DYNAMICS OF AUTHENTIC LEADERSHIP TOWARDS INNOVATION: PREDICTING THE CRITICAL ROLE OF ORGANIZATIONAL CULTURE

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ABSTRACT
The study is conceptual in nature, as it focuses on innovation as a course undertaken to develop and improve products, processes and markets through creative ideas, techniques, and processes with the aim of enhancing performance of an organization. Organizational culture also plays vital role, where innovation can have direct link with organizational culture, which is by and large shaped up by organizational leadership. In this regard authentic leadership has a special role to play; therefore, the mainstay of this study is to assess and conceptualize association between organizational culture and innovation with special reference to the authentic leadership. Authentic leadership is the "bond" desired to maintain a healthy working environment. "Authenticity" is the combination of four characteristics which include: 1) optimism, 2) productive emotions,3) values and 4) acting in accordance with one's true self. Around 114 scholarly articles were consulted to study the linkage of organizational culture and innovation especially with references to the effects of a true and authentic leaders in an organization. This was ascertained that authentic leadership can create immensely positive impact on organizational culture in general and organizational innovation in special. Finally, the study proposes a conceptual framework as a foundation for future researchers.
Keywords: Change, Performance, Organizational culture, Organizational Innovation, Authentic Leadership.

INTRODUCTION
Organizational Innovation' is a widespread term on which significant research has been carried out, however, few studies have also addressed the linkage between organizational culture and organizational innovation through learning orientation. There is a vital role to be played by leadership and prior studies show that area like authentic leadership and its impact on organizational innovation still has many prospects for future research (Zheng et al., 2022)

Authenticity means genuine, or original, (Harter, 2002), and is explained as, the combination of one's personal experiences (values, thoughts, emotions, and beliefs) and their acting in accordance with their true self; expressing what one really thinks, believes and behaves accordingly (Snyder & Lopez, 2002). In other words, it is the recognition of one's own self and one's act in order to express one's own self in such a way that he is not only consistent with the thoughts but also aligned with the feelings. This simply implies that an authentic leader at the very outset has his/her own beliefs, thoughts, philosophies, precepts, principles, and ideas and then has an ability to exercise full liberty to act and behave in the light of all these. Authentic leader is sincere to himself and also equally sincere with the sub-ordinates, as sincerity mean he/she may not be dishonest with others and would never cheat or misuse others in order to attain his personal goals (Kim et al., 2022). Such a leader may not lie to them, misinform them, or betray them as the leader believes in leading followers by personal example instead of just commanding over them.

An authentic leader stimulates his under-commands to be more vibrant by appreciating their support in the success of the organization. He inspires them through futuristic bounties resulting from their hard work in right direction as set out by the authentic leader. Such leadership style promotes both individual and team performance, leading towards attaining organizational goals, both short term and the strategic goals, thus same style also encourages them to think out of the box and feel free to provide feedback and suggestion with a view to enhance productivity and profitability (Iqbal et al., 2022).

This paper tries to especially signify the impact of authentic leadership, as being a facet of organizational culture on organizational innovation. Hence, the study objectives include the following:

RO1: To evaluate the impact of Authentic Leadership on Organizational Culture.
RO2: To elucidate the linkage between authentic leadership and organizational innovation
RO3: To examine   the effects of authentic leadership on core characteristics of sub-ordinates.

REVIEW OF LITERATURE
According to Jung et al. (2021), the term authentic leader is pronounced widely in business / organizational culture, but it traces back to centuries old history, where, historically, authentic leaders were described that such leaders don't fabricate, or menu played the leadership; they try not to lead people for their own personal rewards or honor or even benefits. they are genuine leaders and genuine leaders have original feelings and emotions, their actions are based on the convictions and values which lead them towards living a personal and professional life with respect and dignity among others (Sidani et al., 2018).

