

VILNIUS UNIVERSITY
FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION

HUMAN RESOURCE MANAGEMENT

Ernesta Scally – Juknevičienė

MASTER THESIS

AUTENTIŠKOS LYDERYSTĖS ĮTAKA INOVATYVIAI DARBUOTOJŲ ELGSENAI MEDIJUOJANT DARBUOTOJO – VADOVO PASITIKĖJIMUI BEI INOVATYVIAM ORGANIZACIJOS KLIMATUI	THE IMPACT OF AUTHENTIC LEADERSHIP ON INNOVATIVE WORK BEHAVIOR THROUGH THE MEDIATING ROLE OF EMPLOYEE - MANAGER TRUST AND ORGANIZATIONAL INNOVATION CLIMATE
--	--

Supervisor Prof. Dr. Danuta Diskienė

Vilnius, 2024

TABLE OF CONTENT

INTRODUCTION.....	6
1. THEORETICAL ASPECTS OF AUTHENTIC LEADERSHIP, EMPLOYEE–MANAGER TRUST, INNOVATIVE WORK BEHAVIOR AND ORGANIZATIONAL INNOVATION CLIMATE	9
1.1 Authentic leadership concept	9
1.2 Employee–manager trust theoretical aspects.....	14
1.3 Innovative work behavior concept and theoretical aspects.....	17
1.3.1 The impact of individual and contextual factors on innovative work behavior.....	19
1.4 Organizational innovation climate concept and theoretical aspects.....	22
1.4.1 The impact of organizational innovation climate on individual and organizational outcomes.....	23
1.5 The relationship between authentic leadership, employee–manager trust, innovative work behavior, and organizational innovation climate	25
2. THE IMPACT OF AUTHENTIC LEADERSHIP ON INNOVATIVE WORK BEHAVIOR THROUGH THE MEDIATING ROLE OF EMPLOYEE-MANAGER TRUST AND ORGANIZATIONAL INNOVATION CLIMATE RESEARCH METHODOLOGY	30
2.1 The aim and objectives of the research, conceptual framework, and hypotheses.....	30
2.2 Sampling strategy, sample size, and data collection.....	32
2.3 Measurement scales.....	34
2.4 Data processing procedures.....	37
2.5 Study limitations.....	37
3. THE ANALYSIS OF THE EMPIRICAL RESEARCH RESULTS.....	38
3.1 Demographic characteristics of the respondents.....	38
3.2 Internal consistency and reliability of scales.....	39
3.3 Assessment of data normality.....	39
3.4 Descriptive statistics.....	40
3.5 Distribution of demographic data.....	41
3.6 The impact of authentic leadership on innovative work behavior through the mediating role of employee-manager trust and organizational innovation climate research analysis.....	47
3.7 Research results summary and discussion.....	50
CONCLUSIONS & RECOMMENDATIONS.....	52
LIST OF REFERENCES.....	55

SUMMARY.....	64
SANTRAUKA.....	66
ANNEXES.....	68
1 Annex. Research questionnaire.....	68
2 Annex. Histograms of the variables.....	74
3 Annex. Evaluation differences of variables according to gender	76
4 Annex. Evaluation differences of variables according to age groups	77
5 Annex. Evaluation differences of variables according to education	79
6 Annex. Evaluation differences of variables according to work experience.....	80
7 Annex. Evaluation differences of variables according to company's sector.....	82
8 Annex. Evaluation differences of variables according to the size of the company.....	84
9 Annex. Regression analysis.....	86
10 Annex. Mediation analysis.....	87

LIST OF FIGURES

1 figure. <i>Components of the authentic leader</i>	10
2 figure. <i>The conceptual framework for authentic leader and follower development</i>	11
3 figure. <i>Integrative model of trust in leadership</i>	16
4 figure. <i>Dimensions of innovative work behavior</i>	18
5 figure. <i>Conceptual framework</i>	29
6 figure. <i>Research model</i>	31
7 figure. <i>Parallel mediation diagram</i>	48

LIST OF TABLES

1 table. <i>Leadership style as a predictor of creative and innovative employee behavior</i>	21
2 table. <i>The relationship between authentic leadership and employee–manager trust</i>	25
3 table. <i>The relationship between employee-manager trust and innovative work behavior</i>	26
4 table. <i>The relationship between authentic leadership and innovative work behavior</i>	28
5 table. <i>The comparison of sample sizes</i>	32
6 table. <i>Authentic Leadership Inventory scale</i>	34
7 table. <i>Trust in Leader scale</i>	35
8 table. <i>Innovative Work Behavior scale</i>	36
9 table. <i>Innovation Climate scale</i>	36
10 table. <i>Individual and organization characteristics of the respondents</i>	38
11 table. <i>The comparison of Cronbach alpha coefficient for the measurement scales</i>	39
12 table. <i>Test of Normality results</i>	40
13 table. <i>Skewness and Kurtosis of the variables</i>	40
14 table. <i>The means, standard deviation, and scale values of the constructs</i>	41
15 table. <i>Evaluation differences of variables according to respondents' gender</i>	41
16 table. <i>Evaluation differences of variables according to respondents' age groups</i>	42
17 table. <i>Evaluation differences of variables according to respondents' education</i>	43
18 table. <i>Evaluation differences of variables according to respondents' work experience in the organization</i>	44
19 table. <i>Evaluation differences of variables according to the sector of the organization</i>	44
20 table. <i>Evaluation differences of variables according to the size of the company</i>	45
21 table. <i>Relationship between authentic leadership and innovative work behavior</i>	47
22 table. <i>The direct relationship between authentic leadership, employee-manager trust, and innovative work behavior</i>	48
23 table. <i>The indirect effect of authentic leadership on innovative work behavior through employee-manager trust</i>	48
24 table. <i>The direct relationship between authentic leadership, organizational innovation climate, and innovative work behavior</i>	49
25 table. <i>The indirect effect of authentic leadership on innovative work behavior through organizational innovation climate</i>	50
26 table. <i>The total and direct effect of authentic leadership on innovative work behavior</i>	50

INTRODUCTION

Relevance of the topic. The world today is facing constant change. Economic, political, technological changes and unpredictable crises shape the way organizations operate. Companies not only need to find ways how to quickly adapt to the changing environment to survive, but at the same time strive to stay competitive in the market, whether it means changing companies' structure, processes, developing new products or services. Covid – 19 pandemic has pushed organizations not only to rapidly go through the digitalization process and adopt new technologies but also sparked massive interest in innovation. Unicorns, start-ups created and offered a wide range of innovative solutions resulting in new demands from customers. Customers started looking for new, unique, improved, complex products, services, and solutions, hence innovative approaches became a new norm, expected regardless of the sector (AlEssa & Durugbo, 2022). Therefore, to stay competitive, companies must find ways how to create, improve, develop, and implement new processes, products, services, or solutions. Moreover, as innovation primarily depends on human resources, organizations must enhance innovative work behaviors to utilize the innovative capabilities of the employees. (De Jong, & Den Hartog, 2010).

New dynamics in the environment signaled a call for a change not only in strategic aspects of business but most of all in leadership. The nature of leadership is transforming, moving from top-down and command-control management to collaboration and cooperation between the leaders and employees (Tyler, 2003; Northouse, 2019), hence the new leadership approaches are taking the spotlight. Authentic leadership is a relatively new concept of leadership that emerged at the turn of the century in the light of corporate scandals in the United States. The outrageous misconducts of leaders in companies like WorldCom and Enron inspired Harvard professor Bill George to evaluate what constitutes good leadership and that is authenticity. Authentic leaders are genuine, transparent, honest, empathetic, reliable, driven by their values and beliefs, they can establish trustful relationships with their employees and foster positive employee self-development. Yet even the times have changed, pandemic, war, political tensions, and other disruptions, prove that it is difficult to foresee what challenges companies are going to face in the future. Hence at times of uncertainty, employees need trustworthy leaders to encourage, inspire, and motivate them not to lose focus, moreover, perform and innovate at their best abilities, so the new leadership approaches are necessary for companies striving to succeed in a constantly changing, unpredictable environment.

It was proven that not only the human resource management aspects like job design, extensive training, involvement practices, and the right selection of employees (Prieto & Pérez-

Santana, 2014; Chen & Huang, 2009) but indeed certain behavioral patterns of leaders that are related with leadership styles can shape employee attitudes towards innovation (Jong., 2007). A vast number of empirical research indicates that transformational leadership positively influences innovative behaviors, but even though authentic leadership is still at the development stage (Northouse, 2019), the concept is also widely explored by scholars around the world. The research conducted on authentic leadership and innovation, suggests that authentic leadership stipulates innovative employee behaviors regardless business sector or job position held by the employee (Rashwan and Ghaly, 2002; Supriyadi et al., 2020; Jung et al., 2021; Purwanto et al., 2021; Laguna et al., 2019; Yamak & Eyupoglu, 2021), have a positive impact on organizational innovativeness (Museldili et al., 2013), and enhance organizational learning capabilities, which leads to innovation success (Escrig et al., 2022).

Novelty of the topic. Even though authentic leadership was proven to have a positive effect on innovative employee behavior through the enhancement of employees' self – efficacy, increased levels of optimism, hope, and resilience (Supriyadi et al., 2020), no research has been done to understand if trust, as a core element of authentic leadership (Bligh, 2017) mediates the impact of authentic leadership on innovative employee outcomes. Moreover, limited research has been done on innovative organizational climate as a mediator of the impact of authentic leadership on innovative employee behaviors. Therefore, concerning growing interest in the field of innovation, this study will focus on investigating the effects of authentic leadership on innovative work behavior in a Lithuanian context and explore if employee trust in a leader and innovative organizational climate mediates this relationship. The research will deepen the understanding of the impact of authentic leadership style and the underlying mechanisms influencing innovative employee behaviors.

The problem of the Master thesis. How does authentic leadership impact the innovative work behavior of employees through the mediating role of employee-manager trust and organizational innovation climate?

The aim of the Master thesis. To evaluate the impact of authentic leadership on innovative work behavior through the mediating role of employee-manager trust and organizational innovation climate.

The objectives of the Master thesis.

1. Analyze scientific literature on authentic leadership, employee–manager trust, organizational innovation climate, and innovative work behavior.
2. Investigate the relationship between authentic leadership, employee-manager trust, organizational innovation climate, and innovative work behavior in previously conducted scientific research.

3. Create a conceptual model of authentic leadership, employee–manager trust, organizational innovation climate, and innovative work behavior.
4. Based on the conceptual model, conduct empirical research, and provide the results.
5. Based on empirical research, provide the conclusions and recommendations.

To achieve the objectives, scientific literature analysis and quantitative research methods of structured survey and statistical data analysis were applied. The analysis of scientific literature includes systemizing, comparing, and summarizing different literature sources. Statistical data analysis includes descriptive and inferential statistics.

The structure of the Master thesis. The thesis consists of three major parts, together with the conclusions and recommendations. The first part of the thesis analyzes the concepts and theoretical aspects of authentic leadership, employee-manager trust, organizational innovation climate, and innovative work behavior, as well as the linkages between the concepts. The second part of the thesis covers research methodology - conceptual research model, aims, objectives and hypotheses, anticipated sampling strategy, sample size, and data collection methods, alongside the measurement scales used for empirical research, data processing procedures, and estimated study limitations. The third part encompasses statistical data analysis, empirical research results, and discussion. Conclusions and recommendations, the summary, and the appendices are presented at the end of the Master thesis.

1. THEORETICAL ASPECTS OF AUTHENTIC LEADERSHIP, EMPLOYEE-MANAGER TRUST, INNOVATIVE WORK BEHAVIOR AND ORGANIZATIONAL INNOVATION CLIMATE

1.1 Authentic leadership concept

Leadership refers to an action of leading groups of people or an organization. For the last century, the phenomena of leadership have been studied, explored, and discussed in great interest with the main focus on leaders themselves and their behaviors that can influence the groups to seek a common goal. Therefore, Northouse (2019) identified the key elements as the center of phenomena – leadership as a process, the one that involves influence, takes place in groups, as well as includes shared goals, therefore author defined leadership as a process where a person affects a group of people to pursue a shared goal. Leadership definitions evolved over time with changing global context and the need for different approaches and explanations for effective leadership, going from traditional trait leadership theories, where leaders were assumed to be born with natural, inner leadership attributes to behavioral theories, which constituted that particular behavior can be learned, situational theories, recognizing the importance of the situations the leader acts in, emerging into new leadership theories, which recognized leadership as complexed phenomena, where the focus shifted from traditional top-down leader follower relationship to the complex interaction between the leader, followers and system where they act as a whole with the particular awareness to the potential leadership qualities of the follower. (Benmira and Agboola, 2021). With the changes in leadership theories, new approaches to leadership styles emerged.

Authentic leadership is one of the 21st-century leadership approaches (Northouse, 2019) that was first mentioned by Bill George. The author refers to authentic leadership as the new generation of leadership, where leaders do not lead by some sort of adopted leadership style but develop their own leadership style which is in line with their personality and character and thus reflects their true selves. According to the author, authentic leaders are focused on empowering and encouraging people instead of seeking recognition through money and power for themselves. They understand their strengths, acknowledge their weaknesses, and “works hard to overcome them” instead of trying to cover them as a result of seeking to gain the respect and approval of others (p. 12). Leaders who are self-disciplined and have a strong moral compass, thus are resistant to organizational pressures to blend in, adjust to the organization's normative style, act in a way to please someone or the majority of associates, and resistant because of fear to offend. Authentic leaders are the ones who can adapt their style in different environments responding to the demands

of the situation, in order to be successful in today's fast-moving, highly competitive environment. The author outlines that even if a person is born with outstanding leadership qualities it takes a lifetime to develop as a good leader, therefore determining five key qualities authentic leaders must understand, develop, and demonstrate (See Fig. 1)

Figure 1.
Components of the authentic leader



Source: (Bill George, 2003)

1. Purpose - understanding real purpose as a leader through developing a passion for your work.
2. Values - understanding personal values and beliefs which can be reflected in the behavior and decisions made by the leader.
3. Heart - leading by heart through compassion by showing interest in employees and customers.
4. Relationship - building meaningful and trustful relationships with the colleagues to establish the sense of connection that leads to the commitment towards achieving common goals.
5. Self-discipline - being consistent with daily routines and practices which leads to a balanced life and mind, thus making the leader more resistant to stressful situations and pressures encountered daily, resulting in calm and mature behavior.

(Bill George, 2003).

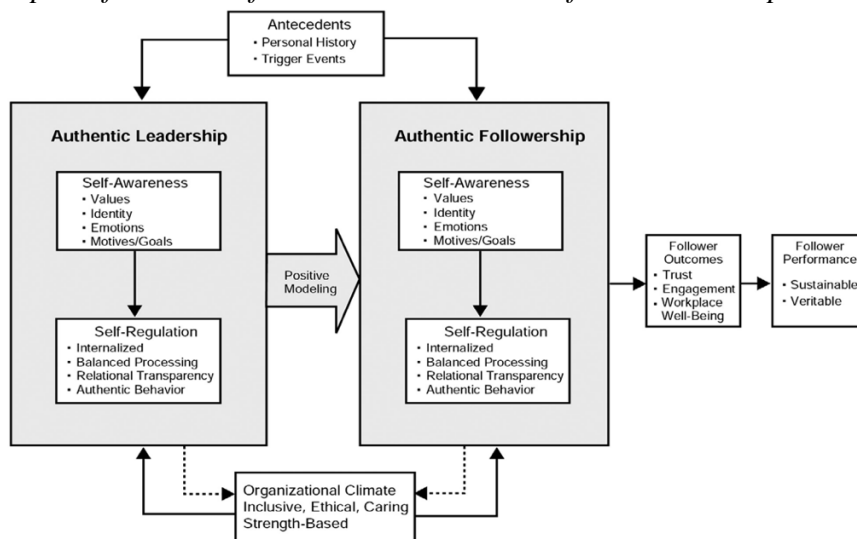
As first mentioned by Bill George, the concept of authentic leadership sparked an interest of different scholars for further investigations, especially in the positive psychology field. Luthans and Avolio (2003) related authentic leadership to one of the forms of positive leadership and distinguished that such leaders have strong psychological capabilities like confidence, optimism, hopefulness, and resilience, besides, they are transparent, have strong ethical values, and prioritize the development of their associates. Authors outline the importance of such leader's behavioral

impact on their associates, enhancing their self-development as future leaders, where the impact is driven by authentic leaders themselves exhibiting authentically in coherence with their values and beliefs without trying to pressurize or persuade. The authors also take into account highly developed organizational context as a positive environment for authentic leaders and associates to foster and exhibit positive behaviors like self-awareness and self-regulation, which results in positive self-development.

