



Role of Authentic Transformational Leadership for Managerial Excellence and Sustainability

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Abstract

Aim: The study brings out the role of Authentic Transformational Leadership style and suggests that this form of leadership style is more appropriate in today's highly competitive and dynamic business environment to create managerial excellence. A theoretical framework has been developed to specify the key variables and interrelationship among the variables based on the researches on Authentic Transformational Leadership, Managerial Excellence and Sustainability.

Methodology: Literature review has been carried out to identify the characteristics of leadership necessary for managerial excellence and sustainability, comparison of these characteristics with those of Authentic Transformational leadership. Also, the necessity of managerial excellence and sustainability for business excellence is explored.

Results: The study provides justification for adopting authentic transformational leadership style for managerial excellence and sustainability for business excellence. It highlights that "clear vision, building trust, inspirational motivation, intellectual stimulation, individualized consideration, self-awareness, transparency; organisational building, congruent on values, wisdom and knowledge" are the characteristics of an authentic transformational leadership. These bring managerial excellence in managers and sustainability, leading to organizational excellence, effectiveness, job satisfaction and extra efforts by the employees. The study also provides a theoretical framework for further research on the subject.

Authentic transformational Leadership, Managerial excellence and sustainability. Also, it provides "interrelationship between managerial excellence & sustainability and organizational excellence for competitive advantage". The practical implication of study is to provide important factors for developing authentic transformational leadership and managerial excellence with sustainability.

Key words: leadership, leadership styles, authentic transformational leadership, managerial excellence, sustainability, organizational excellence, competitive advantage

I. INTRODUCTION

In recent years, the pace of organisational changes has been imaginatively fast. "The organizations are operating in a more complex, unpredictable, and dynamic environment" (Murari, 2015). Hence, in today's rapidly changing and very threatening environments, organizations always try to gain competitive advantage. The current is an attempt to explain the role of authentic transformational leadership style and suggests that this form of leadership style is more appropriate in today's highly competitive and dynamic business environment to create managerial excellence.

"The growing consensus for powerful competitive advantage is an effective approach to management as for as a corporation is concerned" (Lawler et al., 1998). Competitiveness is an enthralling concept for the success. "It is also been subscribed as the antidote to a number of social problems such as unemployment and inflation which are the causes for developmental roadblocks, communal sclerosis and regional tension" (Murari, 2015). Any organization, which wants to gain competitive advantage, needs to go beyond operational excellence and, it has to work to become smart, agile, and aligned. This is possible only by acquiring managerial excellence. "Excellent leadership skills are necessary to bring managerial excellence by being regular, giving importance to time, valuing social norms and values, showing concern for the employees, focusing on continuous improvement and empowerment" (Kolzow, 2012). Managerial excellence can be defined as a task of management to operate on excellence practices to excel in every area of its functions. "This results in organizational excellence and provides competitive advantages and success". In this process, the organisation accumulates the best practices used by other organisations, not only in his area of business but from other industries also. Then, it customizes them to its functions and operates them.

From literature review, it is found that there is no consensus on definition of leadership among scholars (Bass, 1990, Yukl, 1994). Murari (2011) explains, "There is Interrelationship among various leadership styles. Most of the leadership styles have interrelationship with Transactional and transformational leadership styles. There are limitations of some leadership styles. Transactional, Transformational, Abusive, Servant, Ethical and Authentic leadership style are distinct in nature. Authentic transformational leadership style is an interrelated leadership style of authentic and transformational leadership styles."

Bhattacharya (1989) found that managerial excellence matters a lot for the success of an organization. The researcher highlighted the important role of leaders for managerial excellence who develop organizational culture of achievement of plans and actions, achievement orientation, spirit of continuing introspection, innovation and experimentation.

"Concept of sustainability leadership has been brought forward by University of Cambridge institute for Sustainability Leadership, which focuses on developing a better world for human beings without connecting it with the survival and competitiveness of an organization"¹. The Cambridge Sustainability Leadership Model provides a concept of a leader with a very broad spectrum of characteristics including; the characteristics of visionary, transformational, servant, ethical, authentic, primal, holistic and enlightened leader which is an imaginary concept of a great man theory pronounced at the start of research on leadership. Barut and Onay (2017) in a survey in the sustainable organisations found that the leadership characteristics specified in Cambridge leadership Model are not in line with the thinking of senior managers. In view of the above, "it can be emphasized that no specific study has been found to identify an appropriate leadership style for managerial excellence and sustainability". The study proposes that authentic Transformational Leadership style is the most appropriate in today's highly competitive business environment to bring managerial excellence and in turn business excellence in an organisation. It also emphasizes the important role of authentic transformational leadership style for sustainability. It tries to connect the dots among the variables of authentic leadership style, managerial excellence, and sustainability.

