

A Review on Authentic Leadership and Employee Creativity

Khawar Hussain^{1*}

¹ Department of Business Studies,
Bahria Business School, Karachi Campus, Bahria University, Karachi, PAKISTAN

*Corresponding Author: khawarhussain.bukc@bahria.edu.pk

DOI: <https://doi.org/10.30880/jhmssr.2024.01.01.001>

Article Info

Received: 6 August 2024

Accepted: 13 October 2024

Available online: 8 November 2024

Keywords

Authentic leadership, creativity,
innovation

Abstract

Based on the literature on the relationship between Authentic Leadership (AL) and employee creativity (EC), this article applies literature review method to explore the current situation of this issue. On the basis of comparative inquiry of relevant literature, this article present various definition of AL and EC proposed by different scholars and the importance of AL and EC for organization innovation and adaptation to change. It also synthesize existing research findings on the relationship between AL and EC.

1. Introduction

For sustained success, companies must prioritize creativity and innovation. These elements are vital for gaining a competitive advantage in today's rapidly evolving workplace. However, the swift pace of technological progress, fierce competition, and increasing globalization challenge leaders' efforts to cultivate an environment that nurtures employee innovation. Leaders play a pivotal role in promoting and enabling creativity and innovation. Therefore, leadership is a key contextual factor influencing employee creativity and innovation

The connection between evolving leadership philosophies, such as authentic leadership, and innovation and creativity needs further exploration. Researchers and practitioners had studied the impact of authentic leadership on employees' attitudes, behaviors, and contributions to organizational performance and innovation. However, more research is necessary to fully understand this relationship. This paper is structured as follows: First, it examines authentic leadership and its dimensions. Second, it explores the concept of creativity. Third, it explains the relationship between authentic leadership and employee creativity.

2. Authentic Leadership

The concept of authenticity in leadership has long been recognized, with the theory of authentic leadership emerging in contemporary literature in the early 2000s (Novicevic et al., 2006). Some scholars trace its roots to the Greek philosophical notion of "knowing yourself," which means "to know oneself" (Jensen & Luthans, 2006). According to Novicevic et al. (2006), the ability of a leader to understand and uphold both personal beliefs and public responsibilities, while acting morally, is seen by researchers as a hallmark of a successful executive (Barnard, 1995; McNally, 2018). Theoretically, Barnard (1939) posits that leaders' decisions are followed by observable actions or behaviors, which influence people's psychological perceptions.

Additionally, using the model proposed by Luthans and Avolio (2003), Jensen and Luthans (2006) aimed to develop a core construct that encompasses self-awareness, owning one's experiences, and consistently behaving in alignment with one's true self. While some researchers believe that authenticity can only be measured by an individual's actions in accordance with their true nature (George, Sims, McLean, & Mayer, 2007; Shamir & Eilam, 2005), others argue that authenticity must be recognized by others (Goffee & Jones, 2005; Harvey et al., 2006). Individuals do not act based on a leader's self-perception of their behavior; rather, they are influenced by their

cognitive interpretation of the environment, shaped by their experiences and mental models of leadership. The early 2000s' lack of clarity allowed authentic leadership to establish itself as a solid construct. Key writers identified this issue and worked to develop a unified concept. The four-factor model, which includes balanced processing, internalized moral perspective, relational transparency, and self-awareness, has been validated and cross-validated by various scholars and found to be valid in both individualistic and collectivist cultures (Gardner, 2005; Shamir & Eilam, 2005; Walumbwa et al., 2008). For instance, authentic leadership is defined as a process that leverages positive psychological capacities and a well-developed organizational context, leading to increased self-awareness and self-regulated positive behaviors among leaders and associates, thereby fostering positive development (Luthans and Avolio, 2003).

According to Avolio, Zhu, Koh, and Bhatia (2004), authentic leaders are those who have a deep awareness of their own thoughts and behaviors and are perceived by others as being mindful of their own and others' values, moral perspectives, knowledge, and strengths. They are also aware of the context in which they operate and are characterized by confidence, hope, optimism, resilience, and high moral character. Harter (2002) describes authentic leaders as individuals who are true to themselves, able to express their inner emotions and ideas, and act in ways consistent with their true selves. Cha et al. (2019) note that authentic leadership has become a "widespread rising social trend" and a "gold standard for leadership" in companies, driven by increased academic and practitioner interest in creative settings. This surge in interest is partly due to a perceived lack of ethics and integrity in corporate business operations.

