakeholders. Accountability structures are also in place and participants are empowered and encouraged to be more answerable for tasks within their specialization. Dinbabo (2003) adds that mutual learning is also promoted and because of cooperation every stakeholder's strengths are enhanced and weaknesses minimized. Puri (2004) asserts that capturing the reality and dynamics of community participation, which excludes inherent hierarchies, socio-economic disparities, and power differentials within local communities could lead to misunderstanding and wrong policies.

5. AN EMERGING CASE FOR A NEW THEORETICAL MODEL

Creswell (2013) posits that theories and conceptual frameworks in articles are important in guiding the research questions and hypotheses. In reviewing literature several conceptual ATL frameworks were presented. On conducting a correlation analysis on the relationship between authentic leadership and transformational leadership Joo, and Nimon, (2014) presented an ATL framework elaborating how TL dimensions of idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration were strongly and significantly associated with AL components of transparency, balanced processing, ethics or morals, and self-awareness “accounting for 82.3 percent of the shared variance between the two variable sets” (p 570). This means that TL and AL models share large commonalities as illustrated in Figure 1 in chapter 1. However, of equal importance is their observation that the two supportive leadership models complement each other even though they cannot substitutable each other. They therefore suggested that leadership development models focusing on both TL and AL are intentionally developed.

Murari and Mukherjee, (2021) also conceptualized the outcomes of Authentic Transformational Leadership within a competitive for-profit context. They argued that ATL leads to managerial excellence and sustainable outcomes as seen through increased creativity, innovation, organizational growth, better performance accompanied by more effective and efficient processes including risk management, higher quality products and services. The outcome of ATL is therefore more satisfied client or higher employee satisfaction, higher return on investment, higher product reliability, timely delivery of services, and better organizational reputation. Figure 2 below captures this framework.

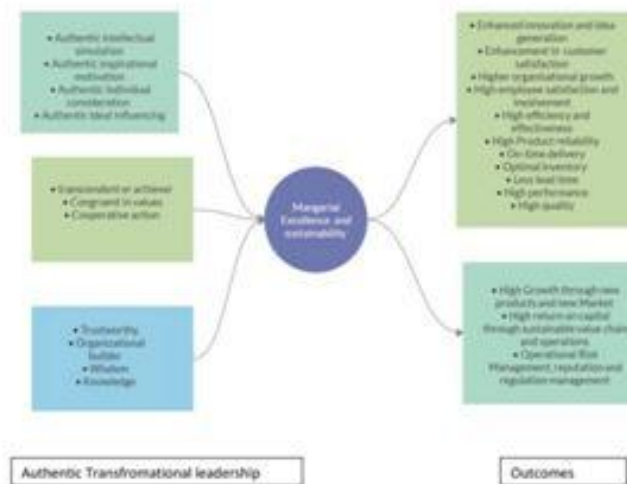


Figure2. Conceptual Framework on Role of Authentic leadership for managerial excellence and Sustainability. Source: Murari and Mukherjee, 2021, p. 3622

Source: Murari and Mukherjee, 2021, p.

Although both frameworks presented above give good insights and some dimensions of the ATL construct, Joo and Mimon (2014) framework does not capture the impact of ATL, while Murari and Mukherjee, (2021), is not as integrated, and limited to for-profit organizations. That is why this study finds it necessary to develop a more integrated and comprehensive ATL framework, that is largely oriented towards Nonprofit organizations.

6. PROPOSED CONCEPTUAL ATL FRAMEWORK

In line with the theoretical and empirical studies reviewed, this study proposes the following conceptual model to assess and discuss ATL and empowerment in a nonprofit organizational context. The model is based on the four dimensions of ATL namely, authentic idealized influence, authentic inspirational motivation, authentic intellectual stimulation, and authentic individualized consideration (AIC). Every construct plays a significant role in the empowerment of organizations and communities.

The model is summarized in figure 3 below:

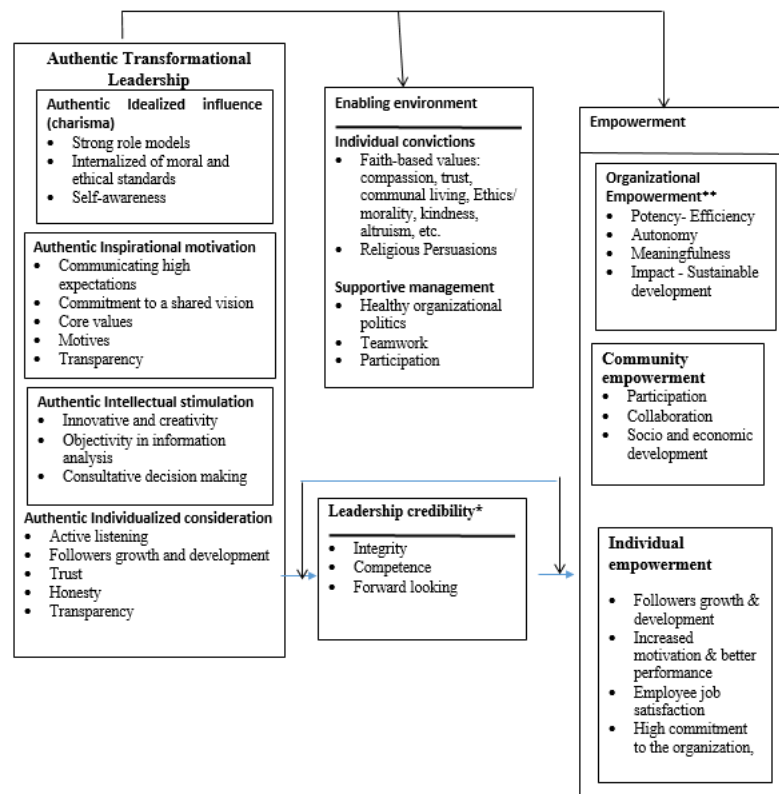


Figure3. Conceptual Framework for ATL and empowerment

7. DISCUSSIONS AND IMPLICATIONS FOR FUTURE STUDIES

7.1. Authentic Idealized Influence and Organization Performance

The idealized influence dimension, also regularly referred to as leader charisma (Van Knippenberg & Sitkin, 2013), promote behaviors that highlight collective interests. By being authentic, the idealized role model emphasizes collective sense of purpose as they make personal sacrifices to the benefit of the wider organization. They also set up a personal example, and demonstrate high ethical standards (Zdaniuk & Bobocel, 2015). Additionally, numerous empirical studies have established a positive link between leaders exhibiting idealized influence behaviors and intensified collective identity amongst followers (Conger, et al; Hobman, et al; Shamir, et al and Shamir, et al as cited in Zdaniuk & Bobocel, 2015). Idealized Influence leadership behavior has a strong positive and significant correlation with employee performance. Role models positively influence employees to work and attain high results at their workplace Ogola et al (2017).

The idealized influence was also noted to explain a significant proportion of change in employee performance. Enacted in its authentic nature, being a role model, therefore, inspires and challenges followers to take greater ownership of their work with an understanding of their strengths and weaknesses. This brings in the dimension of self-awareness as an authentic leader (Roberts, 1985). Therefore, an authentic transformational leader can steer followers with tasks that optimize the organization’s performance. Through focusing on collective interests, being ethical, and trust worthier, this review posits that authentic charismatic leaders will activate follower collective identity that will, in turn, lead to better organizational performance, transformational empowerment, and development.

Proposition 1: Authentic idealized leaders activate follower collective support that will, in turn, lead to increased creativity, innovation, and empowerment.

7.2. Authentic Intellectual Stimulation, Innovation, and Sustainable Development

Schuckert et al, (2018) observed that AL and TL activate followers’ service innovation behavior directly but at the same time enhance follower psychological capital, which entails self-efficacy, being

optimistic hopeful, and resilience. The consequence is that followers become more innovative. Authentic leadership also comprises transformational leadership aspects like positive psychological abilities, moral and ethical perspectives which are all constructs that are theoretically highly appropriate in enhancing creativity (Müceldili et al, 2013). Although many organizations and studies have concentrated on the positive results of creativity and innovation of workers such as performance, job satisfaction, and innovative behavior, the negative aspects such as resistance to change, risk-taking, animosity, and being unethical by breaking accepted practices at the expense of pursuing creativity and innovation are detrimental and not transformative (Nguyen & Nhat-Hanh Le, 2019). This review, therefore, posits that intellectual stimulation that leads to innovation and sustainable development has to be ethical and authentic

Proposition 2: Innovative and creativity implemented without objectively analyzing information and unethical, inauthentic engagement will influence sustainable development negatively

Proposition 3: Meaningfully engaging followers will positively influence individual and organizational empowerment and lead to sustainable community transformation.

7.3. Authentic Inspirational Motivation and Empowerment

In addition to noting that innovation could be at times harmful, especially where there is no transparency, and motives are not truthfully elaborated, inspiring employees to commit to a shared vision and core values are also crucial for sustainable transformative organizational and community development. The findings from Zohoorian (2015) on comparing traditional and authentic contexts, established that higher motivation levels exist among students within authentic contexts, with more diary entries and more in-depth information on the most interesting tasks and their positive experiences.

What makes the inspirational leader authentic is their ability to lead and follow at the same time, listening while also inspiring, and being reflective and decisive (Montuoria & Donnelly, 2017). Myers (2019) also adds that successful leadership involves influencing others through inspirational tactics and empowering employees amongst other factors. There are several antecedents of motivation, including, money. However modern employees aspire for more than financial benefits (Yudhvir & Sunita, 2012). They desire to be empowered, inspired, growth opportunities, fulfilling jobs that they align with their purpose, core values, and a positive workplace where transparency exists and organization culture is not wanting. With these factors, this study proposes that:

Proposition 4: Authentic, inspirational motivation is positively associated with transformative community development, and empowerment of individuals, organizations and communities.