II. METHODOLOGY

Many researchers have carried out research on authentic leadership, but they have not considered managerial excellence as an outcome of this leadership style. A confusion is visible in the literature regarding managerial excellence vis-a-vis management excellence. It is also observed that sustainable leadership concept has paradox of considering all good characteristics of various leadership styles like visionary, charismatic, servant, ethical, empowering, people oriented, etc. which is not possible in a particular leader.

In view of the above, "integrative review of literature" research method has been followed while finding out the role of authentic transformational leadership for managerial excellence and also the role of authentic transformational leadership and managerial excellence in sustainability. It was selected as this is an emerging topic.

The articles, books and research theses available in Google Scholar and reputed journals available on internet from 1985 to 2019 are reviewed. The search has been done by finding out the articles, books and research theses on:

- i) Authentic transformational leadership style and its importance
- ii) The dimensions of managerial excellence and sustainability
- iii) The characteristics of leadership identified in literature for managerial excellence and sustainability
- iv) Relationship among the characteristics of Authentic transformational leadership style and the leadership characteristics for managerial excellence and sustainability

The authors did not find any research article on Google Scholar while using the phrase "authentic transformational leadership and managerial excellence" and keeping the range of period from the year 1990 to 2019. Also, the search for "authentic transformational leadership and management excellence" has shown no article from the year 1990 to 2019 on this topic. On search with phrase "authentic transformational leadership", 3,850 articles are found starting from first article written in 1999 by Bass and Steidlmeier (1999).

On search with the phrase “managerial excellence”, about 2500 articles are found on Google Scholar starting from an article written by Whetstone in the year 2003 in the Springer. On search for “management excellence and managerial excellence”, no article is found between 1990 and 2019. However, Bhattacharya (1989) had carried out a study on “*Managerial Excellence in Indian Industry*” and published his book through McMillan India Limited. On search with “leadership and managerial excellence”, about 13 articles are found in Google Scholar during the defined period. So these articles are considered for the research. On searching with the phrase “managerial excellence and business excellence”, one research paper is found. Hence, this article is considered for the study.

There are no research articles on Google Scholar on searching using the phrase “authentic transformational leadership and sustainability” with keeping the range of period from the year 1990 to 2019. On searching with “leadership and sustainability”, about 3,280 articles are found on Google Scholar starting from a book “Leadership & sustainability: System thinkers in action” by Fullan in 2005. No article is found in Google Scholar on searching with “managerial excellence for sustainability”

A conceptual framework based on literature review has been developed with prepositions for further research on the subject.

III. LITERATURE REVIEW

Many scholars and writers link managerial excellence with general management fields techniques to manage Finance, Marketing operations and Human Resources (Armstrong, 2006; Bullock, 2007); democracy and bureaucracy (Godot, 2010), application of occupational health psychology (OHP) (Campbell et al. 2003), learning skills of managers and training (Streufert et al., 1988), role of SME in economy for managerial excellence (Verboncu & Purcaru, 2010), McKinney’s 7-S Framework (Peters and Jr. Waterman, 1982); Toyota’s 4P model (Liker, 2004); Lean, Six Sigma and TQM (Dahlgaard and Dahlgaard-Park, 2006); European Excellence Model (Dahlgaard-Park, 2003); decision making (Bullock, 2007; Chendroyaperumal, 2010); Ethical Excellence and Employee Diversity Management (Ugoani, 2013) and ;firm’s growth and financial performance (Koch and Cebula, 1994).

Most of the articles, which include the phrase “Managerial Excellence”, do not really cover managerial excellence except mentioning it at a few places in the articles in a vague way. Also, most of the articles which include the phrase “authentic transformational leadership” do not cover the authentic transformational leadership in a real sense and; only mention it superficially at a few places.

3.1 Leadership

Every organisation needs a leader to lead the organisation to irrespective of profit making or , or non profit-making, to achieve its vision, mission and objectives. Practice of Leadership was started as early as the period when people started living in groups. History reflects that leadership was used in ancient Egyptian hieroglyphics about 5000 years back and it has have continued to be the area of interest amongst: “philosophers, poets, playwrights, prophets, priests, royalty, scholars, and entire societies. A broad, diverse range of notable, historical figures have expounded on leadership including: Jesus, Abraham, Moses, Confucius, Plutarch, Plato, Aristotle, Caesar, Lao-tzu, Machiavelli, Napoleon, Thomas Jefferson, James Madison, Gandhi, and many others right up to present day “gurus” such as Jay Conger and Warren Bennis” (Keith Cox, 2011). The scientific study of leadership was started by sociologists in starting of the 20th century. Max Weber was the founding scholar of leadership.