Gardner et al., (2005) slightly different than Luthans and Avolio (2003) didn't analyze the psychological capabilities and moral perspectives of authentic leaders but emphasized the importance of authentic leaders' emotional intelligence aspects of *self-awareness* which consist of understanding one's values, identity, emotions, motives, and *self-regulation* which reflects internalized balanced processing, relationship transparency, and authentic behavior. Besides emotional intelligence aspects, authors describe such leaders as the ones who are capable of developing authentic relationships with their followers and associates that can be characterized by "a) transparency, openness, and trust, b) guidance towards worthy objectives, and c) an emphasis on follower development" (Gardner et al, 2005, 345p.) suggesting the term of authentic followership, moreover such leaders naturally influence their followers to be more self-aware and self-regulated which leads to positive follower self-development and performance outcomes as shown below in Figure 2.

Figure 2.

The conceptual framework for authentic leader and follower development.



Source: (Gardner et al., 2005)

Shamir and Eilam (2005) different from other scholars introduce the life story approach to the authentic leadership perspective, saying that deep self-knowledge and understanding of oneself derive from a leader's personal experiences within the lifetime. Also, the authors aim to distinguish authentic leadership from other forms of leadership definitions relating the concept to

the actual meaning of the word “authenticity” which refers to being original, not fake. Such leaders are original in every aspect of their leadership role, they lead based on their values and beliefs that they have experienced and tested to be true, through personal encounters and reflection, their actions and behavior are consistent with their words and deeply based on their personal values. They don’t change their attitudes depending on the position held or wanting to please the audience, nor pretending to be someone they are not, because of deep self-knowledge and acceptance of themselves. They lead with a higher purpose therefore not seeking to satisfy their high personal ambitions or pursue rewards.

Authors distinguish four characteristics of authentic leaders “1) The degree of persons – role merger i.e., the salience of the leadership role in their self-concept, 2) The level of self-concept clarity and the extent to which this clarity centers around strongly held values and convictions, 3) The extent to which their goals are self-concordant, and 4) The degree to which their behavior is consistent with their self-concept” (Shamir and Eilam, 2005, p. 399).

As regards followers, contrary to Gardner et al., (2005) view that authentic followers reflect authentic leaders’ self-awareness and self-regulation processes which results in their own development, Shamir and Eilam (2005) suggest that authentic leaders naturally bring together authentic followers. Authenticity in followers comes from the fact that they truly believe in their leaders, share the same values and beliefs, can objectively assess and accept leaders for who they are, as well as evaluate their actions and behavior consistency with their convictions, that is to follow the leader because of authenticity instead of fear, pressure, or as a result of the leadership position held.

Different from Shamir and Eilam (2005), Ilies et al., (2005) proposed four component authentic leadership model purely based on Goldman and Kernis (2002) multidimensional conceptualizations of authenticity which constitutes *self-awareness*, as a person’s ability to understand one’s emotions, beliefs, values, acknowledge one’s strengths and weaknesses, which is tightly linked with a high degree of emotional intelligence, *unbiased processing*, as person’s ability objectively evaluate one’s self-relevant information, yet actively looking for challenges that could contribute to personal development, *authentic behavior/acting* as person’s ability to act by one’s values, and *authentic relations* as person’s ability to build close relationships based on trust through shared values and constant interactions.

Another author, Whitehead (2009), outlines that authentic leadership is not only the self-realization of the leader by being true to oneself, but also awareness of the influences one makes on other individuals, organizations, and the community. The author also describes authentic leaders as the ones with deep self-knowledge and the ability to establish trustful relationships,

thus the ones who can see the potential and encourage personal growth and development of others with a strong sense of social responsibility.

While different scholars tried to define authentic leadership from various angles Walumbwa et al., (2008) conceptualized authentic leadership construct which corresponds to Luthans & Avolio (2003), Gardner et al., (2005), and Ilies (2005) previous conceptualizations, defining authentic leadership as “a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development” (Walumbwa et al., 2008, p. 94). Where the key four components of 1) self-awareness refers to objectively evaluating and understanding one’s self, as well as being aware of the impact made on others, 2) *internalized moral perspective* refers to the decisions and behaviors based on internal values, 3) *balanced processing* refers to the ability to process all information necessary before making decisions, and 4) *relationship transparency* refers to the ability openly express your thoughts, feeling, emotions without pretending as showing your authentic self. The conceptualization of the construct led to the development authentic leadership questionnaire which is widely used for empirical research. Furthermore, other authors Neider and Schriesheim (2011) adopted Walumbwa et al., (2008) theoretical framework, rigorously retested, and developed the authentic leadership inventory questionnaire.

Overall authentic leadership stands for an authentic leader who is self-aware, knows his strengths and weaknesses, acknowledges them, has high self-esteem, leads with higher purpose and integrity, demonstrates behaviors based on high moral standards, able to establish trustful and meaningful relationships, enhance growth and development of others. Such leaders foster a positive environment in the organizations that leads to both the leader's and the follower's eudemonic well-being (Ilies et al., 2005).

Though the concept of authentic leadership was scrutinized by some researchers as having too “shaky” theoretical backgrounds which are not really applicable in the real business world (Alvesson and Einola, 2019), positive authentic leadership effects on employee attitudes and performance are confirmed by numerous studies. Authentic leadership increases employee’s organizational commitment, job satisfaction, and work happiness (Jensen & Luthans, 2006), enhance problem solving skills and ability to deal with crises, positively affects organizational (Datta, 2015; Hanaysha, 2020), as well as individual performance (Wang et al., 2014). Hence, since various empirical studies revealed different positive authentic leadership effects on organizational, as well as follower outcomes, that must be further explored.

1.2 Employee – manager trust theoretical aspects

Trust is a complex phenomenon, that has been widely explored for the past few decades. The variety of research on trust in the individual, as well as the organizational context, shows great interest in the academic community in trying to understand the meaning of trust, therefore increasing the understanding of how to maintain and restore it, in case it's damaged. (Mollering et al., 2004).

For the last few decades, accelerated by technology and globalization, organizations have been changing towards flatter structures, teams are often consisting of diverse groups, with people working on different time schedules or remotely, trust is the key to enabling productive collaboration within organizations (Tyler, 2003). Trust can be distinguished between trust *at a level* within the organization – individual, team (trust shared within the team), organizational (collective trust shared within the organization), and trust *in referent* – organization (organization as an entity), team (group of people working towards a common goal) or interpersonal (e.g., leader–follower) (Fulmer & Gelfand, 2012).

Early researchers on trust Mayer et al., (1995) addressed the importance of distinguishing interpersonal trust from generalized trust suggesting including two parties into the picture – trustor and trustee, therefore, defining trust as “the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party” (Mayer et al., 1995, p. 712). The authors also introduce the concept of trustworthiness. They argue that if a leader is perceived as trustworthy it would lead to developing a higher trust among employees in a leader and determined three main attributes of trustworthiness – *ability*, which refers to a “group of skills, competences and characteristics” (p. 717) in a broader context rather than in specific area of expertise, *benevolence* – refers to the perception of subordinate that the leader want to do good for other person, and *integrity* that refers to the leaders behavior that’s is consistent with ones values and beliefs. Authors outline that to have only one factor is not enough and all three factors have to interrelate in order for subordinates to evaluate if the leader could be perceived as trustworthy, thus if the leader possesses only one of the attributes, the trust of the leader most likely depend on subordinates’ propensity to trust. The authors address the importance of the subordinate (trustor) perceived risk towards the leader (trustee) and argue that the lower perceived risk would increase the chance of risk taking in the relationship, meaning the employee would be more willing to take over challenging tasks or engage in different activities suggested by the manager.

Other researchers Rousseau et al., (1998) define trust at the intrapersonal level as a “psychological state comprising willingness to accept vulnerability based on positive expectations of the intentions or behavior of another” (p. 395). Authors suggest that trust is a psychological condition that results in certain behaviors, hence the risk and dependence from one another are imperative conditions of trust, that can change throughout the relationship resulting in a change in the form or level of trust.

Slightly different from Mayer et al., (1995) and Rousseau et al., (1998) definitions of trust Whitener et al, (1998) suggest that it is managers’ set of behaviors that lead to be seen manger as trustworthy. Authors distinguish five behavioral categories: “1) behavioral consistency, 2) behavioral integrity, 3) sharing and delegation of control 4) communication 5) demonstration of concern” (p. 516). Such behavioral patterns refer to the behavior of managers which is consistent and predictable in different situations, those behavior is consistent with one’s words; those who involve their employees in decision making process, who communicate openly and provide accurate information, thus the ones who care, shows sincere interest, and protects their employees. Therefore, such a behavior would be seen as trustworthy. The authors also outline external organizational, relational, and individual factors that can influence the trustworthy behavior of managers.

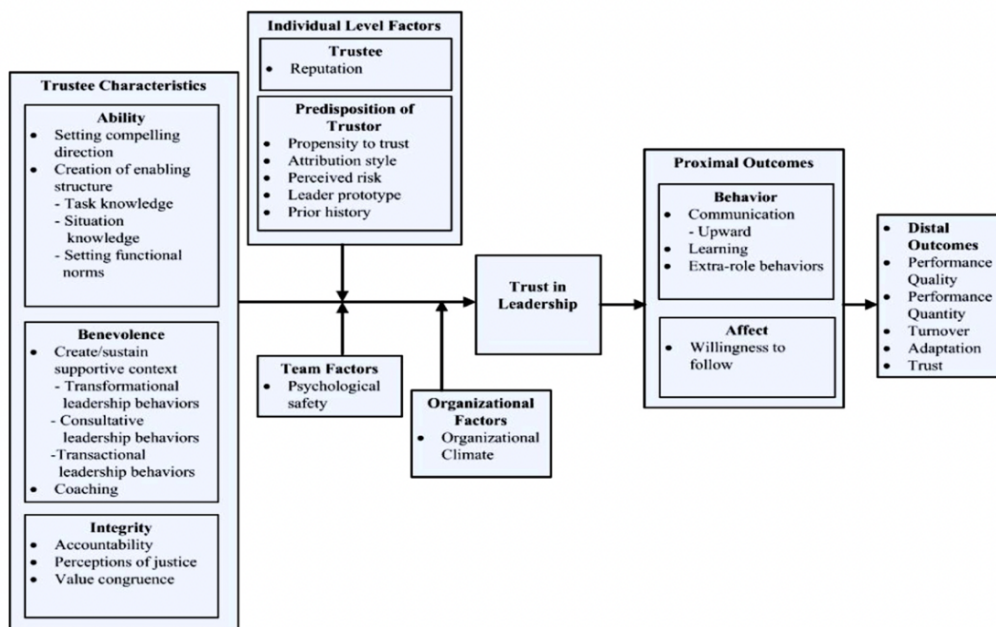
A totally different perspective was proposed by McAllister (1995) in relation to interpersonal relationships within the organization. The author suggested that there are two dimensions of trust – *cognition based* which refers to perceived managers reliability, dependability, and trustworthiness, and *affection based* which refers to managers caring behavior towards others, thus both these dimensions of trust can interplay at some point in time. Dirks and Ferrin (2002) in their meta analytic examination of operational definitions of the last four decades, in correspondence to McAllister’s (1995) conceptualization, suggest that indeed trust in leadership could be distinguished in two perspectives: *character based* (e.g., cognition), and *relationship based* (e.g., affect).

Early researchers on trust contributed to a vast number of further developed conceptions and models of trust. Tzafrir and Dolan (2004) developed a construct for evaluating trust in the context of manager–employee relationships, distinguishing three main aspects of trust: 1) *reliable behavior*, which refers to consistency and reliability of the person through the history of interaction, 2) *demonstration of concern* which refers the caring behavior and 3) *harmony* which refers to commonly shared values and overall positive emotions within the working relationship. Therefore, the authors defined trust as a “willingness to increase one’s resource investment in another party, based on positive expectations, resulting from past positive interactions” (p. 116).

By trying to understand the component of time in the nature of trust within relationships, Serva et al., (2005) distinguished that the trust can be either mutual, which reflects the static level of trust between two people, without consideration of what causes that particular level of trust, either reciprocal, which is dynamic process when parties observe their actions and behaviors over time and thus make assumptions, that can strengthen, weaken or demolish the trust.

Burke et al., (2007) suggested an integrated model of trust in leadership (see Fig. 3) that is built on extensive multi-level literature and empirical research review also considering the wide range of the leadership functions, that leaders must perform.

Figure 3. Integrative model of trust in leadership



Source: Burke et al., (2007)

Burke et al., (2007) model emphasizes on characteristics of the leader and considers the moderating factors of the leader’s reputation, individual followers, as well as team and organizational climate aspects as the contributors to the overall trust in leadership. Considering the variety of definitions and attributes, authors suggest that trust is enhanced by leaders’ abilities to set clear, functional structures and guidelines for the organizational units, foster a nurturing, caring, and supportive environment towards their subordinates, demonstrating self – awareness and transparent behavior that is consistent with leader’s words and actions.

Subordinates’ qualities like general faith in others, fundamental attribution error (tendency to assign personal based explanations for the observed behavior, underestimating the situational

factors), as well as prior history and repeated positive/negative interactions with the leader, moreover perceived individual perceptions of leader's effectiveness and reputation considered as the moderating factors that can strengthen or decrease the trust in leadership. Furthermore, mutual respect among the team members and a supportive, relatively stable organizational climate have been considered.

Burke et al., (2007) suggest that trust in leadership enables effective, open communication and information sharing between the leaders and subordinates, which results in effective problem solving, error prevention, and innovation, motivates employees to go an extra mile, take on additional initiatives, which is outside the job description. Trust in leaders enhances individual and team learning through knowledge-sharing behaviors. Therefore, if employees trust in leadership, it will eventually lead to better performance outcomes and a reduction of employee turnover.

Overall, despite the variety of definitions, few key elements can be distinguished while talking about trust. Trust involves two or more parties in the relationship – the trustee (the person being trusted, and the trustor – the person who trusts. Trust is a dynamic process that can change over time, it is a psychological disposition and depends on the level of uncertainty and dependency in relation to the future actions of others (Dirks and De Jong 2022).

The level of trust in managers heavily depends on managers' attributes and their demonstrated behavior, which is also connected with certain leadership styles. Leaders who can establish sincere, meaningful relationships with their employees, who are considered, caring and foster the development of their followers (Hernandez et al., 2014), thus share similar values (Gillespie & Mann, 2004) evoke trust in their employees, which leads to enhanced organizational commitment, better job performance, job satisfaction and organization citizenship behavior of employees (Dirks & Ferrin, 2002).

1.3 Innovative work behavior concept and theoretical aspects

In today's global, highly digitalized environment, innovation has become an essential element for success. Practical examples of the high - tech companies shows that unleashed employee innovative behavior leads to creating new products and services that enable companies to get a competitive advantage in the market. (Alessa and Durugbo, 2022).