They plan rewards on basis of performance, delivery, and meritocracy and do not pose to be good, instead, they are genuinely good and godly. They do not prey for personal rewards or awards, rather they prefer these for others, motivate others to win, inspire them and guide them. According to prior studies, an authentic leader is not a pessimistic person but a resilient and optimistic human being with ethical strength and future orientation (Ghufran et al., 2022). He has belief in his own abilities and resources and people around him, he also has high but reasonable aspirations as he is steadfast and indomitable in terms of character and morality. He is keen to dream about future goals and serious about their attainment. He is always people-oriented, open, expansive, and friendly. He develops associations with others and establishes connections, not only within the organization but outside as well. His actions indeed are a source of change/inspiration in the entirety of the organizational culture. He has the ability to improve and shape the personality of his under-commands through his personal virtues and charisma. He is a role model, an example for the followers, he instead of just passing on commands from the barrack of authority, demonstrates through his own actions, he himself performs first before he demands performance from the followers. His behavior motivates the subordinates, so they feel pride in sharing their ideas and innovations with others. Thus, they are always busy with finding ways for improving organizational performance and organizational innovation (Chully & Luthufi, 2022).

Innovation is bound to follow certain process and is based on a couple of steps as (Kim et al., 2022), enlists five innovative processes which can be generalized according to the situation in hand: 1) Refinement of the narrative for the technology concept, 2) Refinement of understanding of how technology will be used, 3) Comparative value assessment, 4) Integration of innovator actor inputs and 5) Technical evaluation of experimental scale and mode. To him, the Innovation Theory which was considered very popular and fundamental in past is not sprung out from a single school of thought or any single discipline as people presume, instead this relies on the hardcore disciplines including: economics, behavioral science, business and sociology (Sundbo, J., 1998).

Prior research shows that authentic leadership, structural empowerment, and civility possess strong association (Kulari et al., 2022). Defining authentic leadership is ticklish because it has several varieties. For example, Ortiz-Gómez et al. (2022) described the concept of authentic leadership by proposing that it is the leader's behavior of promoting positive psychological competencies, generating and ethical climate, and foster transparency self-development, awareness, and moral grounds among others. They also assert that authentic leadership is linked to individual performance as well, and thus higher the quality of the former, greater the degree of the latter. Others are of the opinion that authentic leadership is further pregnant with positive attributes such as transparency, hopefulness, resilience, ethics, future oriented, optimism, and

motive and ability to encourage follower's performance (Jung et al., 2021). Authentic leadership works well when blended with other variables as researchers tried to explain how and when authentic leadership promotes prosocial service behaviors by assessing its effect (Teng & Yi, 2022).

Organizational Innovation

Organizational Innovation, according means, the generation and implementation of a new organizational method or approach in undertaking's business practices, workplace, organizational setup or in the context of maintaining external relations, which includes bringing about changes in way of doing business, new workplace practices, establishing new organizational system, or progressing and establishing practices and methods on the existing organizational approach.

On the other hand, merely just changing in the processes, customization or hmm procedures establishment, outside the organization seizing some opportunities, may not be considered as innovation (Harter, 2002). The organization, trying for customization, bringing about regular and routine seasonal changes, trading of new or significantly improved products are also not considered innovations (Fagerberg, J., 2004).

The Such conceptualizations by prior authors are very meaningful, as that have a contrast of concepts as to what sort of innovation actually happens to be and what it happens not to be. It encompasses change in processes, goods and services; however, innovation excludes certain internal and external changes which might be considered as innovation by many learners at their beginning levels. Internal changes in managerial staff or personnel are not considered as an innovation. Similarly, shifting plant or arranging capital in novel manner is also not part of innovation. Diversifying customization, or customer servicing or effectuating minute, seasonal or cyclical strategic changes do not form part of innovations. (Zhang et al., 2022)

Needless to emphasize, changes occurring outside world, in the macroeconomy or taxation policy or government regulations or the marketplace do not become part of innovations at the organization. The reason is, that none of such occur at the organization itself, neither they occur due to a specific organization in question. It also includes changes in fashion, competition, supply chain or factor / product pricing, so none of such may be considered as part of organizational innovation (Chen & Sriphon, 2022)

Based on the above conceptualization, it can be said that organizational culture relies upon an optimistic and positive environment, mostly termed as conducive environment. It is pertinent to mention that organizational innovation cannot take place in the absence of conducive environment. Organizational Culture, therefore, is a system of shared assumptions, values, and beliefs, which governs people's attitude and behavior. Every organization has a unique culture. As put by prior studies that the impact of organizational culture on organizational innovation is huge where they presented a research model with some important factors which contribute towards organizational culture and then cast effect on organizational innovation (Abdi & Senin, 2014).