3.1.1 Definitions of Leadership

There is no consensus on the definition of leadership among scholars (Bass, 1990, Yukl, 1994). “Leadership is the art of influencing the people to follow a line of action” (Copeland, 1942)⁴. It must never be mystified with driver ship which is the act of authoritative action on the people by intimidation or force to follow a line of action.

Leadership is the art of influencing people to follow a line of action, usually by example. It must never be mystified with driver ship which is the act of authoritative management of people through intimidation or force in order to solicit a certain reaction (Copeland, 1942). Stogdill (1950, 1958) considers “the leadership as the method (act) of influencing the behaviour of an organised group in its efforts towards setting and achieving the goal”. Seeman (1960) considers leadership as people in a mutually agreed path.²

“Leadership is the process in which an individual takes the initiative to assist a group to move towards the acceptable goals to maintain the group, and to set out the needs of individuals within the group that obligated them to join it” (Boles and Davenport, 1975).³

Peter Drucker defines leaders as merely someone with followers. Successful leaders mobilise all possible means and human resources; they inspire all members of the organisation to support the new mission and execute it with enthusiasm.²

“Leadership organizationally and narrowly is the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members”(House, 1971).

“Leadership is the ability to influence people towards the attainment of organisational goals. The dynamics of the leadership process occurs among people”(Murari, 2015). The management power promotes stability, order, and problem solving within the organisation, whereas the leadership power promotes vision, creativity, and change in the organisation (Murari, 2015).

3.1.2 Leadership styles identified through various models and theories and superiority of Authentic Transformational leadership

The various leadership styles were identified by Murari (2015) which were professed by the researchers through models of leadership, theories of leadership, and various other leadership styles identified by many researchers. The important leadership styles are “Autocratic, Bureaucratic , Charismatic , Democratic , Laissez-faire, People-oriented/ Relations-Oriented / human relation, Situational, Servant, Visionary, Task-oriented, Transactional, Transformational, Abusive, Ethical, Primal, Entrepreneurial, Transcendental, System, Hybrid, Adaptive and Authentic.

An integrated leadership style of Authentic transformational leadership is superior to the very effective transformational leadership in present highly competitive environment where quickly bringing new products and services through creativity and innovation support of transformational leadership bring the competitive advantage to the business. Sosik and Cameron (2010) explains, “Authentic transformational leaders, who are self-aware of their character strengths, are likely to develop an *ascetic self-construal* which brings out the best in the self and others, and a character ethic that is shaped and controlled by the power of an inner call to moral excellence reflected in character strengths”. Idris and Ali (2008) found the influence of transformational leadership is significantly related to financial performance, and best practice management has mediated their relationship”.

3.1.3 Authentic Transformational Leadership

Transformational leadership is found quite effective for various aspects of business and employee outcomes like individual development, innovation, creativity, quality of work life, commitment, performance, organizational goals, trust, self-efficacy; satisfaction, low absenteeism (Hater & Bass, 1988; Yammarino & Bass, 1990; Howell & Avolio, 1993; Dubinsky, Yammarino, Spangler, & Bass, 1993; Sutton, & Pelled, 1994; Yammarino, Jolson, & Spangler, 1995; Weber, 1996; Barling, Berson, Shamair, Avolio, Popper, 2001; MColl-Kennedy & Anderson, 2002; and, Murari, 2015).

The transformational leadership which is thought to be most important leadership style has been questioned on morality ground by libertarians, theorists, and OD consultants (Bass and Steidlmeier, 1999). Bass and Steidlmeier (1999) argued that “morality should be part of the characteristics of a true transformational leadership and they call it as Authentic Transformational Leadership”. They proposed the following characteristics added the four characteristics of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) to be an Authentic Transformational Leadership : “liberty, utility, and distributive justice Deception, sophistry, transcendence, agency, trust, striving for congruence in values, cooperative action, power, persuasion, and corporate governance.”