Authentic leadership in the hospitality industry tends to boost employees' creative self-efficacy, which can, in turn, enhance innovative behavior and inspire creativity within the company (Wang et al., 2014; Zach, 2013; Zhang & Bartol, 2010). According to the literature on authentic leadership, such leaders are driven by strong values and morals, and they are aware of the impact their actions have on others. Authentic leaders' open communication and encouragement of diverse viewpoints are likely to foster creativity and innovation among their followers. Moreover, employees are more likely to share knowledge and express innovative ideas and behaviors when leaders cultivate a positive ethical environment and positive psychological capacities through self-awareness, an internalized moral perspective, balanced information processing, and relational transparency.

2.1 Previous Studies on Authentic Leadership

According to Avolio et al. (2004), authentic leadership influences followers' attitudes and behaviors, with the most significant effects being on individual followers (Caza & Jackson, 2011). The impact of an authentic leader is often felt due to a shared sense of personal and social identity between the leader and followers (Avolio et al., 2004). Authentic leaders can foster alignment between their values and beliefs and those of their followers by role modeling high moral standards (Gardner et al., 2005). Additionally, open and honest discussions about personal weaknesses between leaders and followers can highlight the importance of continuous growth and development for both parties (Avolio et al., 2004).

The potential benefits of authentic leadership are evident for the leader, followers, and the organization as a whole. Authentic leaders tend to experience more positive emotions, better physical and psychological health (Gardner et al., 2005), and greater leadership effectiveness (Toor & Ofori, 2009). Authentic leadership has been shown to foster a positive culture or environment within groups and organizations (Gardner et al., 2005; Mazutis & Slawinsky, 2008; Woolley, Caza, & Levy, 2011). It is also associated with organizational learning (Mazutis & Slawinsky, 2008), entrepreneurial success (Jensen & Luthans, 2006), and financial performance (Mazutis & Slawinsky, 2008). By adopting a multi-layered approach to authentic leadership, leaders can create an organizational environment characterized by honesty and integrity, which fosters a sense of belonging among followers (Clapp-Smith, Vogelgesang, & Avey, 2009). Consequently, followers not only identify with their authentic leader but also with the leader's group or organization. Walumbwa et al. (2010) found that the relationship between authentic leadership behavior and followers' organizational citizenship behavior and work engagement is mediated by the followers' identification with the leader and their feelings of empowerment, as determined through hierarchical linear modeling.

Furthermore, Hannah, Avolio, and Walumbwa (2011) suggest that the effect of authentic leadership on follower performance is entirely mediated by the leader's influence on the follower's positive experiences. Clapp-Smith et al. (2009) found that at the group level, there is a statistically significant positive relationship between authentic leadership evaluations and outcomes such as trust and performance. Authentic leadership is linked to team virtuousness, and together, these factors can facilitate team success (Rego et al., 2013). Multilevel research by Černe, Jaklič, and Škerlavaj (2013) and Joo et al. (2013) examined the impact of authentic leadership on creativity for both individuals and teams, confirming that authentic leadership directly influences both individual and team innovative behavior (Laguna et al., 2019).

Authentic leadership is linked to lower levels of burnout (Laschinger & Fida, 2014) and improved trust and work outcomes (Wong & Cummings, 2009). While these findings accurately reflect the impact of authentic leadership, Leroy, Anseel, Gardner, and Sels (2015) note that such outcomes are influenced by various factors. For

instance, intrinsic motivation, high-performance work systems, authentic leadership, and knowledge sharing in Punjab, Pakistan, significantly impact employee creativity at public universities (Hassan & Din, 2019). Additionally, the influence of authentic leadership, hope, and resilience on creativity notably benefits nurses working in public hospitals in Lahore, Pakistan (Anwar et al., 2020). In South Korea, authentic leadership, transformational leadership, and psychological capital significantly affect innovative behavior among employees of five-star hotels (Schuckert et al., 2018). Furthermore, Laguna et al. (2019) empirically tested the relationship between authentic leadership, personal initiative, and work engagement on innovative behavior in enterprises in Poland, Spain, and the Netherlands. Yamak and Eyupoglu (2021) also confirmed the effect of authentic leadership style and proactive personality on service innovation behavior in the banking sectors (both private and public) in North Cyprus

Additionally, Gardner (2005) emphasized the role of authentic followership as both a crucial component and a result of authentic leadership development. Avolio et al. (2004) associated authentic leadership with positive organizational behaviors, such as hope, trust, and pleasant emotions. The concepts of self-awareness, self-regulation, and positive modeling are heavily emphasized (Avolio et al., 2004; Gardner et al., 2005). While short-term success is possible without authenticity, authentic leadership is vital for long-term success (George et al., 2007). Although the impact of leadership behaviors on employee creativity and innovative behavior has been extensively studied, there are only a few empirical studies examining the relationship between employee creativity and authentic leadership (Černe et al., 2013; Rego et al., 2013). Authentic leaders foster employee innovation by encouraging the expression of ideas without fear and valuing respectful, unbiased, and informative input. Given its characteristics, authentic leadership is well-suited to promoting creativity and innovation (Černe et al., 2013).