7.4. Authentic Individualized Consideration–(AIC) and Empowerment

The act of ATL leaders evaluating and taking into consideration the individual needs of each follower generates a supportive atmosphere that focuses on followers' growth and achievement (Allen et al, 2016). ATL uses mentoring, coaching, continuous feedback, and the creation of new growth opportunities to empower their constituents while assisting them to achieve their full potential. Coaching and mentoring relationships that are done with great confidentiality, and within a trusting relationship set up lead to active listening as the actors freely share sensitive information including perceived failures (Gyllensten & Palmer, 2007). Through the process of transparently explaining processes to followers so that they understand the rationale behind actions and in every stage, the followers feel included in the organizational processes or coaching, hence increased chances of achieving optimal results. Gyllensten and Palmer, therefore, argue that transparency is viewed as an essential component of coaching. Authentic leaders are particularly perceived to be genuine, open, and credible as they consistently act and model their innermost values (Avolio et al, 2004).

Based on these observations, this review proposes that:

Proposition 5: Through authentic individualized considerations, ATL is mediated by the leadership credibility as characterized by leaders' integrity, competence and being visionary

7.5. Religious Convictions, Empowerment, and Transformative Development

Religion, particularly Islam and Pentecostalism has rapidly grown and is increasingly conforming to secularization, even maintaining a role in organized social action, political involvement, and community development (Smith, 2002). Mayotte (1998) posits that non-governmental organizations and grassroots movements, including those with a religious background, have also increased and are particularly important with the decrease in government-to-government aid. By empowering community members and building their capacities, they are able to take responsibility for themselves and remove the dependency, leading to genuine social change. Mayotte argues that faith-based organizations could prove to be the most effective and long-lasting of the development organizations given their commitment, staying power, and engagement with communities as they acquire in-depth perspectives and understanding of local people and issues.

Religious humanitarian organizations are evolving and addressing the issue of poverty with some forming alliances and coalitions with other civic groups and neighborhood associations to meet their community needs. Moksnes & Melin (2013) emphasize that it is time for religion to be taken seriously because it partly influences people's values, behaviors, and worldviews. And with the understanding of poverty being a complex problem with multidimensional nature and affecting several aspects of humanity, certain religious organizations have committed to addressing poverty, which disempowers people at a personal level, economically, politically, or socially. Such organizations see poverty as the result of deeper constraints at a structural level and hence the need to address the problem from a holistic approach (Arumugam, 2014).

Proposition6: Leaders who are inspired by their faith and live by their religious convictions are more likely to empower individuals, organizational teams and community members.

Proposition7: Authentic transformational leadership has a positive correlation with empowerment, hence increased job satisfaction and employee performance.

8. LIMITATIONS OF THE STUDY AND IMPLICATIONS FOR FUTURE RESEARCH

This review has generated significant insight that will enhance the construct of ATL. However, a few limitations must be highlighted. Being a conceptual paper, the review completely relied on the findings of other researchers, both conceptual and empirical. It is therefore of essence that future research considers pursuing this topic with a primary intention to collect field data, especially within the not-for-profit sector, where a gap was noted. For findings to be more valid and generalizable, the researcher recommends a mixed study design that will address some of the limitations that arose in the literature reviewed. It will also be worth considering expanding in-depth analysis on how various aspects of credible leadership using frameworks like that of Kouzes and Posner (2011) that could enhance or influence ATL and empowerment of individuals, organizations, and communities.

9. CONCLUSION

Different leadership styles affect organizations and employee performance in different ways (Sharma et al, 2019). The objective of this conceptual paper was to review extant conceptual literature on authentic transformational leadership; review extant theoretical literature on authentic transformational leadership; review the extant empirical literature on authentic transformational leadership; identify the emerging knowledge from the review of the conceptual, theoretical, and empirical literature on authentic transformational leadership; recommending suitable theoretical model for advancing research in authentic transformational literature development. A proposed conceptual model that can inform future research, figure 4,3 has been developed and discussed.

The four dimensions of ATL namely AII, AIM, AIS, and AIC have been discussed in depth with credibility, participatory, and faith-based values explored as moderating factors that enhance individual, organizational, and community empowerment and sustainable development.

In summary, ATL is an appropriate leadership model for organizations wanting to be transformative, empower their constituents and achieve sustainable development. ATL style should be applied where revolutionary transformation is necessary, where the leader and organization need to change and adapt to the needs of those they lead. The influence of the ATL also leads to followers increasing their faith in the organization, hence increased commitment even amidst change (Allen et al, 2016). The ATL

construct helps address potential moral shortcomings in the transformational leader as he remains committed to the shared values, empowerment of followers, and the collective good of those in the organization and community. In a seminal work describing the transformational leadership model, Burns (as cited in Allen et al, 2016) stated that “transformational leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality” (p 5). Although transformational leadership in itself is has been a dominant and popular leadership model, the significance of its contribution is enhanced when it is combined with an authentic leadership model (Malloy & Kavussanu, 2021). It promises more positive results including individual, organizational, and community empowerment. Leaders should therefore be encouraged to aim at being authentically transformational.

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