Sosik and Cameron (2010) emphasize that “Self-concept plays an integral role in the display of authentic transformational leadership behavior given individual and situational characteristics”. They propose that “leaders first create an ascetic self-construal that derives from character strengths and virtues and then

project this self-image through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration". Sosik & Cameron (2010) identify "6 universal virtues viz. wisdom, courage, humanity, justice, temperance, and transcendence for authentic transformational leadership".

Nichols (2008) elaborates that "Authentic transformational leaders are those leaders who are able to intellectually stimulate (encouraging for innovation and creativity), inspirationally motivate (inspiring confidence, motivation and a sense of purpose) , individually consider (acting as a mentor or coach to the follower, and listens to the follower's concerns), and ideally influence (role model) their followers in an ethical manner. Authentic transformational leaders are trustworthy, honest, and believable. They are transparent in their dealings, ethical in their actions, and morally developed. It is their authenticity that removes the potential for them to abuse this leadership style."

Nichols (2008) found in his research that "Ethics are a basic component of authentic transformational leadership. Transformational leaders without ethical intent are bane for the organizations in particular and society in general. Ethics must be important characteristics of a leader. Unethical leaders in business have brought organisations to the dust. Many such examples are noticed in recent past e.g. Kenneth Lay and Enron, Joseph Nacchio and Qwest Communication, Bernard Ebbers and WorldCom, Dennis Kozlowski and Tyco International, Joseph Bernardino and Arthur Anderson, Gary Winnick and Global Crossing, Charles Keating and Lincoln Savings and Loan, Kim Tae Gou and Daewoo Motors". Nichols (2008) found that "followers are not satisfied with leaders that seem to be transformational (display some transformational leadership behaviors without being authentically transformational) or are merely effective. Ethicality is no longer something nice to have in a leader, but a necessity. It is the *authentic* transformational leader that is desired by followers".

Authentic transformational leadership results organizational citizenship behaviour, organisational commitment, performance, satisfaction and trust (Howell & Avolio, 1993; Robinson, 1996; George & Jones, 1997; Conger, 1999; and, Gardner & Schermerhorn, 2004).

3.2 Managerial Excellence

"Managerial excellence can be defined as a task of managers to operate on excellence practices to excel in every area of their functions. This results in organizational excellence and provides competitive advantages and success" (Shobaki, and Naser, 2017). In this process, the organisation accumulates the best practices used by other organisations, not only in his area of business but from other industries also. It reviews them and suits them to its business processes and then uses them.

Verboncu (2007) defines, "Managerial excellence is a superior stage in conceiving and applying management, which differentiates between organizations based on the criteria of the quality of the decisions adopted, and of the efficiency and effectiveness reached as a result of their implementation."

The main focus of managerial excellence is to explore the better means of team building, information and power sharing, open communication, sharing of responsibilities, finding out solutions to its problems and carry out business keeping the customer at focal point and taking care social responsibility at large. "Excellent leadership skills are necessary to bring managerial excellence. An excellent leader demonstrates the required characteristics to bring managerial excellence such as being regular, giving importance to time, valuing social norms and values, concerns for the employees, focus on continuous improvement, empowerment, etc" (Chendroyaperumal, 2010). All the aspects of the business are to be looked into to bring managerial excellence in an organisation. The organization has to work keeping the vision and mission in the focus and managers work in coordinated manner using the best practices and exceed in achieving the set objectives.

The former chairman of GE and one of the great transformational and charismatic leaders, Jack Welch said, "We (GE) can no longer tolerate managers who try to force compliance rather than inspire excellence."

Empowerment, organic organizational structure, ownership of job, providing autonomy, integrated organization, leadership (by networking, management through walking round, providing vision and direction, transforming, implementer par excellence, empowering, coach, facilitator, builder), symmetrical communication, innovativeness, entrepreneurship, staying close to the customer, listener, strong organization culture (culture of integration, collaboration and participation), decentralization of strategic

planning, total quality and social responsibility are the important antecedents of managerial excellence and in turn, business excellence (Grunig, 1992; Sarangadharan, 1996). The advantages of managerial excellence are

- Enhanced innovation and idea generation
- Enhancement in customer satisfaction
- Higher organisational growth
- High employee satisfaction and involvement
- High efficiency and effectiveness
- High Product reliability
- On-time delivery
- Optimal inventory
- Less lead time
- High performance
- High quality

3.3 Sustainability

Allen (2018) highlights, “Sustainability continues to be a highly contested term, with ongoing and inevitable disagreement about the meanings and implications. In the broadest terms, sustainability involves sustaining the continuity of human societies within a biophysical habitat (the world). The issues of sustainability which are related to the climate change and worsening of ecosystem are related to the leadership as leadership decides the short term and long term strategies for the growth and survival of the organisation”.