Considering the attributes of authentic leadership, it is hypothesized that it positively impacts employees' service innovative behavior (SIB). Černe et al. (2013) conducted an empirical study on the effects of authentic leadership on members' creativity and overall innovation. Rego et al. (2013) found that authentic leadership predicts employee creativity both directly and indirectly through mediators. Scholars have noted that authentic leaders must be true to themselves to achieve satisfaction and success, as highlighted in various literature (Cha et al., 2019; Harter, 2002).

According to Zhou et al. (2014), leaders with a high level of self-awareness who value and foster creative and innovative behaviors are more likely to succeed. Highly authentic leaders are more likely to inspire their followers to engage in innovative behavior compared to less authentic leaders (Černe et al., 2013). When followers perceive their leader as authentic, they feel inspired and enthusiastic about following them (Penger & Černe, 2014). These followers are more likely to generate creative ideas because they have greater self-confidence in implementing innovative concepts and are more skilled at addressing challenges and opportunities (Zhou et al., 2014).

In conclusion, authentic leaders are acutely aware of the values, beliefs, strengths, and weaknesses that guide their behaviors and are open to growth and improvement. Theoretical arguments and empirical studies have demonstrated the links between authentic leadership and employee creativity.

2.2 Dimensions on Authentic Leadership

According to Avolio et al. (2004), authentic leadership influences followers' attitudes and behaviors, with the most significant effects being on individual followers (Caza & Jackson, 2011). The impact of an authentic leader is often felt due to a shared sense of personal and social identity between the leader and followers (Avolio et al., 2004). Authentic leadership is characterized by four core factors: balanced processing, internalized moral perspective, relational transparency, and self-awareness (Avolio, Walumbwa, & Weber, 2009).

Walumbwa et al. (2010) define self-awareness as an understanding of how one makes sense of the world and how this process affects one's self-perception over time. It also involves trust in, awareness of, and confidence in one's personal traits, values, motivations, emotions, and cognitions (Zamahani, Ghorbani & Rezaei, 2011).

Balanced processing requires leaders to objectively analyze all relevant facts before making decisions (Gardner et al., 2005; Walumbwa et al., 2008). Leaders who practice balanced processing are less likely to act impulsively or with hidden intentions (Hinojosa, McCauley, Randolph-Seng, & Gardner, 2014). Burke and Cooper (2006) note that decision-making should be free from denials, distortions, exaggerations, or ignorance of internal experiences, private information, and external assessments.

An internalized moral perspective connects a leader's beliefs and values with their actions (Avolio et al., 2009). Leaders with a strong internalized moral perspective are seen as more authentic because their actions align with their principles (Northouse, 2021). This perspective involves self-regulation based on internal moral standards rather than those imposed by a group or society (Avolio & Gardner, 2005).

Relational transparency involves open and honest self-disclosure, sharing past experiences and skills (Ilies et al., 2005). It also requires leaders to remain open to scrutiny and feedback, which is crucial for learning (Mazutis & Slawinski, 2008). Authentic leaders, by being self-aware, balanced, and consistent in their objectives,

motivations, beliefs, and emotions, are open to sharing these with their followers (Mazutis & Slawinski, 2008). This openness fosters trust and confidence, leading to collaboration and cooperation (Gardner et al., 2005).

3. Employee Creativity

Over the past 30 years, creativity in the workplace and organizational context has been recognized for its ability to generate novel and useful ideas (Amabile, 1988; Woodman et al., 1993). Zhou and George (2001) define creativity as an idea that possesses both utility and uniqueness. Joo et al. (2013) distinguish between “Big C” creativity, which involves major breakthroughs in products or services, and “Little C” creativity, which pertains to minor improvements or problem-solving in daily tasks (Gardner, 1993). Boden (1991) differentiates between psychological (P) creativity, which is based on personal experience, and historical (H) creativity, which involves fundamentally original ideas throughout human history (Nickerson, 1999). Researchers generally define creativity as the psychological process of generating or developing novel and useful ideas for procedures, processes, services, and products (Amabile, 1996; Zhou, 1998). Studies have explored definitions of creative solutions to challenges, innovative business strategies, and creative changes in the workplace (Taggar, 2002).

Creative outputs can significantly impact the development of new processes or products, ranging from minor enhancements to major breakthroughs in services, products, or operations (Mumford & Gustafson, 1988). For example, in the context of a service organization, Wang and Netemeyer (2004) define creative sales behaviors as the number of new ideas generated and the variety of behaviors exhibited by a salesperson while performing their duties. This definition implies that developing new ideas and implementing novel behaviors can be beneficial in solving sales problems if executed successfully (Wang & Netemeyer, 2004).