Innovation scope can range from developing new unique products, services, or processes to smaller innovative activities like improving old ways of working, adapting new approaches to methods, processes, and procedures within the organization. (Prieto and Pérez-Santana, 2014)

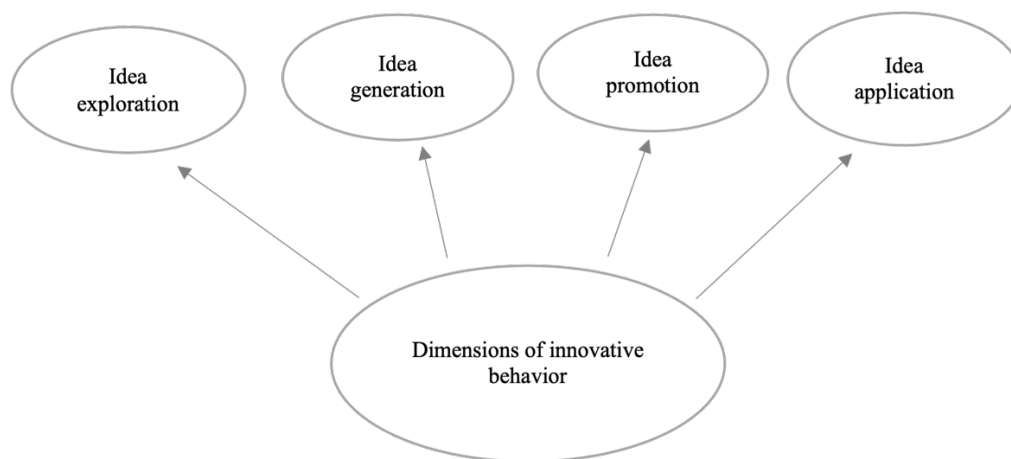
Despite the increased interest in innovation (Alessa & Durugbo, 2022), there is no united definition of what constitutes individual innovative behavior. Despite the fact that innovative

behavior is closely related to employee creativity, the main evident difference is the outcome (De Jong & Den Hartdog, 2010). While creative behavior is about generating new ideas, innovative behavior considers an idea implementation.

Trying to understand the complexity, process and components of innovative work behavior Janssen (2000) suggested that innovation is a process which includes idea generation, promotion, and application, where employees can participate in the process at any time and defined innovative behavior as deliberate formation, introduction and implementation of new ideas, in order to improve personal, group or organizational performance.

Yet Kelysen and Street (2001) suggested that innovative behavior consists of five dimensions: opportunity exploration, idea generation, evaluation, promotion, and realization, thus defining innovative work behavior as any individual act used to create, introduce, or use unique ideas that are valuable to organizations of any size. Similarly, De Jong, & Den Hartog (2010), supported Kelysen and Street's (2001) view on dimensionality and suggested to distinguish four dimensions of innovative behavior as shown in Figure 4. According to the authors innovation process starts from the employee's ability to spot the problems either due to internal (e.g., ineffective processes, services, solutions), or external (e.g., changes in the market, consumer behavior et.) factors, followed by the generating ideas of how to solve the problem and providing with the actual solutions. The next steps are what to be different from creativity is the ability to find support for new ideas and go through the implementation process.

Figure 4. *Dimensions of innovative work behavior*



Source: Compiled by the author based on De Jong, & Den Hartog (2010)

Authors, therefore, define innovative work behavior as person's actions intended to achieve the introduction of novel and valuable ideas, methods, products, or processes within the job position, team, or organization (De Jong & Den Hartdog, 2010).

Other authors Messmann and Mulder (2011) defined innovative work behavior as all employees' contributions towards developing new products or services to improve the current situation, including all necessary activities needed for the development of the innovation. In accordance with De Jong and Den Hartdog (2010) specified innovative work behavior dimensions authors propose to add one more aspect of *reflection*, which helps to evaluate the outcomes of activities and improve the knowledge for the future. Moreover, the authors suggest considering the dynamics of innovative work behavior and context, because past and present outcomes affect future innovation development which is important in the specific work-related context.

Overall, the broad meaning of innovative work behavior comes from the complexity of the innovation process itself. Whether we speak about innovation as the intentional development of new products, or simply an improvement of work processes it requires a certain set of behaviors of employees. AlEssa and Durugbo (2022) took into account various aspects of innovative work behavior and defined it as self-initiative behavior where employees purposefully generate, initiate, and adopt new ideas in order to create value and improve organizational performance through critical thinking, identification of existing and future problems, searching for solutions, finding different ways how to improve the performance, applying new approaches to practices and processes, in that way ensuring the competitiveness and sustainability of the business.

1.3.1 The impact of individual and contextual factors on innovative work behavior

Knowing the multidimensionality of innovative work behavior, it is important to understand individual and contextual factors that influence such behavior in employees.

Individual factors such as competency, self-efficacy, intrinsic and extrinsic motivation, and commitment to the organization are dispositional elements that positively affect different dimensions of innovative behavior. Competence might play a bigger role in the implementation of the ideas because it requires knowledge and expertise, self-efficacy, motivation, and commitment help employees be more confident and believe in the ability to generate, introduce, and apply new ideas for the benefit of the organization (Siregar et al., 2019).

Another personal characteristic like proactive personality is also one of the individual factors that can predict innovative work behavior. People with proactive personalities are more willing to take risks. They tend to accept difficult, complex situations as their personal challenges that lead to creative work practices. They also tend to demonstrate coping behavior and when facing crisis or handling different situations find new methods of working. In stressful situations, they tend to find opportunities to grow and see the positive side of things (Mubarak et al., 2021). Research conducted among 352 teachers in China revealed that a proactive teacher's personality

is an important facilitator for innovative approaches (Li et al., 2017). Other studies conducted across different industries and job roles also prove that a proactive personality as a personal trait strongly affects innovative work behavior (Zuberi & Khattak 2021; Mubarak et al., 2021).

In trying to search what other individual characteristics might play an important role Wu et al., (2014) suggested that personal characteristics like the need for cognition is one of the main drivers of innovative work behavior. Employees with high cognition demand are more likely to identify problems, come up with new ideas, cultivate a strong, optimistic attitude about things they work on. They are also more assured and self-reliant about their own thoughts and ideas, which helps them to better advocate and find support for those ideas. Furthermore, the authors tested how contextual factors like job autonomy and time pressure moderate employees' need for cognition and innovative behavior. Interesting findings suggest that a person's need for cognition stimulates innovative behavior in unfavorable working conditions when an employee has low autonomy and time pressure. On the contrary, high autonomy and time pressure diminish the need for cognition as a factor influencing innovative work behavior (Wu et al., 2014).

Interestingly a study conducted amongst 170 employees working within the food sector in the Netherlands, also revealed that employees dealing with high workload naturally look for ways how to alter their job methods, improve the processes, and implement those ideas into their work practices, but only if they perceive that their efforts would be rewarded fairly (Janssen, 2000). Therefore, the author suggests that the perceptions of fairness could be one of the important personal factors that trigger innovative employee behaviors.

Even though personal characteristics are one of the predictors of innovative behavior it is important to understand other contextual factors that are essential in order to foster employee innovative capabilities.

The study concluded in Vietnam, among 396 telecommunication workers showed that knowledge sharing had a significant effect on innovative work behavior, suggesting that employees who communicate with each other, actively engage in generating and applying new ideas. (Nguyen et al., 2020)

Another study revealed that leader-member exchange (LMX), where managers were able to establish high quality interpersonal relationships with employees, enhances innovative behavior. Moreover, LMX has a stronger effect on innovative capabilities, when employees are given significant tasks and receive a task related feedback from their supervisor (Zuberi & Khattak, 2021). The importance of feedback from the manager was also proven in the study conducted among 1699 government employees in South Korea, where feedback from the supervisor showed a positive effect on innovative work behavior, moreover, the results revealed

that giving feedback evokes employees' trust in manager and affective commitment which leads to innovative behavior outcomes (Bak, 2020).

Among various factors that influence employee innovative behavior, leadership practice is one of the key elements. Leaders can motivate their employees to unmask their abilities, and personal characteristics to best perform within their job role and beyond, in order to achieve higher organizational goals. (Alheet, 2021) Hence employee participation in creative work depends on the impact the manager has on individual employees. (Afsar & Umrani, 2020) Numerous studies confirmed that leadership styles contribute to unleashing employee's innovation capabilities. Studies conducted on leadership style and its effects on creative and innovative behavior are listed in Table 1.

Table 1. *Leadership style as a predictor of creative and innovative employee behavior*

Leadership Style	References
Transformational leadership	Alheet et al., (2021); Afsar, & Umrani, (2020); Khan et al., (2020); Contreras et al., (2017); Li et al., (2019); Mubarak et al., (2021); Khan et al., (2012);
Authentic leadership	Rashwan & Ghaly, (2022); Escrig et al., (2022); Müceldili et al., (2013); Sanda, & Arthur (2017); Supriyadi et al., (2020), Jung et al., (2021); Purwanto et al., (2021), Laguna et al., (2019); Yamak & Eyupoglu (2021);
Transactional leadership	Khan et al., (2020); Khan et al., (2012); Contreras et al., (2017);

Sources: Alheet et al., (2021), Afsar & Umrani (2020), Khan et al., (2020); Contreras et al., (2017); Li et al., (2019), Mubarak et al., (2021), Khan et al., (2012), Rashwan & Ghaly, (2022); Escrig et al., (2022), Müceldili et al., (2013), Sanda, & Arthur (2017), Supriyadi et al., (2020), Jung et al., (2021), Purwanto et al., (2021), Laguna et al., (2019), Yamak & Eyupoglu (2021);

Scholars conducted a vast number of research in trying to understand which leadership styles have a positive impact on employee creativity and innovative behaviors. The research conducted on transactional leadership style suggests mixed results. Some of the research showed positive effects of transactional leadership on innovative employee behaviors (Khan et al., 2020, Khan et al., 2012, Contreras et al., 2017), but some did not. The study performed amongst 461 university employees in Jordan showed negative effects of transactional leadership on innovative employee behavior suggesting that task-oriented leader behavior might restrict employees from

generating and introducing new ideas. (Alheet et al., 2021). As shown in Table 1, the biggest number of studies conducted on transformational and authentic leadership forms suggest that these are one of the most effective leadership styles that have a strong positive influence on employee creativity and innovativeness.

Overall, the findings from previous studies suggest that organizations should foster certain leadership styles that can bound personal characteristics together with specific job design to boost employee innovative work behavior.

1.4 Organizational innovation climate concept and theoretical aspects

The term organization climate refers to employees' shared perceptions of the organization's rules, practices, and procedures they encounter, as well as the behaviors they see rewarded, encouraged, and anticipated (Schneider et al., 2013). Organizational climate, contrary to organizational culture, which can be defined as a common perception of beliefs, and values communicated through myths and stories (Schneider et al., 2013), is linked with behavioral patterns in the organization toward specific types of environments (e.g., safety, creativity, innovation) that could be found in the workplace and can be seen as a reflection of the overall organizational culture (Patterson et al., 2005). The climate is easier observed by the employees as it refers to the methods, practices, procedures, and incentive systems the organization provides which capture the organization's actual priorities (Ahmed, 1998).

Innovation Climate refers to the type of organizational climate where the creation of novel ideas, insights, and solutions as well as their adoption, exploitation, and application is fostered. Innovation climate can be measured at the team or organizational level and is mostly defined as shared perceptions about the organization's (or team's) processes at the organizational (or team) level that enables and stimulates innovation (Newman et. al., 2020). It includes the perceptions of employees about the organization being supportive and having established processes for developing innovative ideas, as well as views of support from the organization and leadership towards innovation (Demircioglu, 2016). Employees that work in organizations supporting innovation are encouraged to openly share their ideas and thoughts, as well as are willing to take more risks, and as a result, they are more likely to demonstrate higher levels of innovative behaviors or participate in creative activities (Liu et. al., 2019). Therefore, it is important to understand the factors that influence the innovation climate.

Early researchers Siegel & Kaemmerer (1978) suggested that five factors impact the perceptions of members about the organization being supportive of innovation– *leadership* that fosters individual employees' development and values each person's ability to come up with novel ideas, *ownership* – when group members believe they can create or develop the concepts, methods,

and techniques they use at work, *norms of diversity* – when members in the organization values and accepts diversity and few actions are deemed to be abnormal, and where individual autonomy is tolerated, allowing members to approach the same problem or activity in a variety of ways, *continuous development* – when the organization continually tries out different ideas for its methods, issues, and/or tasks, and looks for different ways to solve its issue, *consistency* – when the members of the organization have a consistent reaction to possible failure.

Authors, Scott & Bruce (1994) developed the Innovation Climate scale based on Siegel & Kaemmerer's (1978) modified measure considering *support for innovation* – the degree to which an organization is perceived as supportive of novel ideas, adaptable to change, and has a positive attitude towards diversity and *resource supply* – the degree to which employees views the organization as providing his members with adequate resources for innovation. Moreover, the authors found that leaders who can establish high-quality relationships with their employees have a significant impact on employees' perceptions of the innovation climate in the organization. In the longitudinal study performed by Tordera & González-Romá (2013) within 24 teams working in the healthcare sector, results also suggested that in teams where high-quality relationships between leaders and employees were established with most of the team members (meaning the differentiation of LMX is lower), the perceptions of innovation climate within the teams were stronger. Furthermore, an experimental longitudinal study conducted among 524 nursing assistants in seven Swedish municipalities also showed that perceived stronger supervisor support contributed to the perceptions of a higher innovation climate (Tafvelin et al., 2019).

Overall, previous research on the determinants of the innovation climate suggests that various factors can affect the perceptions of innovation climate including general organizational support, adaptability, tolerance to failure and diversity, as well as leadership. Therefore, leaders who can establish high-quality relationships with their subordinates which include giving them higher autonomy, support, trust, resources, and decision-making freedom create positive perceptions of the innovation climate (Scott and Bruce, 1994; Tordera & González-Romá, 2013).

1.4.1 The impact of organizational innovation climate on individual and organizational outcomes

The presence of a high organizational innovation climate contributes to positive employee individual outcomes. Hsu & Fan (2010) in a study conducted among 1830 employees working in the R&D sector in Taiwan, found that a perceived higher innovation climate was linked to higher levels of creative outcomes of employees at the workplace. It also revealed that employees working under low time pressure conditions demonstrate higher levels of creativity when the

perceived innovation climate is high, on the contrary, when the perceived innovation climate is lower, increased time pressure would hitch employees towards more creative outcomes. In research conducted among 804 employees working in different industries across China, results showed that high innovation climate had a positive association with employee innovative work behavior, moreover, the authors found that high levels of psychological empowerment increased the effects of innovation climate on innovative employee behaviors. (Liu et.al., 2019). Similarly, Chang, et. al., (2011) found that a higher level of innovation climate had a significant positive effect on the creativity of teachers (n=651) in Taiwanese schools. Other studies performed in public sectors in Korea and Taiwan also suggest that a perceived higher innovation climate positively impacts innovative employee behaviors (Park & Jo, 2018, Yu et.al., 2013) as well as increases the effects of HR practices, especially information sharing on the innovative behavior of employees when they perceive the organizational climate as supportive of innovation (Bos-Nehles & Veenendaal, 2019). Moreover, Demircioglu & Berman (2019) found that the presence of a positive innovation climate reduces employee intentions to leave the organization. Also, the study, where different organizational climates were investigated revealed that especially higher levels of the perceived climate of innovation moderated the relationship between high-quality leader-subordinate relationships based on LMX theory and employee well-being, in such a way that the positive LMX effects on employee well-being increased in an innovation-friendly environment (Tordera et.al., 2020).

Furthermore, research also has shown positive organizational outcomes of a strong innovation climate. Shanker et. al., (2017) found that a positive innovation climate affects organizational performance. An interesting study conducted by King et. al., (2007) investigating organizational innovation climate as the buffer for consequences of high job demands in the UK health sector among 22 696 healthcare workers showed that a high level of innovation climate had a positive impact on organizational performance, moreover high innovation climate reduced the negative effects of high job demands on organizational performance.

Overall, the results from previous research show that a perceived high innovation climate results in various positive individual and organizational outcomes. A vast number of research revealed that on the individual level, an organizational climate for innovation encourages employees to engage in creative and innovative behaviors, therefore organizations and leadership should foster innovation-supportive environments.

1.5 The relationship between authentic leadership, employee–manager trust, innovative work behavior, and organizational innovation climate

Authentic leadership is a concept that came from the positive psychology field (Luthans & Avolio, 2003). Authentic leaders are the ones who can establish open, truthful, and meaningful relationships with their employees, therefore they should be able to establish positive environment and strong relationships based on trust with their followers. Scientific research performed on authentic leadership and employee trust in manager is shown in Table 2.