Ecology, economy and the society are the three important factors for sustainability. Their relationship with each other is shown fig.1. An organisation has to consider all the three factors and their relationship to keep the balance between growth and the sustainability. Lot of organizations are taking ISO 14001 and ISO 26000 certification to ensure that they are in line with the need of the society, ecology and the economy.

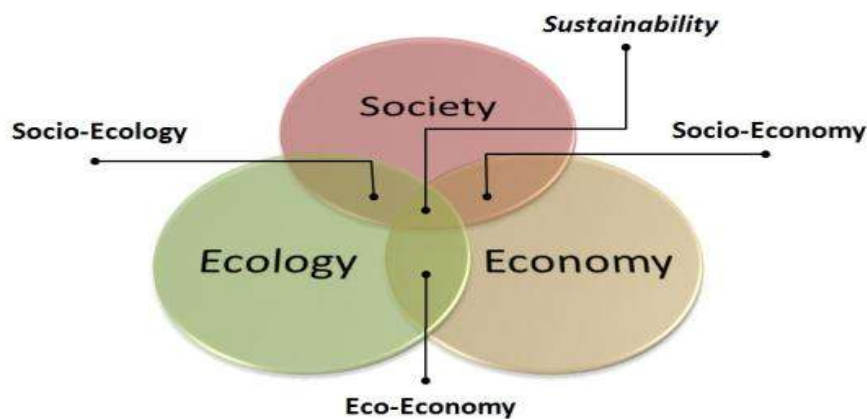


Fig.1 Sustainability (taken from Leadership in Sustainability **Conference Paper** in Communications in Computer and Information Science · June 2014 www.researchgate.net/publication/264860746)

Canning (2007) explains, “Sustainability has been established as a new discipline through the emergence of pedagogy in higher education and progress in research and corporate interests”.

Benefits of Sustainability are:

- High Growth through new products and new Market
- High return on capital through sustainable value chain and operations
- Operational Risk Management, reputation and regulation management

3.4 The characteristics of leadership identified in literature for managerial excellence

A Study by Bhattacharya (1989) reveals that managerial excellence matters a lot for the success of an organization. He studied ten organizations: Asian Paints, Reliance, Bajaj auto, BHEL, Hindustan liver, HMT, ITC, ICICI, L&T and AMUL.

He took the views of Managerial Excellence from customers, suppliers, distributors and dealers as managers, employees and CEOs may be biased. Corporate objectives, culture and values, decision making, communication process, business policy, work organization and, Personal and HR management are also considered for managerial excellence. McKinsey 7S model for organizational diagnosis consisting of dimensions –“Structure, Strategy, System, Super ordinate goals, style, staff and skills” was used.

Bhattacharya (1989) identified Asian Paints, Bajaj Auto, ICICI and Amul had managerial excellence with CH Choksey, Rahul Bajaj, HT Parikh and Dr. V. Kuriyan respectively their leaders. Bhattacharya (1989) highlighted that “achievement of plans and actions, achievement orientation and spirit of continuing introspection, innovation and experimentation should be core of organisational culture”.

Bhattacharya (1989) found the four dimensions for their managerial Excellence. These are “1) A sense of mission, 2) A sense of pride, 3) An ability to infuse their burning zeal for outstanding achievement and 4) A clarity of vision. He highlighted the important role of leadership in these organizations for managerial excellence”. The role of managerial excellence in success and failure can be seen in today’s conditions of HMT, BHEL and Anil Ambani’s part of Reliance group, and Bajaj auto to some extent.

Gordon (2002) identified following characteristics of a leader for managerial excellence: “Creativity, Structure, Intuition, Knowledge, and Commitment, Being human, respect to individual, Versatility, Lightness, Discipline, Focus and Big picture”.

Kolzow (2012) explains that no one approach serves for all for managerial excellence. He proposes integrated approach of leadership with 12 C’s: “1. Competencies, 2. Culture of Excellence, 3. Customer-driven Policies and Procedures, 4. Continuous Performance Improvement, 5. Change Management For Betterment, 6. Collaboration – Team-building, 7. Communication, 8. Creative Solutions/ Problem Solving, 9. Choices / Strategic Plans, 10. Checking up Performance, 11. Capitalizing on Performance, Management – Developing A Balanced Scorecard, 12. Cheering On -- Creating Reward and Recognition”.