Authentic leaders, as described by Avolio, Zhu, Koh, and Bhatia (2004), are those who are deeply aware of their own thoughts and behaviors and are perceived by others as being mindful of their own and others' values and morals. Additionally, techniques developed in a design company for creating new products may be entirely unfamiliar to processes in service organizations, such as those in the banking sector. Shalley, Zhou, and Oldham (2004) noted that ideas are considered new if they differ from those already available within the organization. Therefore, a concept does not need to be original in a specific context but rather new to the organization where it is implemented. This research supports the idea that creativity is domain-specific, with ideas being new if they differ from existing ones within the organization (Shalley et al., 2004). To be considered useful, ideas must offer direct or indirect benefits to the organization, whether in the short or long term (Shalley et al., 2004).

Given this context, the focus of this paper is on creativity in service organizations, defined as proactive, contributive, and incremental. Thus, for this paper, creativity is seen as a unique and useful service concept for specific organizations, driven internally rather than externally, and is a proactive or contributive activity performed during daily work tasks.

3.1 Previous Studies on Employee Creativity

Implementing creativity at the microeconomic level provides a long-term competitive advantage and fosters the creation of new businesses (Zahra & George, 2002). At the macroeconomic level, creativity enhances innovative economies by improving quality of life and potentially stimulating economic growth. Previous studies have shown that creativity as a productive function offers strategic and competitive value for businesses of all sizes (De Miranda, Aranha, & Zardo, 2009). Since the 1980s, creativity has been recognized as a key driver of growth and innovation in both developed and developing countries (De Miranda et al., 2009).

Wong and Ladkin (2008) suggest that supervisors in service businesses should encourage their frontline staff to be creative. The main reason is that creativity can significantly contribute to innovation, helping organizations survive and gain a competitive edge (Amabile et al., 1996). Creativity also enables frontline staff to provide more customized solutions to clients' problems, which can be challenging given the diverse customer base in service encounters (Parasuraman, Zeithaml, & Berry, 1985). In the hotel service industry, the growing global competition and emphasis on high-quality service highlight the need for innovation in service delivery (Wong & Ladkin, 2008). These authors argue that hotels must adopt innovative approaches to meet high service performance expectations and global competitiveness. This perspective encourages managers to expand their interactions with frontline workers, motivating and stimulating their creativity and innovation rather than focusing solely on routine operational tasks.

Brem, Puente-Diaz, and Agogué (2017) highlight that the importance of creativity has primarily been studied in terms of generating new and useful ideas. Innovative behavior involves a self-initiated process where employees generate, recognize, promote, execute, and refine new ideas for innovation (Den Jong & Den Hartog, 2005). Employee creativity influences behavior by motivating employees and generating new ideas (Slåtten et al., 2020). Both employee creativity and innovative behavior significantly impact organizational innovation, success, and survival in the service sector (Sanz-Valle & Jiménez-Jiménez, 2018), and they support innovation within innovative organizations (Naranjo-Valencia et al., 2017).

Also, thinkers and academics are looking more and more beyond traditional ideas of leadership. This is because companies need to be more innovative and successful in the market, and people's trust in their leaders is falling. There is evidence in the literature that morally good leadership may be lacking if it doesn't have a clear and strong moral dimension. To better understand the process of creativity that is promoted by authentic leadership, the researchers looked at the previous literature for a pattern of authentic leader behaviour that fosters good psychological capabilities and an ethical environment that is comprised of four fundamental components: self-awareness, relational transparency, internalised moral perspective, and balanced processing of information with followers (Walumbwa *et al.*, 2008). This kind of leader behaviour contributes to creating an atmosphere where followers may express their unorthodox views without fear of consequences (Avolio *et al.*, 2004).

A successful start-up requires a robust business structure to thrive, which involves the leader encouraging creative behavior among employees (Nieves *et al.*, 2014). In a new startup, authentic leadership fosters an environment where workers feel more comfortable and open in expressing their ideas to leaders and peers, increasing the likelihood of their ideas being realized (Jensen & Luthans, 2006; Shalley *et al.*, 2004). Enhancing employee creativity, defined as the ability to generate new and valuable ideas (Nayak *et al.*, 2011), significantly impacts organizational sustainability and competitive advantage (Shalley *et al.*, 2004). Authentic leadership is linked to decision-making and transparent information sharing, which boosts feelings of autonomy (Gardner *et al.*, 2005; Bandura & Kavussanu, 2018). Since autonomy and decision-making are essential for creativity, it can be hypothesized that authentic leadership strongly correlates with creative capacity (Nayak *et al.*, 2011). By embracing uncertainty and being open to change (Černe *et al.*, 2013), authentic leaders are likely to inspire creativity and innovation in their followers, encouraging employees to present their ideas more confidently and positively.