Table 2. *The relationship between authentic leadership and employee–manager trust*

Research findings	Authors
Research concluded among experienced Spanish HRM specialists (n=102) confirmed that presents of authentic leadership behavior evoke trust in leader among employees.	Agote et al., (2016)
Research conducted among bank workers in Malaysia (n=395) showed that all components of authentic leadership contributed to interpersonal trust in leaders.	Hassan & Ahmed, (2011)
The results showed positive relationship between authentic leadership and trust in manager considering two forms of trust - affective and cognitive based. Research conducted in private banking sector in Pakistan (n=270).	Farid et al., (2020)
Results from research conducted in Chinese hospitality industry (n=368) showed that authentic leadership has a positive effect on establishing trust in leaders.	Qui et al., (2019)
Research conducted in South African manufacturing companies (n=314) reveal positive effects of authentic leadership on perceived employee trust in their leaders.	Kleynhans et al., (2021)
Results of research conducted among new graduate nurses in Canada (n=1020) showed that authentic leadership is positively related to their trust in manager.	Alkaabi & Wong, (2019)

Source: Agote et al., (2016), Hassan & Ahmed, (2011), Farid et al., (2020), Qui et al., (2019), Kleynhans et al., (2021), Chen & Sriphon (2022), Alkaabi & Wong, (2019)

As summarized in Table 2, the research conducted by Agote et al., (2016), among experienced human resource specialists, showed that authentic leadership stipulate trust in leaders,

especially during times of organizational changes. Hassan & Ahmed (2011) surveyed 395 bank employees with different job titles from seven different banks and branches in Kuala Lumpur and found that authentic leadership had a significant effect on employee–manager trust among bank employees. The research conducted among 270 employees within the private banking sector in Pakistan also showed a positive authentic leadership relationship with both - cognitive and affective trust dimensions (Farid et al., 2020). The survey conducted in the Chinese hospitality sector among 20 different hotels and a total of 368 frontline employees showed significant, positive authentic leadership effects on employee-manager trust (Qui et al., 2019). The same results were obtained from the survey in South Africa, among 318 employees working in different manufacturing companies (Kleynhans et al., 2021). The research conducted between 1020 newly graduate nurses in Canada, showed that authentic leaders are less likely to exhibit uncivil behavior therefore contributing to increased levels of nurse’s trust in their managers (Ikaabi & Wong, 2019).

Trust is characterized as an expectation or conviction that the person can be confident and count on another person’s good intentions, therefore trust is essential in the workplace, especially between leader and follower (Bligh, 2017). When employees trust in their leaders they are willing to go an extra mile (Dirks & Ferrin, 2002), they are more confident in sharing and applying new ideas, which leads to innovative work outcomes (Johan, 2021). Research performed in relation to trust in manager and innovative employee behavior is shown in Table 3.

Table 3. *The relationship between employee–manager trust and innovative work behavior*

Research findings	Authors
Research conducted among 226 executives in Tunisia’s information and communication technology sector showed positive relationship between employee - supervisor trust and innovative work behavior (Exploitative and Exploratory innovation).	Berraies et al. (2015)
Results of research conducted among 74 lecturers in private university in Tangerang, Indonesia, showed that trust in leader had significant result on innovative work behavior.	Johan (2021)
Research conducted in Pakistan (n=402) among workers across different industry sectors revealed that interpersonal trust has positive effect on innovative behavior.	ul Haq et al. (2018)
Research conducted on workers (n=327) form different business sectors in Turkey revealed positive relationship between trust in manager and innovative work behavior.	Taştan & Davoudi (2015)

Source: Berraies et al., (2015), Johan (2021), ul Haq et al., (2018), Taştan & Davoudi (2015)

Berraies et al., (2015) explored how trust in the organization, co-workers, and supervisors influence employees' behavior toward innovations, and results showed that trust, particularly among workers, and in direct managers has a significant positive effect on innovative behavior. The results from the survey conducted in Turkey, among 327 non-supervisory workers also revealed that not only a high-quality reciprocal relationship with the manager, but particularly the trust element has a positive effect on employee innovative behavior, moreover high-quality relationship moderated by the trust has a stronger influence on employee innovative behaviors (Taştan & Davoudi, 2015). Another study conducted at a private university in Indonesia found that trusting one's direct supervisor rather than colleagues had a positive impact on the innovative behaviour of 74 lecturers (Johan, 2021). Authors argued that this result might be due to the work specific, as lecturers work more individually rather than collectively, and trust in the manager here played the most important role. The research conducted among 402 employees working in different industries in Pakistan also showed that trust in manager is highly related to employee innovative behavior (Ul Haq et al., 2018).

Overall, studies performed in different countries confirm that perceived employee–manager trust has a positive influence on innovative employee behaviors.

Leadership practices are one of the predictors of employee performance outcomes and behaviors in the workplace. Numerous studies confirmed that specific leadership style can unlock creative and innovative employee capabilities (Hughes et al., 2018). Authentic leadership has proven to affect employee creativity (Sanda & Artur, 2017; Müceldili et al., 2013) which leads to firms' innovations as well as employee individual innovative behavior as shown in Table 4.

As summarized in Table 4, the research conducted among 120 lecturers teaching in an Islamic university, revealed that authentic leaders enhance lecturers' innovative behaviours, moreover psychological capital mediates such relationship. (Supriyadi et.al., 2020). Authentic leadership as a new emerging positive leadership form was explored in South Korea. The survey of 256 employees working in the manufacturing sector showed that authentic leadership indeed can predict employee innovative behaviours (Jung et al., 2021). The result is in line with another survey conducted in manufacturing industry in Indonesia, which also showed support for positive authentic leadership effects on innovative behavior (Purwanto et al., 2021). Hence one more study conducted in Spain, Netherlands, and Poland among 711 employees working in different business sectors (service, trade, manufacturing, construction) revealed that high levels of leader's authenticity predicted higher levels of innovative behavior in employees (Laguna et al., 2019). Moreover, a survey carried out in North Cyprus among 428 banking front-line employees also confirmed that the presence of authentic leaders positively influences employee's behavior toward

innovations (Yamak & Eyupoglu, 2021). Therefore, the evidence from previous research suggests that authentic leadership has a positive effect on enhancing innovative behavior of employees.

Table 4. *The relationship between authentic leadership and innovative work behavior*

Research findings	Authors
Survey conducted among lecturers (=120) in university in Indonesia showed positive authentic leadership effects on innovative lecturer behavior.	Supriyadi et al., (2020)
The results form research conducted in South Korea (n=256) revealed that authentic leadership had a positive relationship with employee behavior towards innovation.	Jung et al., (2021)
Study performed in Indonesians manufacturing sector (n=195) showed significant relationship between authentic leadership and innovative employee behavior.	Purwanto et al., (2021)
Research conducted across three different European countries (n=711) revealed that authentic leadership can enhance innovative employee behavior.	Laguna et al., (2019)
Study performed in North Cyprus within the banking sector (n=428) showed that authentic leadership positively effects front line banking employee's innovative behavior.	Yamak & Eyupoglu (2021)

Source: Supriyadi et al., (2020), Jung et al., (2021), Purwanto et al., (2021), Laguna et al., (2019), Yamak & Eyupoglu (2021).

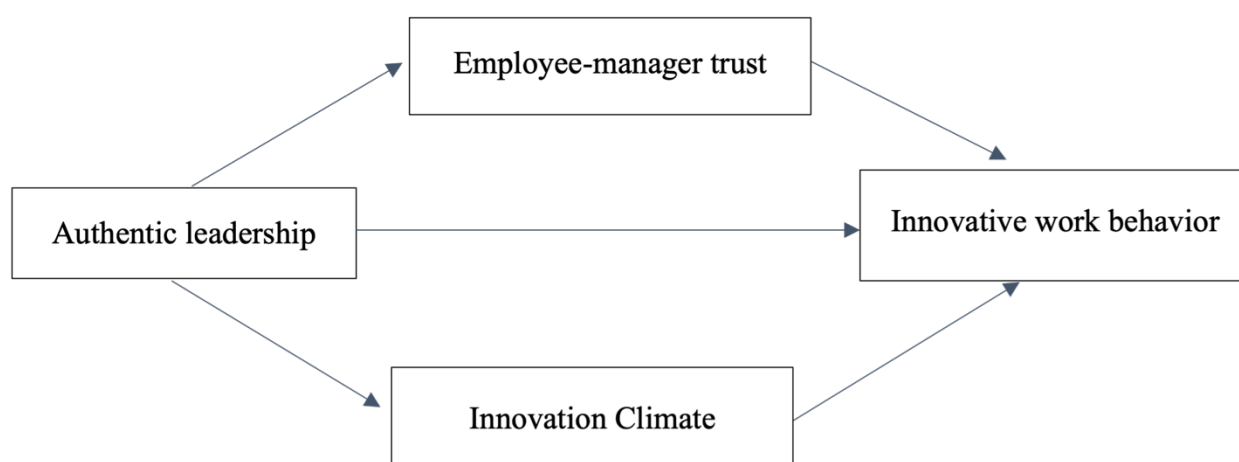
Even though trust is one of the core elements of authentic leadership (Bligh, 2017) and there are proven relationships that authentic leadership enhances employee's trust in a leader, and willingness to perform innovatively, also that trust encourages innovative employee behavior, but there have been no studies done on employee-manager trust as a mediator between authentic leadership and innovative work behavior. Similar research conducted on trust in leader as a mediator between authentic leadership and organizational citizenship behavior (Farid et al., 2020; Qui et al., 2019) suggests that trust could possibly mediate the relationship between authentic leadership and innovative behavior as well, since employee innovative behavior is self-initiated (AlEssa and Durugbo, 2022) and often comes from extra-role behaviors, that is outside the job description (Janssen, 2000; Axtell et al., 2000).

Innovation supportive climate reflects the degree to which employees perceive the organization as supportive of initiating, developing, and applying novel ideas, as well as recognizing employees for their creativity (Bos-Nehles & Veenendaal, 2019). Employee

perceptions of how much creativity and innovation are encouraged inside the organization influence their own levels of creativity and novelty (Khalili, 2016). The degree to which employees perceive an organization as supportive of innovation is highly shaped by the attitudes and behaviors of the leaders (Alblooshi, 2021). Authentic leaders can establish trustful, connected relationships where employees feel comfortable sharing their ideas, moreover, their supportive behavior minimizes the fear of exclusion or possible punishment in case of failure during the innovative process (Yıkılmaz & Sürücü, 2023). The study performed by Korku & Kaya (2022) among managers (=263) working in the health sector in Turkey found that authentic leadership positively impacts the climate of innovation in the organization. Previous studies conducted on organizational innovation climate suggest that high innovation climate positively affects creative and innovative employee behaviors (Liu et al., 2019; Chang, et al., 2011; Park & Jo, 2018; Yu et al., 2013). Moreover, the study conducted by Sanda & Arthur (2017) after the revision of the innovation climate as the moderator, suggested that organizational innovation climate partially mediates the relationship between authentic leadership and creative employee behavior.

Based on the literature review and scientific research performed on the relationship between authentic leadership, employee–manager trust, innovative employee work behavior, and organizational innovation climate, the proposed conceptual model is shown in Figure 5. Therefore, the aim of this model is to empirically prove the relationship between authentic leadership, employee–manager trust, organizational innovation climate, and innovative work behavior moreover, to test if trust in the manager, and innovation-supportive climate mediates the relationship between authentic leadership and innovative work behavior of employees.

Figure 5. *Conceptual framework*



Source: compiled by the author

2. THE IMPACT OF AUTHENTIC LEADERSHIP ON INNOVATIVE WORK BEHAVIOR THROUGH THE MEDIATING ROLE OF EMPLOYEE-MANAGER TRUST AND ORGANIZATIONAL INNOVATION CLIMATE, RESEARCH METHODOLOGY

2.1 The aim and objectives of the research, conceptual framework, and hypotheses

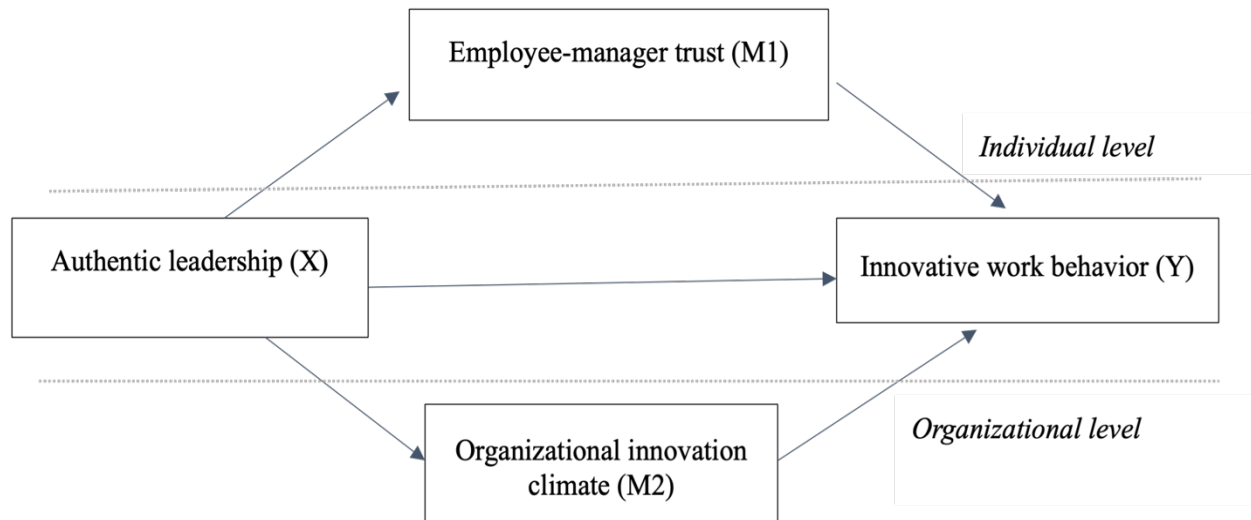
The aim of the research is to evaluate the impact of authentic leadership on innovative work behavior through the mediating role of perceived employee–manager trust and organizational innovation climate.

Research objectives:

- 1) Identify respondents' perceptions of authentic leadership, employee–manager trust, innovative work behavior, and innovation climate in the organizations operating in Lithuania, using a structured questionnaire survey method.
- 2) Determine the reliability and internal consistency of the research questionnaire, using the Cronbach alfa coefficient.
- 3) Determine the normality of data distribution using Kolmogorov - Smirnov and Shapiro – Wilk tests.
- 4) Identify the differences in evaluations of studied variables according to demographic and organizational characteristics of respondents using T-test and ANOVA.
- 5) Identify whether authentic leadership has a direct impact on innovative work behavior.
- 6) Identify whether perceived employee–manager trust has an indirect effect on the relationship between authentic leadership and employee innovative work behavior, using mediation analysis.
- 7) Identify whether perceived organizational innovation climate has an indirect effect on the relationship between authentic leadership and employee innovative work behavior, using mediation analysis.

Variables of the research. To conduct empirical research one independent variable (X1), mediator (M1), mediator (M2), and dependent variable (Y) were selected corresponding to the following constructs: X – Authentic leadership; M1 – Employee – manager trust; M2 – Organizational innovation climate; Y – Innovative work behavior (See research model Fig 6).

Figure 6. *Research model*



Source: compiled by the author

Authentic leaders stimulate innovation by building trust and creating strong bonds with employees (Korku & Kaya, 2022). Authentic leaders practice open, honest communication, and provide feedback that fosters employee self-development. They are consistent, emotionally balanced and open to different perspectives (Yamak & Eyupoglu, 2021). When leaders place confidence and genuine interest in their employees, they are more likely to share their ideas, suggestions, and innovative solutions (Laguna et al., 2019). Previous research suggests that authentic leadership positively impacts the innovative behaviour of employees (Supriyadi et al., 2020; Jung et al., 2021; Purwanto et al., 2021; Laguna et al., 2019; Yamak & Eyupoglu, 2021), therefore the following hypothesis is proposed:

H1 Authentic leadership is positively associated with innovative work behaviour.