Michiel et al. (2019) identify five characteristics of leadership required in today’s business scenario. These are “*Aspiration, Inspiration, Imagination, Creativity, Authenticity and Integrity*”.

Grunig, (1992) and Sarangadharan (1996) identified following characteristics of leadership for managerial excellence:

- Leadership through networking,
- Management through walking round,
- providing vision and direction,
- To be Transformational
- Implementer par excellence,
- Empowering the employees
- To be a coach,
- To be a facilitator,
- To be an organisation builder

Table 1: Leadership styles identified for managerial excellence

Sl. No.	Article / Book / thesis	Author/ authors (year)	Identified Leadership style	Characteristics of Leadership style
1.	Role of spiritual Leadership in responsible and sustainable organizations – A study of select organizations in	Ramesh (2018)	Spiritual leadership	Integrity, honesty, humility, respect of individuals, care and concern, fair treatment, listening, rewards, vision, love, hope, faith, sustainability

	India			
2.	Emotional Self-Awareness- a Critical Competency for Managing Excellence: A Human Factor	Tamunomiebi and Owborji (2018)	Primal Leadership	Emotional Intelligence. Emotional Self-awareness
3.	Leadership Competencies Profiles and Managerial Effectiveness in Greece	Trivellas and Reklitis (2014)	-	Innovator, director and mentor
4.	Managerial Excellence: McKinsey Award Winners from the Harvard Business Review from 1980-1994	Stone and Gupta (1996)	-	Ability to experiment, provoke, inspire, instigate change, innovation and creativity
5.	Musings on Managerial Excellence	Curran (2000)	-	Caring, employee empowerment, communication, employee development, providing opportunity for growth
6	Ten Steps to Excellence in the Industrial Enterprises Management	Verboncu (2007)	Participative	strategic and Quality management (system thinking) , using modern, managerial tools like project management, Structural/organizational flexibility, motivating employee engagement
7	Understanding managerial effectiveness: a Chinese perspective	Wang (2011)	-	Supportive, caring, fair, engaging, self-disciplined, unselfish, responsible, and knowledgeable.
8	The Manager Within	May& Kruger (1988)	-	Self-mastery, integrity, executive communication, and partnership through awareness, transformation, and commitment
9.	Reading Human Nature for Managerial Excellence - An Indian Way	Chendroyaperumal and Subramaniam (2011)	-	Discipline, sense of responsibility, helping nature, Knowledge and love for others
10.	Ethics and Managerial Excellence Through Diversity Management Among Employed Women and Men in Nigeria	Ugoani (2013)	-	Empathy and sensitivity, emotional intelligence, flexibility and integrity, ethical soundness in business decision-making, respectful to openness.
11.	Time Dimensions for Managerial Excellence	Chendroyaperumal(2010)	-	Value to time with respect to various aspects of time

12	Managing Excellence – Outcome-Based Performance For The Economic Development Organization	For	Kolzow (2012)	Strategic leadership and transformational leadership	Leadership, visioning, strategic planning, innovative thinking, performance achiever
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Table -2: Leadership styles and leadership characteristics identified for sustainability.

Sl. No.	Article / Book / thesis	Author/ authors (year)	Identified Leadership Style	Characteristics of Leadership style
1	Leadership and sustainability	Allen (2018)	eco-leadership	Connectivity, interdependence, systemic ethics, leadership spirit beyond materialistic gains, organizational belonging
2	Leadership in Sustainability.	Fistis et al. (2014)	Sustainability leadership	Systemic thinking, emotional intelligence, values orientation, compelling vision, inclusive style, innovative approach, long term perspective.
3.	Responsible Leadership for Sustainability and Resilience in Rising Economies	Mukerji (2020)	-	Ethics and values, innovative, respect to others, team work, integrity, authenticity, courage, humility, transparency, wisdom, resilience, sustainability, citizenship

3.4.5 Leadership styles and Characteristics of leadership for Managerial Excellence and sustainability based on literature review vis-à-vis characteristics of authentic leadership

The Characteristics of leadership for managerial excellence identified by Gordon (2002) and Kalzow (2012) point out an integrated leadership style of leader which is authentic transformational leadership. The important aspect of authentic transformational leadership style is that this focuses on ethical approach to all the four dimensions of transformational leadership and true to themselves. Unethical transformational leaders are pseudo-transformational or inauthentic (Nichols, 2008).

It is quite evident from the above literature review that a specific leadership style for Managerial Excellence or sustainability is not clearly identified in the research so far. The common leadership characteristics from the literature review are given in table -3 along with the characteristics of authentic leadership identified through literature review.