4. Relationship Between Authentic Leadership and Employee Creativity

Authentic leaders uphold their moral principles even in challenging environments, drawing the attention of colleagues and followers to enhance group cohesion (Avolio *et al.*, 2004). They are consistently optimistic, trustworthy, and motivated to build secure leader-follower relationships, appreciating and supporting their followers' talents (Hinojosa *et al.*, 2014; Gardner *et al.*, 2011). Authentic leadership positively encourages employees to think creatively and share new ideas with leaders and peers. It also fosters employees' enthusiasm to present and advocate for their ideas, helping them become a reality in a transformative way (Zhou *et al.*, 2014).

Authentic leaders listen to employees' ideas impartially, validate them, and consider them a reliable source of feedback and input (Walumbwa *et al.*, 2008). Authentic leadership also boosts employees' self-confidence and self-determination, encouraging their involvement through intrinsic motivation and meaningful actions that stimulate creative ideas. Authentic leaders inspire their followers' inner drive to be more creative. Managers, supervisors, and organizations should create a positive work environment and have authentic leaders who enhance the literature and foster positive emotions among employees through transparent interactions, fairness, support, and positivity (Peterson *et al.*, 2012). Some researchers have explored the impact of leadership behavior on employees' creativity.

Empirical research has explored the connection between authentic leadership and employees' creativity (Černe *et al.*, 2013; Rego *et al.*, 2013). Walumbwa *et al.* (2008) conceptualized the dimensions of authentic leadership—balanced processing, relational transparency, internalized moral perspective, and self-awareness—as fostering creativity by promoting balance, transparency, moral integrity, and awareness in solving work-related problems creatively. Therefore, it can be proposed that authentic leadership, encompassing these four dimensions, positively impacts employee creativity.

5. Conclusions

Authentic leaders uphold their moral principles even in challenging environments, drawing the attention of colleagues and followers to enhance group cohesion. They are consistently optimistic, trustworthy, and motivated to build secure leader-follower relationships, appreciating and supporting their followers' talents. Authentic leadership positively encourages employees to think creatively and share new ideas with leaders and peers. It also fosters employees' enthusiasm to present and advocate for their ideas, helping them become a reality in a transformative way. Authentic leaders listen to employees' ideas impartially, validate them, and consider them a reliable source of feedback and input. Authentic leadership also boosts employees' self-confidence and self-determination, encouraging their involvement through intrinsic motivation and meaningful actions that stimulate creative ideas. Authentic leaders inspire their followers' inner drive to be more creative. Managers, supervisors, and organizations should create a positive work environment and have authentic leaders who enhance the literature and foster positive emotions among employees through transparent interactions, fairness, support, and positivity which could enhance creativity among employees.

Acknowledgement

The author would like to thank the Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia for the support.

Conflict of Interest

The author declare that the research paper was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Author Contribution

The author confirms the contribution to the paper, reviewed the paper and approved the final version of the manuscript.

References

- Amabile, T.M. (1988). A model of creativity and innovation in organizations. *Research in organizational behavior*, 10(1), 123-167.
- Amabile, T. M. (1996). *Creativity in context: Update to the social psychology of creativity*: Hachette UK
- Anwar, A., Abid, G., & Waqas, A. (2020). Authentic Leadership and Creativity: Moderated Meditation Model of Resilience and Hope in the Health Sector. *European Journal of Investigation in Health, Psychology and Education*, 10(1), 18-29.
<http://dx.doi.org/10.3390/ejihpe10010003>
- Avolio, B. J., Zhu, W., Koh, W., & Bhatia, P. (2004). Transformational leadership and organizational commitment: Mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(8), 951-968.
<https://doi.org/10.1002/job.283>
- Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual Review Of Psychology*, 60, 421-449.
<https://psycnet.apa.org/doi/10.1146/annurev.psych.60.110707.163621>
- Bandura, C. T., & Kavussanu, M. (2018). Authentic leadership in sport: Its relationship with athletes' enjoyment and commitment and the mediating role of autonomy and trust. *International Journal of Sports Science & Coaching*, 13(6), 968-977.
- Barnard, C. I. (1939). *Dilemmas of leadership in the democratic process*. Pub. under the University Extension Fund, Herbert L. Baker Foundation, Princeton University.
<http://dx.doi.org/10.1108/17511341111164427>
- Barnard, C. I. (1995). The significance of decisive behaviour in social action: Notes on the nature of decision. *Journal of Management History*, 1(4), 28-87.
- Boden, M. A. (1991). *The creative mind: Myths and mechanisms*. New York, NY: Basic
- Brem, A., Puente-Diaz, R., & Agogué, M. (Eds.). (2017). *Role Of Creativity In The Management Of Innovation, The: State Of The Art And Future Research Outlook*. Singapore: World Scientific Publishing – Europe.
- Caza, A., & Jackson, B. (2011). *Authentic leadership*. The SAGE handbook of leadership, 352-364.
- Černe, M., Jaklič, M., & Škerlavaj, M. (2013). Authentic leadership, creativity, and innovation: A multilevel perspective. *Leadership*, 9(1), 63-85.
<https://psycnet.apa.org/doi/10.1177/1742715012455130>
- Cha, S. E., Hewlin, P. F., Roberts, L. M., Buckman, B. R., Leroy, H., Steckler, E. L., & Cooper, D. (2019). Being your true self at work: Integrating the fragmented research on authenticity in organizations. *Academy of Management Annals*, 13(2), 633-671
<https://journals.aom.org/doi/10.5465/annals.2016.0108>
- Clapp-Smith, R., Vogelgesang, G. R., & Avey, J. B. (2009). Authentic leadership and positive psychological capital: The mediating role of trust at the group level of analysis. *Journal of Leadership & Organizational Studies*, 15(3), 227-240.
<https://psycnet.apa.org/doi/10.1177/1548051808326596>
- De Miranda, P. C., Aranha, J. A. S., & Zardo, J. (2009). Creativity: people, environment and culture, the key elements in its understanding and interpretation. *Science and Public Policy*, 36(7), 523-535
- Gardner, H. (1993). *Frames of mind: The theory of multiple intelligences*. New York, NY: Basic Books.
- Gardner, W. (2005). Authentic leadership theory and practice: Origins, effects and development. Monographs in leadership and management. In *Authentic leadership theory and practice: Origins, effects and development*. Monographs in leadership and management. Elsevier JAI Publisher