Leadership styles influence employees' attitudes and behaviors in the workplace. Authentic leaders take a sincere interest in their employees, they lead with compassion and can establish honest, trustful relationships with their followers (George, 2003). Previous research has shown that authentic leaders evoke trust in them among employees (Agote et al., 2016; Hassan & Ahmed, 2011; Farid et al., 2020; Qui et al., 2019; Kleynhans et al., 2021; Chen & Sriphon, 2022; Alkaabi & Wong, 2019). When employees trust in their leaders, they are more confident in expressing and championing their ideas, which eventually leads to innovative outcomes. Previously conducted research suggested that employees' trust in their managers influences their innovative work behaviours (Berraies et al., 2015; Johan, 2021; ul Haq et al., 2018; Taştan & Davoudi, 2015). Therefore, based on the previous research the following hypothesis is proposed:

H2 Employee–manager trust mediates the relationship between authentic leadership and innovative work behaviour.

The perceptions of an organizational innovative climate are largely shaped by leadership (Alblooshi et al., 2021). Authentic leaders lead with transparency and integrity, also, by demonstrating self-regulated behaviors they foster a positive atmosphere where employees are trusted, valued, and their contribution is much appreciated (Alzghoul et al., 2018). The research conducted by Korku & Kaya (2022) showed that authentic leaders positively impact organizational innovation climate, whereas innovation-supportive climate influences employee's creativity and innovative work behavior (Liu et al., 2019; Chang, et. al., 2011; Park & Jo, 2018; Yu et.al., 2013). Therefore, the following hypothesis is proposed:

H3 Organizational Innovation climate mediates the relationship between authentic leadership and innovative work behavior.

2.2 Sampling strategy, sample size, and data collection

Sampling Strategy. Non-probability purposive sampling approach was chosen to perform the empirical research. The research participants were employees working in various organizations operating in Lithuania, mostly in the financial and manufacturing sectors.

Sample size. The sample size needed for the research was calculated based on similar studies conducted by other authors shown in Table 5.

Table 5. *The comparison of sample sizes*

Author	Name of the article	Sample size
Mücelandili, B., Turan, H., & Erdil, O. (2013).	<i>The influence of authentic leadership on creativity and innovativeness.</i>	142
Jung, K. B., Ullah, S. E., & Choi, S. B. (2021).	<i>The mediated moderating role of organizational learning culture in the relationships among authentic leadership, leader-member exchange, and employees' innovative behavior</i>	256
Purwanto, A., Asbari, M., Hartuti, H., Setiana, Y. N., & Fahmi, K. (2021)	<i>Effect of psychological capital and authentic leadership on innovation work behavior</i>	195
Yamak, O. U., & Eyupoglu, S. Z. (2021).	<i>Authentic leadership and service innovative behavior: mediating role of proactive personality.</i>	428
Supriyadi, D., Syafitri, L. N. H., Widodo, S. F. A., Wahidi, R., Arinta, Y. N., Nabhan, F., ... & Cahyono, Y. (2020)	<i>Innovation and authentic leadership of islamic university lectures in faculty pharmacy faculty: what is the role of psychological capital.</i>	120
All respondents		1141
Average		228

Source: Compile by the author

Therefore, considering the average sample size of the previously conducted research, the minimal number of respondents required to represent the sample is 228.

Data collection. To collect the data for empirical research survey method was selected. A structured survey questionnaire was constructed consisting of 70 items and structured in five sections covering authentic leadership, employee–manager trust, innovative work behavior, organizational innovation climate, and demographic/organizational characteristics. The demographic/organizational section includes questions about the age of the respondents, gender, level of education, respondent tenure in the organization, the size of the company, and the sector it operates.

The emails with the external link for the online survey via www.apklausa.lt website was sent to the human resource departments, managers, and employees directly and through the LinkedIn profile. An introductory message addressing the respondent's valued contribution to the study, the purpose of the survey, and an indication of the time needed to fill out the questionnaire were added to promote a greater response rate. Since the respondents were asked to evaluate their direct manager's behavior and trust in their manager, additional measures suggested by MacKenzie and Podsakoff (2012) were taken to prevent common method bias. A statement indicating that there are no right or wrong answers as well as assertions about the anonymity of the answers were added to the preamble.

Working definitions. To avoid ambiguity the following working definitions are used in this study:

Authentic leadership: a style of leadership that endorses psychological capabilities, and a value-based climate, fostering followers' self-development as well as cultivating self-awareness, internal moral perspective, balanced information processing, and relational transparency (Walumbwa et. al., 2008, Neider & Schriesheim, 2011).

Innovative work behavior: Individual behaviors directed toward creating, introducing, and implementing novel ideas at any organizational level (Kleysen & Street, 2001, De Jong & Den Hartdog, 2010).

Employee-manager trust: the belief that a person being trusted will have the best intentions and motives towards another party (Rousseau et. al., 1998).

Organizational innovation climate: shared opinions about processes in the organization that promote and facilitate innovation (Newman et. al., 2020).

2.3 Measurement scales

The measurement scales for the constructs of authentic leadership, employee–manager trust, organizational innovation climate, and innovative work behaviour were employed from previous research.

Authentic leadership is measured with a 14-item scale adopted by Neider & Schriesheim (2011), originally developed by Walumbwa et al., (2008). Authentic Leadership Inventory measures employee perceptions of their leader’s authenticity. It includes four dimensions – Self-awareness (three items), Relational transparency (three items), Balanced processing (four items), and Internalized morals perspective (four items) shown in Table 6. Score options were delivered on a 5-point Likert scale, where 1 – disagree strongly, 5 – agree strongly, with higher scores indicating higher levels of authentic leadership.

Table 6. *Authentic Leadership Inventory scale*

<i>Self – awareness</i>
1. My leader describes accurately the way that others view his/her abilities.
2. My leader shows that he/she understands his/her strengths and weaknesses.
3. My leader is clearly aware of the impact he/she has on others.
<i>Relational transparency:</i>
1. My leader clearly states what he/she means.
2. My leader openly shares information with others.
3. My leader expresses his/her ideas and thoughts clearly to others.
<i>Balanced processing:</i>
1. My leader asks for ideas that challenge his/her core beliefs.
2. My leader carefully listens to alternative perspectives before reaching a conclusion.
3. My leader objectively analyzes relevant data before making a decision
4. My leader encourages others to voice opposing points of view.
<i>Internalized moral perspective:</i>
1. My leader shows consistency between his/her beliefs and actions.
2. My leader uses his/her core beliefs to make decisions.
3. My leader resists pressures on him/her to do things contrary to his/her beliefs.
4. My leader is guided in his/her actions by internal moral standards.

Source: Neider & Schriesheim (2011)

The authors reported Cronbach alfa of the Authentic Leadership Inventory construct of 0,96. Acceptable levels of Cronbach alfa were also reported for the scale dimensions - Self-Awareness: 0.85; Relational Transparency: 0.86; Balanced Processing: 0.87; Internalized Moral Perspective: 0.86.

Employee–manager trust is measured with a 20-item scale developed by Adams and Sartori (2006). The scale measures employee perceptions of a leader’s trustworthiness. The scales were rigorously validated several times and developed within the military context where trust is

extremely important. It consists of four dimensions - Benevolence (five items), Integrity (five items), Predictability (five items), and Competence (five items) shown in Table 7. The scoring is done on a 7-point Likert scale, where 1 – disagree strongly, 7 – agree strongly. The higher value indicates a higher level of trust in the leader.

Table 7. *Trust in Leader scale*

<i>Benevolence:</i>
1. I have confidence in the motivations of my leader.
2. My leader watches my back.
3. My team leader has my best interests in mind.
4. My leader is genuinely concerned about my well being.
5. My team leader is likely to protect me.
<i>Integrity:</i>
1. I believe my leader is fair.
2. believe my leader is honest.
3. I can depend on the fairness of my leader.
4. My leader puts his words into action.
5. I know my leader will keep his word.
<i>Predictability:</i>
1. I usually know how my leader is going to react.
2. I can anticipate what my leader will do.
3. I know exactly what my leader will do in difficult situations.
4. I can rely on my leader to behave predictably.
5. My leader behaves in a very consistent manner.
<i>Competence:</i>
1. My team leader performs his job well
2. I have confidence in the abilities of my team leader.
3. My team leader is capable at his job.
4. My team leader is highly skilled.
5. My team leader knows what he is doing.

Source: Adams and Sartori (2006)

Trust in Leader scale showed high reliability, authors reported Cronbach alfa of 0.97 for the overall scale, with strong consistency in subdimensions (Benevolence – 0.94; Integrity – 0.89; Predictability – 0.90; Competence – 0.95).

Innovative work behavior is measured using the 14-item scale developed by Kleysen and Street (2001). The scale measures the innovative work behavior of employees related to opportunity exploration, idea generativity, formative investigation, championship, and implementation of the ideas as shown in Table 8. The measurement is done on a 6-point behavioral frequency scale ranging from 1 – never to 6 – always. The higher value represents higher levels of innovative behaviors of employees.

Table 8. *Innovative Work Behavior scale*

<i>Opportunity exploration:</i>
1. Look for opportunities to improve an existing process, technology, product, service or work relationship?
2. Recognize opportunities to make a positive difference in your work, department, organization, or with customers?
3. Pay attention to non-routine issues in your work, department, organization or the market place?
<i>Generativity:</i>
4. Generate ideas or solutions to address problems?
5. Define problems more broadly in order to gain greater insight into them?
<i>Formative Investigation:</i>
6. Experiment with new ideas and solutions?
7. Test-out ideas or solutions to address unmet needs?
8. Evaluate the strengths and weaknesses of new ideas?
<i>Championship:</i>
9. Try to persuade others of the importance of a new idea or solution?
10. Push ideas forward so that they have a chance to become implemented?
11. Take the risk to support new ideas?
<i>Application:</i>
12. Implement changes that seem to be beneficial?
13. Work the bugs out of new approaches when applying them to an existing process, technology, product or service?
14. Incorporate new ideas for improving an existing process, technology, product or service into daily routines?

Source: Kleysen and Street (2001)

The authors reported Cronbach alfa of 0.95 for the full Innovative work behavior scale related to five innovative behaviors.

Organizational innovation climate is measured with a 16-item Innovation Climate subscale support for innovation developed by Scott and Bruce (1994). The scale measures employees' perceptions of the organization being supportive of new initiatives and ideas as well as being open to change and tolerant of diversity. The scoring is done on a 5-point Likert scale where 1 – disagree strongly, 5 – agree strongly. 9 out of 16 items are reverse coded as shown in Table 9. The higher value represents higher levels of innovation climate in the organization.

Table 9. *Innovation Climate scale*

Statement
1. Creativity is encouraged here
2. Our ability to function creatively is respected by the leadership
3. Around here, people are allowed to try to solve the same problems in different ways.
4. The main function of members in this organization is to follow orders which come down through channels ®*
5. Around here, a person can get in a lot of trouble by being different ®
6. This organization can be described as flexible and continually adapting to change

Continuation of Table 9

Statement
7. A person cannot do things that are too different around here without provoking anger ®
8. The best way to get along in this organization is to think the way the rest of the group does ®
9. People around here are expected to deal with problems in the same way ®
10. This organization is open and responsive to change
11. The people in charge around here usually get credit for others' ideas ®
12. In this organization, we tend to stick to tried and true ways ®
13. This place seems to be more concerned with the status quo than with change ®
14. The reward system here encourages innovation
15. This organization publicly recognizes those who are innovative
16. The reward system here benefits mainly those who do not rock the boat ®

Source: Scott and Bruce (1994) *®Reverse coded items

The scale showed good reliability, authors reported Cronbach alfa of 0.92 for Innovation Climate subscale support for innovation.

2.4 Data processing procedures

The data collected during the research will be processed using the statistical software IBM SPSS (Statistical Package for Social Science). Descriptive statistics will be used for demographic and organizational data (mean values, frequencies, standard deviation). Cronbach's alpha coefficient will be calculated to assess the internal consistency of the scales used in the study. Kolmogorov - Smirnov and Shapiro – Wilk tests will be used to evaluate data distribution. T-test and ANOVA will be used to evaluate the statistical significance of the study results. Linear regression and mediation analysis will be carried out to evaluate the relationship between independent and dependent variables.

2.5 Study limitations

The study has a few limitations. First, the research measures employees' perceptions of their manager's authenticity, trust, and organizational innovation climate as well as self-assessment of their innovative behaviors at the workplace, which can cause biases in the evaluation. Secondly, the research is carried out in Lithuania, but the questionnaire is constructed in the English language. Even though the survey is conducted mostly in international organizations where the majority of employees are expected to speak fluent English, the probability that the statements can be misinterpreted or not fully understood in the correct manner still exists.

3. THE ANALYSIS OF THE EMPIRICAL RESEARCH RESULTS

3.1 Demographic characteristics of the respondents

To determine respondents' individual and organizational characteristics respondents were asked to identify their gender, age, education, and work experience in the current organization as well as the sector the company operates in and the size of the business. Aggregated results are shown in Table 10.

Table 10. Individual and organization characteristics of the respondents

<i>Characteristics</i>	<i>Variable</i>	<i>N</i>	<i>Percentage %</i>
Gender	Man	107	46.9
	Women	119	52.2
	Other	2	0.9
Age	Less than 25 years	14	6.1
	25-35 years of age	97	42.5
	36-45 years of age	86	37.7
	46-55 years of age	27	11.8
	More than 55 years	4	1.8
Education	Higher education/college	9	3.9
	Bachelor's degree	137	60.1
	Master's degree	75	32.9
	Other	7	3.1
Work experience in the organization	up to 1 year	15	6.60
	1-5 years	82	36.0
	6-10 years	59	25.9
	11-20 years	57	25.0
	More than 20 years	13	5.70
Sector the company operates in	Financial services (banking, insurance)	120	52.6
	Trade / Commerce	7	3.1
	Manufacturing	30	13.2
	Healthcare	6	2.6
	Information Technology	16	7
	Construction/Engineering	6	2.6
	Public administration	14	6.1
	Other	29	12.7
Size of the company	Very small (1 to 9 employees)	4	1.8
	Small (10 to 49 employees)	12	5.30
	Medium (50 to 249 employees)	47	20.6
	Large (250 and more employees)	165	72.4

Source: Compiled by the author according to research data

As can be observed from the findings shown in Table 10, the percentage of male and female participants in the research were around the same – 46.9% and 52.2% respectively. Most

respondents were in the age group of 25-35 (42.5%) and 36-45 (37.7%). The majority of participants had bachelor's degrees (60.1%) as well as indicated being employed by the company for one to five years (36%), six to ten years (25.9%), and eleven to twenty years (25%). Most of the surveyed specified their company operating in the financial sector (n=120, 52.6%), and employs more than 250 employees (72.4%).

3.2 Internal consistency and reliability of scales

The questionnaire used for the research was composed using validated scales, however, it is crucial to confirm the internal consistency and reliability of the construct measurements scales that are part of the survey each time used (Tavakol & Dennick, 2011). To verify the validity of the scales Cronbach alfa coefficient was calculated for each scale and latent variables. The obtained Cronbach alfa coefficient in comparison with the Cronbach alfa reported by the original authors is shown in Table 11.

Table 11. The comparison of Cronbach alpha coefficient for the measurement scales

Construct	Cronbach alpha reported by authors	Cronbach alfa obtained
<i>Authentic leadership Inventory scale (Neider & Schriesheim, 2011) 14 items</i>		
Overall scale	0.96	0.94
<i>Trust in Leader scale (Adams and Sartori, 2006) 20 items</i>		
Overall scale	0.97	0.98
<i>Innovative work behavior scale (Kleysen and Street, 2001) 14 items</i>		
Overall scale	0.95	0.97
<i>Innovation climate scale (Scott and Bruce, 1994) 16 items</i>		
Overall scale	0.92	0.95

Source: Compiled by the author according to research data

As shown in Table 11 Cronbach alpha coefficients of the used measurement scales are very close to the ones reported by the authors. All the scales scored equal or more than 0.94. Even though high Cronbach alfa can be affected by overlapping items and the length of the construct, Cronbach alfa higher than 0.7 indicates good validity and is reliable to use in further surveys (Tavakol & Dennick, 2011).

3.3 Assessment of data normality

Data normality tests were carried out to ascertain whether the distribution of the data was normal. The Kolmogorov-Smirnov and Shapiro-Wilk tests were performed. The results of both tests are shown in Table 12.