Table -3: leadership characteristics for managerial excellence and sustainability and the leadership characteristics of authentic leadership

leadership characteristics for managerial excellence and sustainability	leadership characteristics of authentic leadership
<ul style="list-style-type: none"> • Visionary (Bhattacharya, 1989; Grunig, 1992; Sarangadharan, 1996; Kolzow, 2012; Fistis et al., 2014; Ramesh, 2018) • Integrity (May & Kruger, 1988; Ugoani, 2013; Ramesh, 2018; Michiel et al., 2019; Mukerji, 2020) • Honesty (Ugoani, 2013; Fistis et al., 2014; Ramesh, 2018; Allen, 2018; Mukerji, 2020) • Authentic (Michiel et al., 2019; Mukerji, 2020) 	<ul style="list-style-type: none"> • Authentic intellectual stimulation (encouraging for innovation and creativity) (Bass and Steidlmeier, 1999; Nichols, 2008; Sosik and Cameron, 2010;) • Authentic inspirational motivation (inspiring confidence, motivation and a sense of purpose) (Bass and Steidlmeier, 1999; Nichols, 2008; Sosik and Cameron, 2010) • Authentic individual consideration (acting as a mentor or coach to the follower, and listens to the follower's concerns) (Bass and Steidlmeier,

<ul style="list-style-type: none"> • Ethical (Ugoani, 2013, Allen , 2018; Mukerji, 2020) • Selfless(Wang , 2011; Allen, 2018) • Transformational (May& Kruger, 1988; Grunig, 1992; Sarangadharan, 1996) • Supportive/mentor (Wang, 2011; Trivellas and Reklitis , 2014; Mukerji,2020) • Motivator(Bhattacharya, 1989; Stone and Gupta, 1996; Verboncu, 2007) • Inspirer (Bhattacharya, 1989; Stone and Gupta, 1996; Michiel et al., 2019) • Innovative(Stone and Gupta, 1996; Kolzow, 2012; Trivellas and Reklitis, 2014; Fistis et al. ; 2014) • Systemic thinker (Verboncu, 2007; Allen , 2018) • Gives respect for individual (Gordon, 2002;Chendroyaperumal and Subramaniam, 2011; Ugoani, 2013; Ramesh, 2018; Tamunomiebi and Owhorji, 2018) • Performance achiever (Bhattacharya,1989; Grunig,1992; Sarangadharan, 1996; Gordon, 2002; Kolzow, 2012) • Wisdom (Verboncu, 2007; Wang, 2011; Chendroyaperumal and Subramaniam, 2011; Mukerji (2020) • Creativity (Stone and Gupta , 1996; Gordon , 2002; Michiel et al., 2019) 	<p>1999; Nichols, 2008; Sosik and Cameron, 2010)</p> <ul style="list-style-type: none"> • Transcendent or achiever (Bass and Steidlmeier, 1999; Nichols, 2008; Sosik and Cameron, 2010) • Congruent in values (ethical, honesty, integrity) (Bass and Steidlmeier, 1999; Nichols, 2008; Sosik and Cameron, 2010) • Cooperative action (Bass and Steidlmeier, 1999) • Trustworthy (Bass and Steidlmeier, 1999; Nichols, 2008) • Wisdom (Sosik and Cameron, 2010)
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From table -3, it can be quite clear that authentic transformational leadership has the leadership characteristics identified for managerial excellence and sustainability.

IV. CONCEPTUAL FRAMEWORK:

Based on the above discussion, a conceptual framework is developed and same is shown in fig 2.