Authentic Leadership

Regardless of the type of the organization, the authentic leadership is destined to cast its effect and benefit organizations, in several respects inclusive of redoubling employees' well-being. According to previous studies, servant, and authentic leadership both tend to promote subjective well-being of employees at religious organizations (Alazmi & Al-Mahdy, 2022). Researchers at the same time complement the social Identity Theory and claim that authentic leadership fostered the concepts of Identity Theory, and thus generated higher levels of performance and commitment suited to innovation and innovative culture. The research helps maintain delicate balance between effectiveness, vision and the strategy to achieve that vision through step-by-step goal attainment, and that can be pushed forward based on a culture of innovation and innovation management strategies. However, such sort of results based on innovation, effectiveness and better performance may not be achieved without are more trustworthy and reliable leadership, termed as authentic leadership. Therefore, the organization of health and the employees of the organization rely on authentic leadership to prosper as human resources and as an organization (Rego et al., 2012).

In a word, well-being could be considered as backbone of the whole fabric of human resource management especially functioning under the auspices of authentic leadership, and if well-being is degenerated, no theory of the world can help fructify endeavors with respect to innovation or innovation management for that matter (Al-Romeedy & Ozbek, 2022)

Literature review shows that authentic leadership can have indirect effects as well, along with the direct ones as it can help generate trust from followers that they manifest and the trust that the followers feel in reality (Chen & Sriphon, 2022). Studies examining indirect effects of authentic leadership on innovative interventions at the workplace show that authentic leadership can be seen reflected through: (a) trust from coworkers and (b) felt trust from coworkers. Such studies results were highly supportive in favor of authentic leadership, and they validated that it attained paramount degree of trust from the coworkers and at the same time the degree of trust that the coworkers felt on their part. Other researchers found high association between the authentic leadership and the twin elements listed above. Contrary to expectations, the association between authentic leader's self-enhancement and trust from coworkers was negatively correlated with each other. This proves that authentic leader has marginal leeway for self-projection or self-aggrandizement. So, he needs to be more focused on the development and personal aggrandizement of the team-mates especially with a view to promote innovative culture.

In the same manner, when we talk about authentic leadership research shows that such kind of leadership may inculcate trust among the employees at the workplace and thus high quality innovation interventions can be expected (Pangarso et al., 2022). Additionally in the recent crisis and pandemic of COVID-19 it has been observed that organizations having authentic leaders stand out and boost the morale of their employees by instilling motivation and inspiration towards innovative ways of doing work while keeping the health safety and security as well (Liu et al., 2018).

By the same token, authentic leaders were quite able to manage work and the people surrounding them, they were equally effective even while they were working with teleworkers during Covid-19. Another research conducted by social scientists enlisted several benefits for the teleworkers that an authentic leader could furnish through: 1. Providing optimal service, 2. Speeding up processing of incoming data for superior innovative interventions, 3. Increasing efficiency, boosting thereby organizational innovations, 4. Reducing paper and in-house resource usage, 5. Minimizing data input errors due to greater automation, 6. Reducing spread of Covid-19 in the premises, and 7- creating possibility of digitalized transformation (Coelho et al. 2022).

Studies also choose a multi-level, multi-source organizational setting and conducted three parallel surveys with respect to employee's innovation (Garengo & Betto, 2022) and they all helped them develop a unique database of self-managing innovative software development teams. They found that peer pressure negatively influenced the innovative predispositions of the agile teams. However, that inhibition was however certainly within the control of the authentic leader; should he be able to maneuver it, where one can consider plenty of bounties associated with the application of authentic leadership, one can weigh disadvantages of not using authentic leadership at the workplace. Researchers in general have attempted to examine the negative impacts of not following authentic leadership in different organizational scenarios. For example, Repper and Eve (2022) conducted a study and obtained data from Turkish and Egyptian travel companies, 647 respondents were contacted, they found that authentic leadership plays a vital role while their second variable workplace incivility plays its negative role towards workers performance. Well, the authentic leadership like any other managerial thought is not aloof of its dimensions. Researchers Triguero-Sánchez et al. (2022) suggest four dimensions of authentic leadership. 1- Self-awareness, 2- Internalized moral perspectives, 3- Balanced processing of information and 4- Rational transparency. However, Authentic Leadership is a relatively modern approach towards leadership. The principle of Authentic Leadership postulates that a leader must prove their credibility by promoting effective relationships with their sub-ordinates and seeking their input. Its elements may include:

Self-awareness
An authentic leader is self-aware and tries to evaluate and assess his or her own weaknesses as well as strengths. They try to work on their weaknesses and enhance their strengths in order not only to help themselves but also their followers at workplace. Therefore, they exert a lot of attention to identify the weaknesses and eliminate them, and to highlight their strengths and enhance them together to get maximum benefit. They are fully aware of their own selves, they are cognizant of their traits, features, abilities, capabilities, strengths, and weaknesses and know very well how to apply themselves to a given situation. They are not overconfident neither they are diffident. They have full command over their emotions and hence are well-versed with the concept and application of emotional intelligence (Huhtala et al., 2022)

Transparency

Authentic leaders believe in transparency. They don't hide their actions, mistakes / weaknesses, and have the courage to pay the price for their mischiefs if any. Meaning thereby, that they project what is done in an organization without any fear. They believe in fair operations and policies; they do not misguide or misinform others. They are justified in evaluating and awarding individuals, and the criteria is open to everyone. If they favor any follower, they have a comprehensive legal and justifiable ethical ground for that. Same is the case if they admonish anybody. Under them, the human resource and financial policies are clear and open, anyone can approach them and plan his future.

Objectivity

Authentic leaders always believe in objectivity. Their focus is always on long-term goals. They know that patience and hard work do take time but yield rich results in the longer run. They have clear-cut goals, where the goals can be quantified and measured. They have clear vision about the future of the organization and are quite able to devise policies accordingly. They are not vague in assigning tasks and establishing goals for the followers, departments or the organization. Authentic leaders are clear-headed in guiding followers, they do not give them false hopes.

Integrity

Integrity is the strength of character of an authentic leader. People believe in their words, as they own those, no matter what it takes to them. They are loyal, truthful and trustworthy. They do not devise and follow clandestine goals, schemes or activities. They are true to their cause and the subordinates' larger benefits. They do not deceive their organization or the team, they are transparent in their dealings and leave no ambiguity anywhere which could damage the organization or harm their own image. Authentic leaders project their organization positively in the outer world and soulfully own it as well.

Visionary Approach

Authentic leaders are always visionary and strategic, thinking for a longer term and planning for further in future. Such leaders try to work on themselves and push towards future with the higher level of quality and excellence. Such leaders think big, and out of the box, they have great dreams and make and execute comprehensive plans to achieve those goals. They have great vision which is clear and based on objectivity. They also have great vision for their subordinates as well and are quite able to guide them in terms of achieving those. They do not feel shy if their subordinate surpasses them.

Listening Skills REF

When it comes to an authentic leader, they are found to be good listener, and he develops his own opinion through others' arguments which undoubtedly make sense. While listening, they do not interrupt the speaker lest they lose the flow of their thought process. They tend to listen to their subordinates with open heart, they weigh the opinions of their subordinates. They are keen in listening to their subordinates and never under-weigh their opinions and suggestions, even complaints. They do not leak out information which has to be kept secretly. Authentic leaders do not allow disruptions in the process of listening, even they don't allow their own fantasies to create perturbance.

Consistency

By nature, they are always consistent and are not superfluous in thought, action or speaking. Authentic leaders are perseverant in their life, they have a routine, a system of working, and a mechanism for performing specific tasks. They are consistent in meeting targets, achieving goals and delivering their best. They are not found working haphazardly. Similarly, authentic leaders are consistent in assigning tasks to specific individuals. They are also consistent in evaluating and awarding people. Again, they are consistent in following merits.

Sharing success

Authentic leaders try to share their success among all the team members, and they don't try to get credit only for all themselves, as contrary to other so-called leaders or managers of the organizations authentic leaders try to appreciate the whole team as well as each team members for success (George et al., 2007). There could be a possibility where only leader has attained a small achievement, here the authentic leader does not celebrate it alone. He rather engages all team members in the celebration. An authentic leader does not allow the achievers to dominate the others some. At times, the superior body like board of directors appreciate the authentic leader on some ground privately, the authentic leader shares such an appreciation with the whole team in the open.