Table 12. Test of Normality results

Variables	Kolmogorov – Smirnov test		Shapiro – Wilk test	
	Statistics	P value	Statistics	P value
Authentic Leadership	0.164	<0.001	0.912	<0.001
Employee – Manager Trust	0.146	<0.001	0.902	<0.001
Innovative Work Behaviour	0.205	<0.001	0.888	<0.001
Organizational Innovation Climate	0.107	<0.001	0.962	<0.001

Source: Compiled by the author according to research results

Data normality tests findings indicated that the study data cannot be regarded as normally distributed because the acquired test results had p-values less than 0.05 as shown in Table 12. Considering mixed respondents' individual and organizational characteristics to further evaluate the normality of data distribution of the sample the coefficients of Skewness and Kurtosis were examined consequently (See Table 13).

Table 13. Skewness and Kurtosis of the variables

Variables	Skewness	Kurtosis
Authentic Leadership	-1.034	0.600
Employee – Manager Trust	-1.022	0.400
Innovative Work Behaviour	-0.985	0.031
Organizational Innovation Climate	-0.418	-0.405

Source: Compiled by the author according to research results

As shown in Table 13 the values of coefficients of Skewness and Kurtosis are in the range of -1.5 to 1.5, indicating that the data is in close proximity to a normal distribution. Therefore, statistical tools for parametric data will be used in further analysis. The histograms of variables are attached in Annex 2.

3.4 Descriptive statistics

Survey respondents' perceptions of authentic leadership, trust in the leader, their innovative behavior at work, and the perceptions of organizational innovation climate can be seen from the mean values of the construct. The mean values, standard deviation of the constructs, and the Likert scale used for evaluation are provided in Table 14.

Based on the outcomes seen in Table 14 it can be concluded that respondents in the sample perceive their leaders as authentic, considering that the respondent's computed mean is higher than three (M=3.76) in a Likert scale from one to five. It may be concluded that respondents perceive their managers as trustworthy, the mean value of trust in a leader scored M=5.29 on a Likert scale from one to seven. Also, participants quite highly evaluated their innovative behaviors in the

workplace M=4.42 which might be subject to self-serving bias. Perceived organizational innovation climate was evaluated a slightly lower M=3.64 than authentic leadership. However, to evaluate the respondents' attitudes toward the variables in greater depth based on the demographic and organizational characteristics, significance tests will be conducted.

Table 14. The means, standard deviation, and scale values of the constructs

Construct	Mean value of the construct (M)	Standard deviation of the construct (SD)	Scale values	
			Min.	Max.
Authentic Leadership	3.76	0.77	1	5
Employee – Manager Trust	5.29	1.30	1	7
Innovative Work Behaviour	4.42	1.03	1	6
Organizational Innovation Climate	3.64	0.88	1	5

Source: Compiled by the author according to research results

3.5 Distribution of demographic data

Possible variations among respondents regarding the impact of demographic characteristics on employee perceptions of important study variables were evaluated using independent samples T- test and one-way ANOVA tests. The differences in authentic leadership, trust in a leader, innovative work behavior, and organizational innovation climate were evaluated according to respondents' gender, age, education, work experience in the organization, sector, and the size of the company.

Evaluation of variable according to respondents' gender

Independent samples T-test was used to assess the differences in respondents' evaluations of the variables according to gender. (See Table 15).

Table 15. Evaluation differences of variables according to respondents' gender

Variables	Male		Women		t-test		
	Means	SD	Means	SD	t	p	p (two-sided)
Authentic leadership	3.8355	0.75057	3.7005	0.78751	1.315	0.224	0.190
Employee-manager trust	5.4152	1.25029	5.1997	1.34205	1.243	0.290	0.215
Innovative work behavior	4.4338	1.01223	4.4183	1.05581	0.112	0.382	0.911
Organizational Innovation Climate	3.7335	0.86453	3.5648	0.89560	1.435	0.829	0.153

Source: Compiled by the author according to research results

The data obtained (See Table 15) indicate that there were no significant differences in evaluations of authentic leadership, trust in the leader, innovative work behavior, and organizational innovation climate between males and females (T-test p (two-sided) value >0.05). Additional information on the data comparison with the respondents' gender is provided in Annex 3.

Evaluation of variables according to respondent's age groups

One way ANOVA test was used to determine whether respondents' age affected the perceptions of authentic leadership, trust in the leader, innovative behavior, and organizational innovation climate. The results (See Table 16) showed that there were no significant differences in the evaluations of the variables between different age groups (ANOVA test p values > 0.05). Additional information on the data comparison with the respondents' age groups is provided in Annex 4.

Table 16. Evaluation differences of variables according to respondents' age groups

Variables	<25years (N=14)		25-35 years (N=97)		36-45 years N=86		46-55 years (N=27)		>55 years (N=4)		One-way ANOVA	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>
Authentic Leadership	3.54	0.651	3.74	0.901	3.79	0.715	3.89	0.468	3.63	0.489	0.583	0.675
Employee-Manager Trust	5.02	1.139	5.27	1.469	5.28	1.273	5.54	0.850	5.43	0.994	0.402	0.8027
Innovative Work Behavior	4.19	1.100	4.39	1.176	4.49	0.928	4.50	0.795	3.77	0.674	0.726	0.575
Organizational Innovation Climate	3.41	0.898	3.74	1.023	3.59	0.779	3.61	0.639	3.25	0.350	0.801	0.526

Source: Compiled by the author according to research results.

Evaluation of variable according to respondents' education

To assess whether there is a significant difference in respondents' evaluations of the variables according to the different education obtained, one way ANOVA test was performed. The results (See Table 17) showed no significant differences in most of the variables, except organizational innovation climate (p value =0.009). According to the Bonferroni test the statistically significant difference ($p=0.034$) between the respondents with bachelor's degrees and the ones who marked education as other which can refer to different education levels that were

not mentioned in the survey. The respondents with bachelor's degrees assessed their organizational innovation climate as higher than respondents who didn't want to reveal their education. Additional information on the data comparison with the respondents' education is provided in Annex 5.

Table 17. Evaluation differences of variables according to respondents' education

Variables	Higher education/College (N=9)		Bachelor's degree (N=137)		Master's degree (N=75)		Other (N=7)		One-way ANOVA	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>
Authentic Leadership	3.71	0.364	3.74	0.859	3.87	0.604	3.17	0.706	1.944	0.123
Employee-Manager Trust	5.30	0.727	5.25	1.394	5.48	1.142	4.12	1.199	2.49	0.061
Innovative Work Behavior	4.26	0.835	4.43	1.113	4.39	0.936	4.60	0.666	0.166	0.919
Organizational Innovation Climate	3.78	0.394	3.76	0.967	3.47	0.685	2.83	0.765	3.991	0.009

Source: Compiled by the author according to research results.

Evaluation of variables according to respondents' work experience in the organization

One-way ANOVA test results showed that there were significant differences in the evaluations based on the respondent's work experience in the organization, p-value less than 0.001 recorded across all the variables of authentic leadership, trust in leader, innovative employee behavior, and organizational innovation climate (See Table 18). To evaluate the statistical significance between different respondent groups Bonferroni test was performed. Based on Bonferroni test results respondents who worked in the organization for up to one year and from one to five years perceived their leaders in the organization as less authentic and less trustworthy in comparison with respondents from six to ten and eleven to twenty years. The respondents with less work experience within the organization (up to one year, one to five years) demonstrated less innovative work behaviors as well as perceived organizational climate as less innovative in comparison with more experienced ones (six to ten). Such an outcome might be explained that employees who decide to stay longer within the organization generally perceive the organization and their leaders more favorably. Additional information on the data comparison with the respondents' work experience is provided in Annex 6.

Table 18. Evaluation differences of variables according to respondents' work experience in the organization

Variables	Up to 1 year (N=15)		1-5 years (N=82)		6-10 years (N=59)		11-20 years (N=57)		More than 20 years (N=13)		One-way ANOVA	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>
Authentic Leadership	3.22	0.615	3.50	0.925	4.01	0.634	4.00	0.481	3.75	0.704	7.969	<0.001
Employee-Manager Trust	4.07	1.276	4.85	1.498	5.78	1.030	5.66	0.867	5.47	1.146	10.343	<0.001
Innovative Work Behavior	3.65	0.765	4.10	1.276	4.69	0.818	4.74	0.669	4.42	0.899	6.901	<0.001
Organizational Innovation Climate	3.09	0.428	3.49	1.015	3.98	0.763	3.67	0.782	3.39	0.678	4.874	<0.001

Source: Compiled by the author according to research results.

Evaluation of variables according to respondents' organization sector

To assess the differences in the respondent's evaluation of variables according to the sector organization operates in one-way ANOVA test was performed. The companies with the highest number of survey participants were selected for further analysis. The results showed significant differences across all the variables (See Table 19), p -value < 0.001.

Table 19. Evaluation differences of variables according to respondents' sector of the organization

Variables	Financial sector (N=120)		Manufacturing (N=30)		Information Technology (N=16)		Public (N=14)		Other (N=29)		One-way ANOVA	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>
Authentic Leadership	4.12	0.536	3.67	0.413	3.03	0.737	2.60	1.137	3.57	0.703	16.951	<0.001
Employee-Manager Trust	5.91	0.924	5.05	0.618	4.26	1.201	3.27	1.688	4.91	1.345	16.947	<0.001
Innovative Work Behavior	4.79	0.779	4.51	0.785	3.47	1.112	2.82	1.242	4.44	0.804	13.779	<0.001
Organizational Innovation Climate	4.08	0.741	3.57	0.415	3.04	0.683	2.11	0.831	3.37	0.665	20.991	<0.001

Source: Compiled by the author according to research results.

To further evaluate the significant differences Bonferroni test was performed. Bonferroni test results showed that respondents working in the financial sector perceived their leaders as more authentic in comparison with employees working in manufacturing, information technology, public, and other sectors. Employees working in the manufacturing sector perceived their leaders as more authentic in comparison with the employees from the information technology and public sectors. Respondents from the financial sector displayed more trust in their leaders in comparison with manufacturing, information technology, public, and other sectors, however, employees from the manufacturing sector trusted their leaders more than the ones from the public sector. Employees from the financial and manufacturing sectors evaluated their innovative behavior at work significantly higher than employees working in the information technology and public sectors. In terms of organizational innovation climate respondents from the financial sector perceived innovation climate as higher in comparison with manufacturing, information technology, public, and other sectors, and employees from the manufacturing, information technology, and other sectors gave higher evaluations in comparison with employees working in the public sector. Employees from the public sector evaluated their organization's innovation climate significantly less favorably in comparison to other sectors. Additional information on the data comparison according to the sector the organization operates in is provided in Annex 7.

Evaluation of variables according to the size of the company

Performed one-way ANOVA test results showed significant differences in the evaluation of variables depending on the size of the company respondents work for (See Table 20).

Table 20. Evaluation differences of variables according to the size of the company

Variables	Very small (N=4)		Small (N=12)		Medium (N=47)		Large (N=165)		One-way ANOVA	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>F</i>	<i>p</i>
Authentic Leadership	3,63	1,002	3,44	0,897	3,44	0,667	3,88	0,756	5,086	0.002
Employee-Manager Trust	4,73	1,521	4,93	1,534	4,69	1,210	5,51	1,257	5,650	0.001
Innovative Work Behavior	3,79	0,401	4,44	1,021	3,96	0,991	4,56	1,019	4,748	0.003
Organizational Innovation Climate	2,98	0,865	3,50	0,615	3,29	0,668	3,77	0,919	4,709	0.003

Source: Compiled by the author according to research results.

The Bonferroni test was run to further assess the noteworthy differences in the evaluation of the variables depending on the size of the company. The evaluation of authentic leadership, trust in leaders, innovative work behavior, and organizational innovation climate statistically significantly differed from medium to large companies with the latter evaluating their leaders as more authentic and trustworthy as well as evaluating their behaviors at the workplace as more innovative and higher climate of innovation within the organization. Additional information on the data comparison according to the sector the organization operates in is provided in Annex 8.

In conclusion, statistically significant differences between the following were discovered after comparing the averages of the variables with the respondents' demographic and organizational features:

- the statistically significant difference ($p=0.034$) between the respondents with bachelor's degrees and those who indicated education as other, which may relate to other educational levels not specified in the survey, was found using the Bonferroni test.
- the statistically significant differences in evaluations of authentic leadership, trust in leader, innovative work behavior, and organizational innovation climate depending on respondents' work experience within the organization. Based on the Bonferroni test, employees with longer work experience (6-10 years and 11-20 years) evaluated their leaders as more authentic and trustworthy, gave higher evaluations on their innovative behaviors at the workplace and organizational innovation climate (6-10 years) in comparison with the ones with shorter (up to 1 and 1 to 5 years) tenure in the organization.
- significant differences were found in the mean distribution of the variables between the employees from various industries. Employees working in the financial sector had higher perceptions of authentic leadership, trust in the leader, and innovative organizational climate in comparison with the employees working in manufacturing, information technology, public, and other sectors.
- significant differences were also found between the evaluation of variables depending on the size of the organization. Bonferroni test showed that employees from medium-sized companies gave fewer positive evaluations of their leader's authenticity (Mean diff. -0.44328, p -value = 0.003) and trustworthiness (Mean diff. -0.81222, p -value < 0.001), less favorably assessed their innovative work behaviors (Mean diff. -0.59818, p -value=0.003), and climate for innovation ((Mean diff. -0.47883, p -value=0.005) in comparison with the respondents from the large companies. That might be explained that large companies have greater possibilities to invest in organizational culture and leadership competence development in comparison to medium size companies, therefore the employee's perceptions of different organizational aspects are better.

3.6 The impact of authentic leadership on innovative work behavior through the mediating role of employee-manager trust and organizational innovation climate research analysis

To investigate the relationships between authentic leadership, innovative work behavior, employee–manager trust, and organizational innovation climate, thus identifying whether perceived employee-manager trust and organizational innovation climate have mediation effects on the relationship between authentic leadership and innovative work behavior, linear regression and mediation analysis was performed. Mediation analysis was done using IBM SPSS statistics 4.2 version process macro by Andrew F. Hayes, model 4 including two parallel mediators (M1- employee-manager trust; M2 - Organizational innovation climate). The analysis will confirm or reject the following hypothesis:

H1 Authentic leadership is positively associated with innovative work behavior.

H2 Employee–manager trust mediates the relationship between authentic leadership and innovative work behavior.

H3 Organizational Innovation climate mediates the relationship between authentic leadership and innovative work behavior.

The relationship between authentic leadership and innovative work behavior is shown in Table 21.

Table 21. Relationship between authentic leadership and innovative work behavior

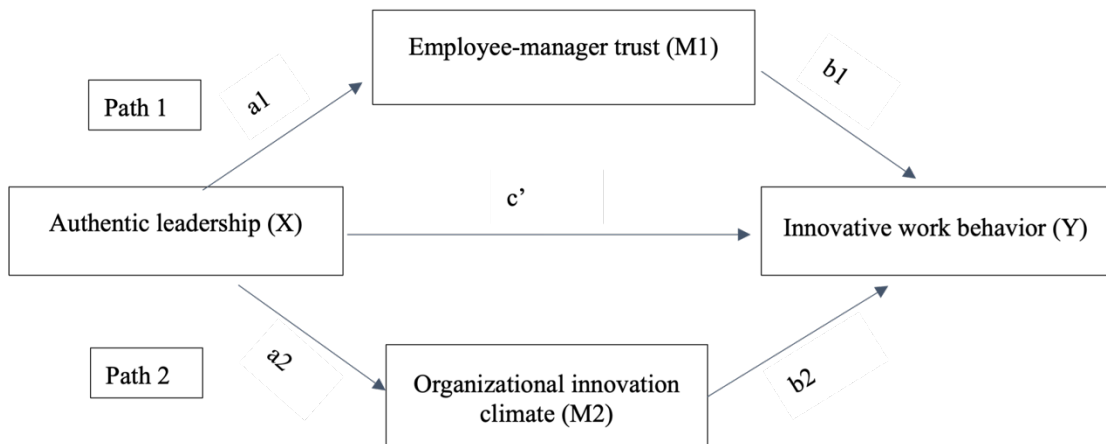
<i>Independent variable (X)</i>	<i>Dependent variable (Y)</i>	<i>Adjusted R Square</i>	<i>ANOVA (F)</i>	<i>ANOVA P value</i>	<i>Unstandardized B</i>	<i>P value</i>	<i>VIF</i>
Authentic leadership	Innovative work behavior	0.507	298.6461	0.000	0.955	0.000	1

Source: Compiled by the author according to research results.