- George, B., Sims, P., McLean, A. N., & Mayer, D. (2007). Discovering your authentic leadership. *Harvard business review*, 85(2), 129.
- Goffee, R., & Jones, G. (2005). Managing authenticity. *Harvard Business Review*, 83(12), 85-94.
- Hannah, S. T., Avolio, B. J., & Walumbwa, F. O. (2011). Relationships between authentic leadership, moral courage, and ethical and pro-social behaviors. *Business Ethics Quarterly*, 21(4), 555-578.
<http://dx.doi.org/10.5840/beq201121436>
- Harter, S. (2002). Authenticity. In C. R. Snyder & S. J. Lopez (Eds.), *Handbook of positive psychology* (pp. 382-394). Oxford University Press.
- Harvey, P., Martinko, M. J., & Gardner, W. L. (2006). Promoting authentic behavior in organizations: An attributional perspective. *Journal Of Leadership & Organizational Studies*, 12(3), 1-11
<https://psycnet.apa.org/doi/10.1177/107179190601200301>
- Hassan, S., & Din, B. (2019). The mediating effect of knowledge sharing among intrinsic motivation, high-performance work system and authentic leadership on university faculty members' creativity. *Management Science Letters*, 9(6), 887-898
<http://dx.doi.org/10.5267/j.msl.2019.2.013>
- Hinojosa, A. S., McCauley, K. D., Randolph-Seng, B., & Gardner, W. L. (2014). Leader and follower attachment styles: Implications for authentic leader- follower relationships. *The Leadership Quarterly*, 25(3), 595-610
<https://doi.10.1016/j.leaqua.2013.12.002>
- Illies, R., Morgeson, F. P., & Nahrgang, J. D. (2005). Authentic leadership and eudaemonic well-being: Understanding leader-follower outcomes. *The Leadership Quarterly*, 16(3), 373-394.
<https://doi.org/10.1016/j.leaqua.2005.03.002>
- Jensen, S. M., & Luthans, F. (2006). Entrepreneurs as authentic leaders: Impact on employees' attitudes. *Leadership & Organization Development Journal*, 27(8), 646-666.
<https://doi.org/10.1108/01437730610709273>
- Laguna, M., Walachowska, K., Gorgievski-Duijvesteijn, M. J., & Moriano, J. A. (2019). Authentic leadership and employees' innovative behaviour: a multilevel investigation in three countries. *International journal of environmental research and public health*, 16(21), 4201
<https://doi.org/10.3390/ijerph16214201>
- Laschinger, H. K. S., & Fida, R. (2014). A time-lagged analysis of the effect of authentic leadership on workplace bullying, burnout, and occupational turnover intentions. *European Journal of Work and Organizational Psychology*, 23(5), 739-753.
<https://psycnet.apa.org/doi/10.1080/1359432X.2013.804646>
- Leroy, H., Anseel, F., Gardner, W. L., & Sels, L. (2015). Authentic leadership, authentic followership, basic need satisfaction, and work role performance: A cross-level study. *Journal of management*, 41(6), 1677-1697.
<https://psycnet.apa.org/doi/10.1177/0149206312457822>
- Luthans, F., & Avolio, B. J. (2003). Authentic leadership development. *Positive Organizational Scholarship*, 241-258.
- Mazutis, D., & Slawinski, N. (2008). Leading organizational learning through authentic dialogue. *Management learning*, 39(4), 437-456.
<https://doi.org/10.1177/1350507608093713>
- McNally, J. J. (2018). *The Functions of the Executive*, by Chester Barnard. Cambridge, MA: Harvard University Press, 1938. 334
- Mumford, M. D., & Gustafson, S. B. (1988). Creativity syndrome: Integration, application, and innovation. *Psychological bulletin*, 103(1), 27.
<https://psycnet.apa.org/doi/10.1037/0033-2909.103.1.27>
- Naranjo-Valencia, J. C., Jimenez-Jimenez, D., & Sanz-Valle, R. (2017). Organizational culture and radical innovation: Does innovative behavior mediate this relationship? *Creativity and Innovation Management*, 26(4), 407- 417.
<http://dx.doi.org/10.1111/caim.12236>
- Nayak, R. C., Agarwal, R., Director, J. R. E., & Noida, G. (2011). A model of creativity and innovation in organizations. *International Journal of Transformations in Business Management (IJTBM)*, 1(1), 1-8.
- Nickerson, R. S. (1999). *Enhancing creativity*. In R. J. Sternberg (Ed.), *Handbook of creativity* (pp. 392-430). Cambridge, UK: Cambridge University Press.
- Nieves, J., Quintana, A., & Osorio, J. (2014). Knowledge-based resources and innovation in the hotel industry. *International Journal of Hospitality Management*, 38(2014), 65-73.
<http://dx.doi.org/10.1016/j.ijhm.2014.01.001>
- Northouse, P. G. (2021). *Leadership: Theory and practice*. Sage publications