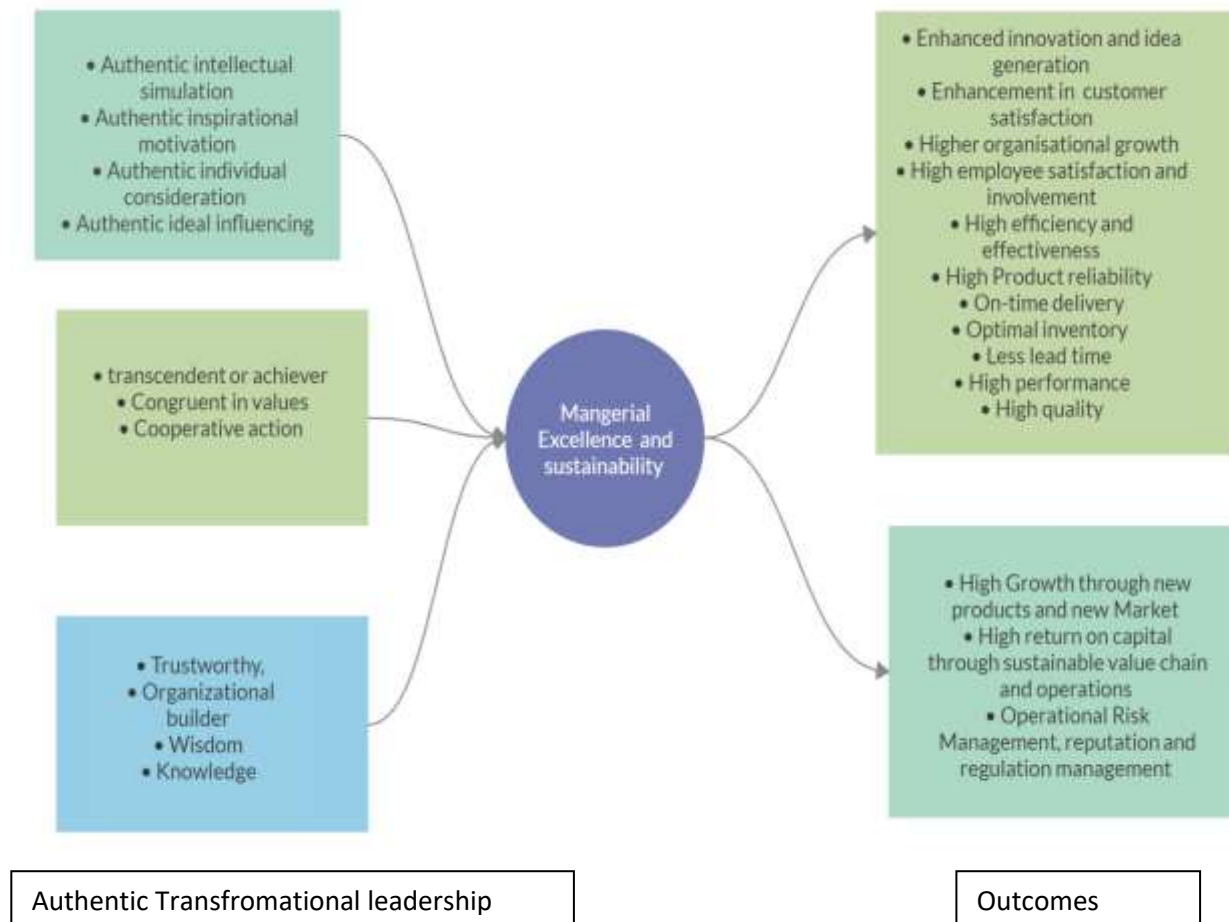


Fig 2. Conceptual Framework – Role of Authentic leadership for managerial excellence and Sustainability

V. DISCUSSION

Excellent leadership characteristics are necessary for managerial excellence so that an organisation can achieve the organizational excellence and gain the competitive advantage in the present era of cut throat competition. Such leadership implements excellence practices in the organisation so that the organisation can excel in every area of its function. Along with managerial excellence, sustainability is the need of the hour. From above discussion, it is evident that right kind of leadership style is necessary for the sustainability and growth of the organisation in sustainable manner.

Leadership styles have been studied for the last more than a century and many theories and models have been developed which profess many leadership styles for the organizations. It is found in this study that an integrated leadership style of Authentic transformational leadership is superior to the very effective transformational leadership in present highly competitive environment where quickly bringing new products and services through creativity and innovation support of transformational leadership bring the competitive advantage to the business. The characteristics of the leadership style identified by various scholars for managerial excellence (table-1 and table-2) and also for sustainability are in line with the characteristics identified by the researchers for an authentic transformational leadership (table-3).

The Managerial excellence and sustainability brought by authentic leadership styles lead to innovation, creativity, customer satisfaction, organizational growth, high efficiency and effectiveness, high performance, high quality, high return on investment, high reputation and effective risk management.

VI. CONCLUSION

This study has clearly brought out that authentic transformational leadership style is the most appropriate leadership style for managerial excellence and sustainability for business excellence. It also

highlights that clear vision, trust, inspirational motivation, intellectual stimulation, individualized consideration, self-awareness, transparency; organisational building, congruent on values, wisdom and knowledge are the characteristics of an authentic transformational leadership. The study also provides a theoretical framework for further research on the subject.

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