Based on the linear regression analysis results adjusted R Square 0.507 suggests that innovative work behavior 50.07% can be predicted by authentic leadership, positive unstandardized B (0.955) and p-value =0.000 shows a positive relationship between authentic leadership and innovative work behavior, therefore the **H1 hypothesis is confirmed**. (Additional information on linear regression analysis results is provided in Annex 9).

The mediation analysis will be carried out according to the parallel mediation diagram shown in Figure 7.

Figure 7. Parallel mediation diagram



Source: Compiled by the author

Path 1 (Indirect effect) = $a1*b1$

Path 2 (Indirect effect) = $a2*b2$

The direct and indirect relationships between authentic leadership, employee-manager trust, and innovative work behavior are shown in Table 22 and Table 23.

Table 22. The direct relationship between authentic leadership, employee-manager trust, and innovative work behavior

<i>Direct effect</i>							
<i>Path 1</i>	<i>Independent variable (X)</i>	<i>Dependent variable (Y)</i>	<i>b</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
a1	Authentic leadership	Employee-manager trust	1.5694	38.2802	0.0000	1.4886	1.6502
b1	Employee-manager trust	Innovative work behavior	0.1806	1.9351	0.0543	-0.0033	0.3645

Source: Compiled by the author according to research results.

Table 23. The indirect effect of authentic leadership on innovative work behavior through employee-manager trust

<i>Indirect effect</i>						
<i>Path 1</i>	<i>Independent variable (X)</i>	<i>Mediator (M1)</i>	<i>Dependent variable (Y)</i>	<i>Effect</i>	<i>LLCI</i>	<i>ULCI</i>
	Authentic leadership	Employee-manager Trust	Innovative work behavior	0.2834	-0.0656	0.6240

Source: Compiled by the author according to research results.

Based on mediation analysis, results suggest that there is a positive relationship between authentic leadership and employee-manager trust ($b=1.5694$, $t=38.2802$, $p\text{-value}=0.0000$), however, no significant relationship was found between employee-manager trust and innovative work behavior ($b=0.1806$, $t=1.9351$, $p\text{-value}=0.0543$), the indirect effect (see Table 23) of authentic leadership on innovative work behavior through a first mediator employee-manager trust was 0.2834 and was not statistically significant (LLCI=-0.0656, ULCI=0.6240 the confidence interval include zero in between the values) therefore the **H2 hypothesis is rejected**. (Additional information on mediation analysis results is provided in Annex 10).

The direct and indirect relationships between authentic leadership, organizational innovation climate, and innovative work behavior are shown in Table 24 and Table 25. The results suggest a positive relationship between authentic leadership and organizational innovation climate ($b=0.8643$, $t=17.2814$, $p\text{-value}=0.0000$) and a positive significant relationship between organizational innovation climate and innovative employee behavior ($b=0.5078$, $t=6.6374$, $p\text{-value}=0.0000$).

Table 24. The direct relationship between authentic leadership, organizational innovation climate, and innovative work behavior

<i>Direct effect</i>							
<i>Path 2</i>	<i>Independent variable (X)</i>	<i>Dependent variable (Y)</i>	<i>b</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
a2	Authentic leadership	Organizational Innovation Climate	0.8643	17.2814	0.0000	0.7657	0.9628
b2	Organizational Innovation Climate	Innovative work behavior	0.5078	6.6374	0.0000	0.3571	0.6586

Source: Compiled by the author according to research results.

The indirect effect (See Table 25) of authentic leadership on innovative work behavior through the second mediator of organizational innovation climate was 0.4389 and was statistically significant (LLCI =0.2848, ULCI=0.6151, the interval doesn't include zero between the values), therefore **H3 hypothesis is confirmed**.

The results of total and direct effect suggest that in the presence of both mediators (See Table 26), the direct effect of authentic leadership on innovative work behavior reduces to 0.2331 ($0.9555 \rightarrow 0.2331$) and becomes statistically insignificant ($p\text{-value}=0.1485$), therefore suggesting full mediation where the unstandardized indirect effect of organizational innovation climate accounts for 46% of the total effect of authentic leadership on innovative work behavior. (Additional information on mediation analysis results is provided in Annex 10).

Table 25. The indirect effect of authentic leadership on innovative work behavior through organizational innovation climate

<i>Indirect effect</i>						
	<i>Independent variable (X)</i>	<i>Mediator (M2)</i>	<i>Dependent variable (Y)</i>	<i>Effect</i>	<i>LLCI</i>	<i>ULCI</i>
<i>Path 2</i>	Authentic leadership	Organizational innovation climate	Innovative work behavior	0.4389	0.2848	0.6151

Source: Compiled by the author according to research results.

Table 26. The total and direct effect of authentic leadership on innovative work behavior

<i>Total effect (c)</i>				
<i>Independent variable (x)</i>	<i>Dependent variable (Y)</i>	<i>Effect</i>	<i>t</i>	<i>p</i>
Authentic leadership	Innovative work behavior	0.9555	15.251	0.000
<i>Direct effect (c')</i>				
Authentic leadership	Innovative work behavior	0.2331	1.4498	0.1485

Source: Compiled by the author according to research results.

3.7 Research results summary and discussion

In today's changing environment innovation become a determining factor for a company's success. It shows an organization's ability to adapt, initiate changes, and build sustainable competitive advantage. However, individual employee behaviors are extremely important for continual innovation and progress (De Jong & Den Hartog, 2010) as well as leadership practices that shape employees' behaviors and a sense of organizational openness to innovation. (Oke et al., 2009). Therefore, scholars try to investigate and determine the most effective leadership styles and underlying mechanisms that can unfold employee's creativity and innovativeness. This Master Thesis aimed to evaluate authentic leadership effects on innovative employee behaviors and examine the mediating roles of employee-manager trust and organizational innovation climate.

In evaluating authentic leadership effects on innovative employee behaviors, the Master Thesis research results suggest that there is a strong direct positive relationship between authentic leadership and innovative work behaviors of employees, which is in line with the previous findings of Jung et al., (2021), Laguna et al., (2019), Yamak & Eyupoglu (2021) which found a positive influence of authentic leadership on employee innovativeness across different business sectors and countries.

The first part of the mediation analysis evaluating employee-manager trust as a mediator between authentic leadership and innovative work behavior suggested no mediation effect,

however, authentic leadership was found to be a strong predictor of employee trust in the leader which is in line with the previous findings of Farid et al. (2020), Qui et.al. (2019), Kleyhans et al., (2021), Hassan & Ahmed (2011). Nevertheless, the employee-manager trust did not significantly influence innovative work behavior which deviates from the findings of studies carried out by Johan (2021), ul Hag et al (2018), and Taştan & Davoudi (2015) where employee-manager trust had a positive impact on innovative behaviors of employees. However, trust as one of the core elements of authentic leadership can be examined further by exploring different trust dimensions and their effects on innovative employee behaviors.

The second part of the mediation analysis path results showed that authentic leadership positively influences organizational innovation climate which is in line with the findings of Korcu & Kaya (2022) where results showed a positive impact of authentic leadership on innovation climate while examined separately. Organizational innovation climate also had a positive influence on innovative employee behaviors which is consistent with the previous findings of Liu et al (2019) and Hsu & Fan (2010) which found a positive innovation climate influence on innovative employee behaviors and creative employee outcomes. The mediation results revealed a significant mediating effect of impact on authentic leadership on innovative work behavior through the innovative organizational climate which supports the finding of Sanda & Arthur (2017) where results showed that innovation climate partially mediated the relationship between authentic leadership and employees' creativity, while in the terms of transactional leadership climate of innovation served as a moderator, suggesting that authentic leadership style has more significant influence in shaping employees perceptions of innovation climate.

CONCLUSIONS AND RECOMMENDATION

1. To conclude, after analyzing the concept of authentic leadership, it can be determined that it is a style that encompasses four unique dimensions of a leader: self-awareness, internalized moral perspective, balance processing, and relationship transparency. Authentic leaders have high emotional intelligence and personal integrity, they aim to establish meaningful relationships with their employees, enhancing positive employee psychological capacities and positive employee self-development. Authentic leadership has proven to have a positive effect on individual employee outcomes such as job satisfaction, organizational commitment, and work happiness, as well as employee creativity and innovative work behaviors.
2. Interpersonal trust can be described as a conviction that someone trustworthy would act in the best interests of another party. Trust in a leader depends on the personal characteristics and behaviors of the leader, which include benevolence, personal integrity, competence, and predictability. Employee trust in leaders results in positive employee outcomes such as better job performance, job satisfaction, knowledge sharing, and innovative behaviors.
3. After analyzing the theoretical aspects, innovative work behavior can be determined as employee's voluntary actions to improve already existent processes and practices within the organization as well as to generate, introduce, and adopt new ideas and solutions. Innovative employee behaviors are more complex than creativity and include several stages of opportunity exploration, creativity, investigation, promotion, and application.
4. An organizational innovation climate can be described as a work environment that encourages the creation and development of new concepts, insights, and solutions. The research implies that leadership behaviors influence employees' perceptions of organizational innovation climate, while a perceived higher climate of innovation leads to creative and innovative behaviors of employees.
5. Based on the literature analysis, a conceptual model was designed, and the impact of authentic leadership on innovative work behavior through the mediating roles of employee–manager trust and organizational innovation climate was examined.
6. Based on empirical research results, significant differences were found in the valuation of authentic leadership, trust in the leader, innovative work behavior, and organizational innovation climate among the employees with less work experience (up to 1 and 1-5 years) in comparison to the groups with higher work experience in the organization (6-10 and 11-20 years) this might be explained that new to the organization employees are still at the evaluation stage, therefore examining the organization more precisely, have higher self-

constraints whereas employees with higher work experience feel more confident, know the company's organizational culture, have already established relationships with the immediate managers or leaders in the organization.

7. Significant differences were also found between the size of the company and the business sector. Employees from companies operating in the financial sector evaluated their leader's authenticity, trustworthiness, and organizational innovation climate higher in comparison with analyzed sectors, however, the employees from the public sector had the lowest opinion about the leadership, their own innovative behaviors, and most significantly about the innovative organizational climate. As well as notable differences in less favorable evaluations of employees working in medium in comparison to large organizations. In conclusion, that might suggest that medium-sized companies do not have sufficient resources to invest in organizational culture and the development of leadership competencies, or to hire top-level executives, whereas public companies, in addition to the lack of resources, value the status quo and are not willing to change.
8. Research results confirmed a direct significant influence of authentic leadership on innovative work behavior, which is consistent with the previously conducted research. The results suggest that the presence of authentic leaders can predict 50.07 percent of innovative employee behavior.
9. Research results did not support employee-manager trust as a mediator in the relationship between authentic leadership and innovative work behavior.
10. Research results supported the mediation effect of organizational innovation climate in the relationship between authentic leadership and innovative employee behaviors which is in line with the previously conducted research, suggesting that a leader's openness to change, willingness to listen, and accept new ideas shape employee perceptions of organizational innovation climate.

Based on the theoretical aspects and empirical research results the following recommendations for organizations willing to improve their innovative behaviors of employees can be made:

1. Select and recruit leaders with authentic leadership characteristics who lead with heart and purpose, have moderately high emotional intelligence, demonstrate personal integrity, balanced processing, and relationship transparency to unfold employee's creativity and innovativeness.
2. Gather insights about the leadership styles prevailing in the organization relocate/ promote /assign leaders with authentic leadership characteristics to the parts of the organization where employee creativity and innovative behaviors are needed the most.

3. Implement a long-term leadership development program where leaders can learn more about their authentic selves, get a better understanding of their strengths and weaknesses, identify blind spots, as well as develop authentic leadership skills such as self-awareness, self-regulation, empathy, active listening, rapport and relationship building, and coaching.
4. It is impossible to have only authentic leaders within the organization, so companies should train their leaders to understand the innovation process and remove the barriers to innovation by adjusting practices and processes within the organization. As well as empowering leaders to foster an innovation climate by facilitating learning, divergent thinking, embracing diversity, accepting failure, and being open to novel ideas.

LIST OF REFERENCES

- Adams, B. D., & Sartori, J. A. (2006). *Validating the trust in teams and trust in leaders scales*. HUMANSYSTEMS INC GUELPH (ONTARIO). Viewed on 2023-05-18. Internet access: <https://apps.dtic.mil/sti/pdfs/ADA630700.pdf>
- Afsar, B., & Umrani, W. A. (2020). Transformational leadership and innovative work behavior: The role of motivation to learn, task complexity and innovation climate. *European Journal of Innovation Management*, 23(3), 402-428. Viewed on 2023-01-28. Internet access: https://www.researchgate.net/publication/333938464_Transformational_leadership_and_innovative_work_behavior_The_role_of_motivation_to_learn_task_complexity_and_innovation_climate
- Agote, L., Aramburu, N., & Lines, R. (2016). Authentic leadership perception, trust in the leader, and followers' emotions in organizational change processes. *The Journal of Applied Behavioral Science*, 52(1), 35-63. Viewed on 2023.02.01. Internet access: https://journals.sagepub.com/doi/pdf/10.1177/0021886315617531?casa_token=5q6F_sDi3v4AAA:AAA:fy94470HahmoFql6xQywUaS3HzXmJ4dYWQ6EJM6okcjqedVAa0sDFaI_erK65jVt6aHnUqNsIXg
- Ahmed, P. K. (1998). Culture and climate for innovation. *European journal of innovation management*. Viewed on 2023-05-30. Internet access: <https://www.emerald.com/insight/content/doi/10.1108/14601069810199131/full/html>
- Alblooshi, M., Shamsuzzaman, M., & Haridy, S. (2021). The relationship between leadership styles and organisational innovation: A systematic literature review and narrative synthesis. *European Journal of Innovation Management*, 24(2), 338-370. Viewed on 2023-05-18. Internet access: <https://www.emerald.com/insight/content/doi/10.1108/EJIM-11-2019-0339/full/html>
- AlEsa, H. S., & Durugbo, C. M. (2022). Systematic review of innovative work behavior concepts and contributions. *Management Review Quarterly*, 72(4), 1171-1208. Viewed on 2023.01.05. Internet access: <https://link.springer.com/article/10.1007/s11301-021-00224-x>
- Alheet, A., Adwan, A., Areiqat, A., Zamil, A., & Saleh, M. (2021). The effect of leadership styles on employees' innovative work behavior. *Management Science Letters*, 11(1), 239-246. Viewed on 2023-01-28. Internet access: <http://m.growingscience.com/beta/msl/4192-the-effect-of-leadership-styles-on-employees-innovative-work-behavior.html>
- Alkaabi, O., & Wong, C. (2019). Relationships among authentic leadership, manager incivility and trust in the manager. *Leadership in Health Services*, 33(1), 27-42. Viewed on 2023.01.05. Internet access: <https://www.emerald.com/insight/content/doi/10.1108/LHS-06-2019-0030/full/html>
- Alvesson, M., & Einola, K. (2019). Warning for excessive positivity: Authentic leadership and other traps in leadership studies. *The Leadership Quarterly*, 30(4), 383-395. Viewed on 2022-12-28. Internet access: <https://www.sciencedirect.com/science/article/pii/S1048984318307896>
- Alzghoul, A., Elrehail, H., Emeagwali, O. L., & AlShboul, M. K. (2018). Knowledge management, workplace climate, creativity and performance: The role of authentic leadership. *Journal of Workplace Learning*. Viewed on 2023-05-18. Internet access: <https://www.emerald.com/insight/content/doi/10.1108/JWL-12-2017-0111/full/html>
- Axtell, C. M., Holman, D. J., Unsworth, K. L., Wall, T. D., Waterson, P. E., & Harrington, E. (2000). Shopfloor innovation: Facilitating the suggestion and implementation of ideas. *Journal of occupational and organizational psychology*, 73(3), 265-285. Viewed on 2023.01.05. Internet access: <https://bpspsychub.onlinelibrary.wiley.com/doi/epdf/10.1348/096317900167029>
- Bak, H. (2020). Supervisor feedback and innovative work behavior: the mediating roles of trust in supervisor and affective commitment. *Frontiers in Psychology*, 11, 559160. Viewed on 2023-01-28. Internet access: <https://www.frontiersin.org/articles/10.3389/fpsyg.2020.559160/full>