- Novicevic, M. M., Harvey, M. G., Ronald, M., & Brown-Radford, J. A. (2006). Authentic leadership: A historical perspective. *Journal of Leadership & Organizational Studies*, 13(1), 64-76.
<https://doi.org/10.1177/10717919070130010901>
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of marketing*, 49(4), 41-50.
<http://dx.doi.org/10.2307/1251430>
- Peterson, S. J., Walumbwa, F. O., Avolio, B. J., & Hannah, S. T. (2012). The relationship between authentic leadership and follower job performance: The mediating role of follower positivity in extreme contexts. *The Leadership Quarterly*, 23(3), 502-516
<https://psycnet.apa.org/doi/10.1016/j.leaqua.2011.12.004>
- Rego, A., Sousa, F., Marques, C., & e Cunha, M. P. (2012). Authentic leadership promoting employees' psychological capital and creativity. *Journal Of Business Research*, 65(3), 429-437.
<https://psycnet.apa.org/doi/10.1016/j.jbusres.2011.10.003>
- Rego, A., Vitória, A., Magalhães, A., Ribeiro, N., & e Cunha, M. P. (2013). Are authentic leaders associated with more virtuous, committed and potent teams? *The Leadership Quarterly*, 24(1), 61-79.
<https://psycnet.apa.org/doi/10.1016/j.leaqua.2012.08.002>
- Sanz-Valle, R., & Jiménez-Jiménez, D. (2018). HRM and product innovation: does innovative work behaviour mediate that relationship? *Management Decision*, 56(6), 1417-1429.
<http://dx.doi.org/10.1108/MD-04-2017-0404>
- Schuckert, M., Kim, T. T., Paek, S., & Lee, G. (2018). Motivate to innovate: How authentic and transformational leaders influence employees' psychological capital and service innovation behavior. *International Journal of Contemporary Hospitality Management*, 30(2), 776-796.
<http://dx.doi.org/10.1108/IJCHM-05-2016-0282>
- Shalley, C. E., Zhou, J., & Oldham, G. R. (2004). The effects of personal and contextual characteristics on creativity: Where should we go from here? *Journal Of Management*, 30(6), 933-958
<https://psycnet.apa.org/doi/10.1016/j.jm.2004.06.007>
- Shamir, B., & Eilam, G. (2005). "What's your story?" A life-stories approach to authentic leadership development. *The Leadership Quarterly*, 16(3), 395-417.
<https://psycnet.apa.org/doi/10.1016/j.leaqua.2005.03.005>
- Slåtten, T., Mutonyi, B. R., & Lien, G. (2020). The impact of individual creativity, psychological capital, and leadership autonomy support on hospital employees' innovative behaviour. *BMC Health Services Research*, 20(1), 1- 17.
<http://dx.doi.org/10.21203/rs.3.rs-39954/v3>
- Taggar, S. (2002). Individual creativity and group ability to utilize individual creative resources: A multilevel model. *Academy of management Journal*, 45(2), 315- 330.
<https://psycnet.apa.org/doi/10.2307/3069349>
- Toor, S. U. R., & Ofori, G. (2009). Authenticity and its influence on psychological well-being and contingent self-esteem of leaders in Singapore construction sector. *Construction Management and Economics*, 27(3), 299-313.
<http://dx.doi.org/10.1080/01446190902729721>
- Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal Of Management*, 34(1), 89-126
<https://psycnet.apa.org/doi/10.1177/0149206307308913>
- Walumbwa, F. O., Hartnell, C. A., & Oke, A. (2010). Servant leadership, procedural justice climate, service climate, employee attitudes, and organizational citizenship behavior: a cross-level investigation. *Journal Of Applied Psychology*, 95(3), 517-529
<http://dx.doi.org/10.1037/a0018867>
- Walumbwa, F. O., Wang, P., Wang, H., Schaubroeck, J., & Avolio, B. J. (2014). "Psychological processes linking authentic leadership to follower behaviors": Retraction. *The Leadership Quarterly*, 25(5), 1071-1072.
<http://dx.doi.org/10.1016/j.leaqua.2014.07.004>
- Wang, G., & Netemeyer, R. G. (2004). Salesperson creative performance: conceptualization, measurement, and nomological validity. *Journal of Business Research*, 57(8), 805-812.
[https://doi.org/10.1016/S0148-2963\(02\)00483-6](https://doi.org/10.1016/S0148-2963(02)00483-6)
- Wang, C. J., Tsai, H. T., & Tsai, M. T. (2014). Linking transformational leadership and employee creativity in the hospitality industry: The influences of creative role identity, creative self-efficacy, and job complexity. *Tourism management*, 40, 79-89
<https://doi.org/10.1016/j.tourman.2013.05.008>