Drawing on experience

When it comes to relying on experience and sharing their experiences with the organizational members, authentic leaders try to draw conclusions based on their experiences. They share their experiences, and such experiences can be based on good stories as well as bad stories. From the good stories there deduce lessons and try to repeat the same while from the bad stories they deduce the results and lessons not to repeat in future (Eriksen, M., 2009).

Through their experience they learn how to lead and let others become leaders even. The authentic leader according to Shamir and Eilam,(2005) is true to him/her-self and his exhibited behavior positively transforms or develops associates into leaders themselves. They defined authentic leaders in these words…. "Authentic leaders are deeply aware of what they think and behave and are perceived by others as being aware of their own and others' values/moral perspectives, knowledge-level, and strengths; they are also aware of the context in which they operate; and they are always confident, hopeful, optimistic, resilient, and tend to possess high moral character."

According to Macedo et al. (2022), the authentic leaders present themselves in front of their follower as role models; are quite gay people to inspire others and even develop future leaders (Avolio & Gardner, 2005). when it comes to the stakeholders concerns and their interests, authentic leaders try to honestly and with responsibility deal with justice, equality, and with broad mindedness. Such leadership qualities may exist in other types of leadership, like transformational, charismatic, spiritual, servant, ethical, and so on and so forth, however these are more prominent in authentic leadership style. Thus, authentic leadership is still distinct from other leadership styles as leaders with authentic leadership style are those who lead with purpose, values and integrity. They build enduring organizations, motivate their employees to provide superior customer services and create long term values for shareholders. Such individuals may also look like just an ordinary person and they do errors and mistakes, however they quickly learn from the mistakes and try to overcome their mistakes in future (George, 2003).

It is the fact that organizations try to maximize their profits and benefits, therefore they compete with other organizations through various products and services. In such scenario employees get more pressure and stress because they are assigned more tasks and responsibilities and are expected to do more. With deadlines, high quality demand, and multitasking their jobs become challenging in such situation authentic leadership style works well, where authentic leaders try to help others to recognize their strengths and abilities and work through the stressful conditions (Luthans & Avolio, 2003). Thus, at times they dig out capabilities in their followers which were not either there or were implicit. They boost their morale and vest them with confidence and motivation. The authentic leaders are adept at raising confidence level of the followers such that so often they tend to over-achieve.

Instilling hope in others is one of the most difficult tasks a leader can perform. Another task and authentically leader performs unintentionally is generating a positive hope for the future among the followers and employees, thus they plane future goals and then decide how employees get motivated to achieve those goals. Hope and positivity, enthusiasm and ambitiousness are some of the traits that the authentic leaders inculcate in their followers. Hope breeds urge and thus the followers ascertain about themselves that they would never give up and would struggle vehemently and perseveringly. According to Hong et al. (2022), Hope constitutes two important ingredients including the wheel that is agency and the ways that is also called pathways and like gods directing to achieve the destination. Both will and the pathways help the individuals to transform themselves and become self-motivated employees at the workplace, this is due to authentic leadership style.

Another leadership task performed by an authentic leader is to enhance optimism among the team members and it's important to know that the leaders with optimism can only install optimism in their followers. optimism leads employees towards performing better at the workplace, feel satisfaction and show resilience in the turbulent situations. Authentic leadership tries to inculcate optimism to condition themselves out during the difficult times (Koehn, N., 2020).

CONCLUSION

Conclusively, based on the existing literature and conceptual analysis it can be deduced that authentically reship can enhance organization innovation by instilling various characteristic features including hope and optimism among followers. Authentic leaders try to focus on the strengths of their followers and develop them, and by doing so such leaders augment the basic fundamental characteristic features of the employees, which ultimately transform their attitude towards work. In this way finally positive attitude effects the employees behavior to become innovative add more efficient (Michie & Gooty, 2005). Ultimately the follower's performance will affect the organizational performance positively and hence the organization's culture will also improve. Therefore, it is proposed that organizational culture then can have direct impact on organizational innovation, where authentic leadership may play vital role.

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