- Wong, S. C. K., & Ladkin, A. (2008). Exploring the relationship between employee creativity and job-related motivators in the Hong Kong hotel industry. *International Journal of Hospitality Management*, 27(3), 426-437
<http://dx.doi.org/10.1016/j.ijhm.2008.01.001>
- Wong, C. A., & Cummings, G. G. (2009). The influence of authentic leadership behaviors on trust and work outcomes of health care staff. *Journal of Leadership Studies*, 3(2), 6-23.
<http://dx.doi.org/10.1002/jls.20104>
- Woodman, R. W., Sawyer, J. E., & Griffin, R. W. (1993). Toward a theory of organizational creativity. *Academy Of Management Review*, 18(2), 293-321.
<http://dx.doi.org/10.5465/AMR.1993.3997517>
- Woolley, L., Caza, A., & Levy, L. (2011). Authentic leadership and follower development: Psychological capital, positive work climate, and gender. *Journal of Leadership & Organizational Studies*, 18(4), 438-448.
<http://dx.doi.org/10.1177/1548051810382013>
- Yamak, O. U., & Eyupoglu, S. Z. (2021). Authentic leadership and service innovative behavior: mediating role of proactive personality. *SAGE Open*, 11(1), 1-15
<http://dx.doi.org/10.1177/2158244021989629>
- Zach, F. (2016). Collaboration for innovation in tourism organizations: leadership support, innovation formality, and communication. *Journal of Hospitality & Tourism Research*, 40(3), 271-290
<http://dx.doi.org/10.1177/1096348013495694>
- Zahra, S. A., & George, G. (2002). The net-enabled business innovation cycle and the evolution of dynamic capabilities. *Information systems research*, 13(2), 147- 150.
<http://dx.doi.org/10.1287/isre.13.2.147.90>
- Zamahani, M., Ghorbani, V., & Rezaei, F. (2011). Impact of authentic leadership and psychological capital on followers' trust and performance. *Australian Journal of Basic and Applied Sciences*, 5(12), 658-667.
- Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of Management Journal*, 53(1), 107-128.
<http://dx.doi.org/10.5465/AMJ.2010.48037118>
- Zhou, J. (1998). Feedback valence, feedback style, task autonomy, and achievement orientation: Interactive effects on creative performance. *Journal Of Applied Psychology*, 83(2), 261
<http://dx.doi.org/10.1037/0021-9010.83.2.261>
- Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy Of Management Journal*, 44(4), 682-696
<http://dx.doi.org/10.2307/3069410>
- Zhou, J., Ma, Y., Cheng, W., & Xia, B. (2014). Mediating role of employee emotions in the relationship between authentic leadership and employee innovation. *Social Behavior and Personality: An International Journal*, 42(8), 1267-1278.
<http://dx.doi.org/10.2224/sbp.2014.42.8.1267>