- Benmira, S., & Agboola, M. (2021). Evolution of leadership theory. *BMJ Leader*, leader-2020. Viewed on 2022-12-28. Internet access: <https://bmjleader.bmj.com/content/leader/early/2021/01/08/leader-2020-000296.full.pdf>
- Berraies, S., Achour, M., & Chaher, M. (2015). Focusing the mediating role of knowledge management practices: how does institutional and interpersonal trust support exploitative and exploratory innovation?. *Journal of Applied Business Research (JABR)*, 31(4), 1479-1492. Viewed on 2023-01-31. <https://www.clutejournals.com/index.php/JABR/article/view/9331>
- Bligh, M. C. (2017). Leadership and trust. *Leadership today: Practices for personal and professional performance*, 21-42. Viewed on 2022-12-28. Internet access: http://ndl.ethernet.edu.et/bitstream/123456789/88657/1/2017_Book_LeadershipToday.pdf#page=27
- Bos-Nehles, A. C., & Veenendaal, A. A. (2019). Perceptions of HR practices and innovative work behavior: the moderating effect of an innovative climate. *The International Journal of Human Resource Management*, 30(18), 2661-2683. Viewed on 2023-05-30. Internet access: <https://www.tandfonline.com/doi/full/10.1080/09585192.2017.1380680>
- Brown, S., Gray, D., McHardy, J., & Taylor, K. (2015). Employee trust and workplace performance. *Journal of economic behavior & organization*, 116, 361-378. Viewed on 2022-12-28. Internet access: <https://www.sciencedirect.com/science/article/pii/S0167268115001365>
- Burke, C. S., Sims, D. E., Lazzara, E. H., & Salas, E. (2007). Trust in leadership: A multi-level review and integration. *The leadership quarterly*, 18(6), 606-632. Viewed on 2022-12-28. Internet access: <https://www.sciencedirect.com/science/article/pii/S1048984307001221>
- Chang, C. P., Chuang, H. W., & Bennington, L. (2011). Organizational climate for innovation and creative teaching in urban and rural schools. *Quality & Quantity*, 45, 935-951. Viewed on 2023-05-30. Internet access: <https://link.springer.com/article/10.1007/s11135-010-9405-x>
- Chen, C. J., & Huang, J. W. (2009). Strategic human resource practices and innovation performance—The mediating role of knowledge management capacity. *Journal of business research*, 62(1), 104-114. Viewed on 2023.02.05. Internet access: <https://www.sciencedirect.com/science/article/pii/S0148296308000192>
- Chen, J. K., & Sriphon, T. (2022). The relationships among authentic leadership, social exchange relationships, and trust in organizations during COVID-19 pandemic. *Advances in Decision Sciences*, 26(1), 31-68. Viewed on 2023.02.01. Internet access: <https://journal.asia.edu.tw/index.php/ADS/article/view/43>
- Contreras, F., Espinosa, J. C., Dornberger, U., & Acosta, Y. A. C. (2017). Leadership and Employees' Innovative Work Behavior: Test of a Mediation and Moderation Model. *Asian Social Science*, 13(9). Viewed on 2023-01-27. Internet access: <http://www.ccsenet.org/journal/index.php/ass/article/view/69398>
- Datta, B. (2015). Assessing the effectiveness of authentic leadership. *International Journal of Leadership Studies*, 9(1), 62-75. Viewed on 2022-12-28. Internet access: <https://www.regent.edu/wp-content/uploads/2020/12/2-IJLS.pdf>
- De Jong, J. P., & Den Hartog, D. N. (2010). Innovative work behavior: Measurement and validation. *EIM Business and Policy Research*, 8(1), 1-27. Viewed on 2023.02.05. Internet access: <https://onlinelibrary.wiley.com/doi/full/10.1111/j.1467-8691.2010.00547.x>
- Demircioglu, M. A. (2016). Organizational innovation. *Global encyclopedia of public administration, public policy, and governance*, 1-5. Viewed on 2023-05-30. Internet access: 10.1007/978-3-319-31816-5_3017-1
- Demircioglu, M. A., & Berman, E. (2019). Effects of the innovation climate on turnover intention in the Australian Public Service. *The American Review of Public Administration*, 49(5), 614-628. Viewed on 2023-05-30. Internet access: <https://journals.sagepub.com/doi/pdf/10.1177/0275074018808914>
- Dirks, K. T., & de Jong, B. (2022). Trust within the workplace: A review of two waves of research and a glimpse of the third. *Annual Review of Organizational Psychology and Organizational Behavior*, 9, 247-276. Viewed on 2022-12-28. Internet access:

<https://www.annualreviews.org/doi/pdf/10.1146/annurev-orgpsych-012420-083025?download=true>

Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of applied psychology*, 87(4), 611. Viewed on 2022-12-28. Internet access:

<https://web.p.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=0&sid=fe7009a9-3f2b-4969-b98c-e1553948effd%40redis>

Domínguez-Escrig, E., Mallén Broch, F. F., Chiva, R., & Lapiedra Alcamí, R. (2022). Authentic leadership: boosting organisational learning capability and innovation success. *The Learning Organization*. Viewed on 2023-01-28. Internet access: <https://www.emerald.com/insight/content/doi/10.1108/TLO-01-2021-0007/full/html>

Farid, T., Iqbal, S., Khan, A., Ma, J., Khattak, A., & Naseer Ud Din, M. (2020). The impact of authentic leadership on organizational citizenship Behaviors: The Mediating Role of Affective- and Cognitive-Based Trust. *Frontiers in Psychology*, 11, 1975. Viewed on 2022-12-28. Internet access: <https://www.frontiersin.org/articles/10.3389/fpsyg.2020.01975/full>

Fulmer, C. A., & Gelfand, M. J. (2012). At what level (and in whom) we trust: Trust across multiple organizational levels. *Journal of management*, 38(4), 1167-1230. Viewed on 2022-12-28. Internet access: <https://journals.sagepub.com/doi/pdf/10.1177/0149206312439327>

Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. (2005). "Can you see the real me?" A self-based model of authentic leader and follower development. *The leadership quarterly*, 16(3), 343-372. Viewed on 2022-12-28. Internet access: <https://www.sciencedirect.com/science/article/pii/S1048984305000275>

George, B. (2003). Authentic leadership: Rediscovering the secrets to creating lasting value (Vol. 18). John Wiley & Sons.

Gillespie, N. A., & Mann, L. (2004). Transformational leadership and shared values: The building blocks of trust. *Journal of managerial psychology*. Viewed on 2022-12-28. Internet access: <https://www.emerald.com/insight/content/doi/10.1108/02683940410551507/full/html>

Goldman, B. M., & Kernis, M. H. (2002). The role of authenticity in healthy psychological functioning and subjective well-being. *Annals of the American Psychotherapy Association*, 5(6), 18-20. Viewed on 2022-12-28. Internet access: https://www.researchgate.net/publication/251802973_The_role_of_authenticity_in_healthy_psychological_functioning_and_subjective_well-being

Hanaysha, J. R. (2020). Innovation capabilities and authentic leadership: Do they really matter to firm performance?. *Journal of Asia-Pacific Business*, 21(4), 271-290. Viewed on 2022-12-28. Internet access: <https://www.tandfonline.com/doi/full/10.1080/10599231.2020.1824523>

Hassan, A., & Ahmed, F. (2011). Authentic leadership, trust and work engagement. *International Journal of Human and Social Sciences*, 6(3), 164-170. Viewed on 2023.02.01. Internet access: https://www.researchgate.net/profile/Forbis-Ahamed/publication/300040844_Authentic_Leadership_Trust_And_Employees'_Work_Engagement/links/5addbb50458515c60f5f6f68/Authentic-Leadership-Trust-And-Employees-Work-Engagement.pdf

Hernandez, M., Long, C. P., & Sitkin, S. B. (2014). Cultivating follower trust: are all leader behaviors equally influential?. *Organization Studies*, 35(12), 1867-1892. Viewed on 2022-12-28. Internet access: https://www.researchgate.net/publication/280207919_Cultivating_Follower_Trust_Are_All_Leader_Behaviors_Equally_Influential

Hsu, M. L., & Fan, H. L. (2010). Organizational innovation climate and creative outcomes: Exploring the moderating effect of time pressure. *Creativity Research Journal*, 22(4), 378-386. Viewed on 2023-05-30. Internet access: <https://www.tandfonline.com/doi/full/10.1080/10400419.2010.523400>

<https://web.s.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=0&sid=864855e6-20d8-40e8-811f-87849f7e524a%40redis>

- Hughes, D. J., Lee, A., Tian, A. W., Newman, A., & Legood, A. (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. *The Leadership Quarterly*, 29(5), 549-569. Viewed on 2023-02-01. Internet access: <https://www.sciencedirect.com/science/article/pii/S1048984316302582>
- Ilies, 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. Viewed on 2022-12-28. Internet access: <https://www.sciencedirect.com/science/article/pii/S1048984305000287>
- Iqbal, S., Farid, T., Khan, M. K., Zhang, Q., Khattak, A., & Ma, J. (2020). Bridging the gap between authentic leadership and employees communal relationships through trust. *International journal of environmental research and public health*, 17(1), 250. Viewed on 2023-02-01. Internet access: <https://www.mdpi.com/1660-4601/17/1/250>
- Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and organizational psychology*, 73(3), 287-302. Viewed on 2023-01-05. Internet access: <https://bpspsychub.onlinelibrary.wiley.com/doi/epdf/10.1348/096317900167038>
- Jensen, S. M., & Luthans, F. (2006). Entrepreneurs as authentic leaders: Impact on employees' attitudes. *Leadership & Organization Development Journal*. Viewed on 2022-12-28. Internet access: <https://www.emerald.com/insight/content/doi/10.1108/01437730610709273/full/html?fullSc=1>
- Johan, M. (2021). The Effect of Knowledge Sharing and Interpersonal Trust on Innovation: An Empirical Study in Indonesia Higher Education. *International Journal of Social and Management Studies*, 2(3), 106-122. <https://www.ijosmas.org/index.php/ijosmas/article/view/38>
- Jong, J. P. J. (2007). *Individual Innovation: The connection between leadership and employees' innovative work behavior*. Amsterdam, The Netherlands: EIM. Viewed on 2023-02-05. Internet access: https://pure.uva.nl/ws/files/4343764/52860_Jong_jeroen_de_Ind_innovation_JJO_cropped.pdf
- Jung, K. B., Ullah, S. E., & Choi, S. B. (2021). The mediated moderating role of organizational learning culture in the relationships among authentic leadership, leader-member exchange, and employees' innovative behavior. *Sustainability*, 13(19), 10802. Viewed on 2023-02-01. Internet access: <https://www.mdpi.com/2071-1050/13/19/10802>
- Khalili, A. (2016). Linking transformational leadership, creativity, innovation, and innovation-supportive climate. *Management Decision*, 54(9), 2277-2293. Viewed on 2023-05-18. Internet access: <https://www.emerald.com/insight/content/doi/10.1108/MD-03-2016-0196/full/html>
- Khan, M. A., Ismail, F. B., Hussain, A., & Alghazali, B. (2020). The interplay of leadership styles, innovative work behavior, organizational culture, and organizational citizenship behavior. *Sage Open*, 10(1), 2158244019898264. Viewed on 2023-01-28. Internet access: <https://journals.sagepub.com/doi/pdf/10.1177/2158244019898264>
- Khan, M. J., Aslam, N., & Riaz, M. N. (2012). Leadership styles as predictors of innovative work behavior. *Pakistan Journal of Social and Clinical Psychology*, 9(2), 17-22. Viewed on 2023-01-28. Internet access: <https://citeseerx.ist.psu.edu/document?repid=rep1&type=pdf&doi=6ec391f29f3268727a96c6e005258cd109662b84>
- King, E. B., De Chermont, K., West, M., Dawson, J. F., & Hebl, M. R. (2007). How innovation can alleviate negative consequences of demanding work contexts: The influence of climate for innovation on organizational outcomes. *Journal of Occupational and Organizational Psychology*, 80(4), 631-645. Viewed on 2023-05-30. Internet access: <https://bpspsychub.onlinelibrary.wiley.com/doi/abs/10.1348/096317906X171145>
- Kleynhans, D. J., Heyns, M. M., & Stander, M. W. (2021). Dynamic organisational capabilities: The role of authentic leadership and trust. *SA Journal of Industrial Psychology*, 47(1),

1-12. Viewed on 2023.02.01. Internet access: http://www.scielo.org.za/scielo.php?pid=S2071-07632021000100035&script=sci_arttext&tlng=es

Kleysen, R. F., & Street, C. T. (2001). Toward a multi-dimensional measure of individual innovative behavior. *Journal of intellectual Capital*. Viewed on 2023.01.05. Internet access: <https://www.emerald.com/insight/content/doi/10.1108/EUM0000000005660/full/html>

Korku, C., & Kaya, S. (2022). Relationship between authentic leadership, transformational leadership and innovative work behavior: mediating role of innovation climate. *International Journal of Occupational Safety and Ergonomics*, 1-7. Viewed on 2023-05-18. Internet access: <https://www.tandfonline.com/doi/full/10.1080/10803548.2022.2112445>

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. Viewed on 2023.02.01. Internet access: <https://www.mdpi.com/1660-4601/16/21/4201>

Li, H., Sajjad, N., Wang, Q., Muhammad Ali, A., Khaqan, Z., & Amina, S. (2019). Influence of transformational leadership on employees' innovative work behavior in sustainable organizations: Test of mediation and moderation processes. *Sustainability*, 11(6), 1594. Viewed on 2023-01-28. Internet access: <https://www.mdpi.com/2071-1050/11/6/1594>

Li, M., Liu, Y., Liu, L., & Wang, Z. (2017). Proactive personality and innovative work behavior: The mediating effects of affective states and creative self-efficacy in teachers. *Current Psychology*, 36, 697-706. Viewed on 2023-01-28. Internet access: <https://link.springer.com/article/10.1007/s12144-016-9457-8>

Liu, F., Chow, I. H. S., Zhang, J. C., & Huang, M. (2019). Organizational innovation climate and individual innovative behavior: exploring the moderating effects of psychological ownership and psychological empowerment. *Review of Managerial Science*, 13, 771-789. Viewed on 2023-05-30. Internet access: <https://link.springer.com/article/10.1007/s11846-017-0263-y>

Luthans, F., & Avolio, B. J. (2003). Authentic leadership development. *Positive organizational scholarship*, 241, 258. Viewed on 2022-12-28. Internet access: <https://cerf.radiologie.fr/sites/cerf.radiologie.fr/files/Enseignement/DES/Modules-Base/Luthans%20%26%20Avolio%2C%202003.pdf>

MacKenzie, S. B., & Podsakoff, P. M. (2012). Common method bias in marketing: Causes, mechanisms, and procedural remedies. *Journal of retailing*, 88(4), 542-555. Viewed on 2023-05-18. Internet access: <https://www.sciencedirect.com/science/article/pii/S0022435912000681?via%3Dihub>

Mayer, R.C., Davis, J.H. and Schoorman, F.D., 1995. An integrative model of organizational trust. *Academy of management review*, 20(3), pp.709-734. Viewed on 2022-12-28. Internet access: <https://web.s.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=0&sid=841b89dfa436-42a1-b0c0-90d3ba3957d7%40redis>

McAllister, D. J. (1995). Affect-and cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of management journal*, 38(1), 24-59. Viewed on 2022-12-28. Internet access: <https://sci-hub.se/10.5465/256727>

Messmann, G., & Mulder, R. H. (2012). Development of a measurement instrument for innovative work behaviour as a dynamic and context-bound construct. *Human Resource Development International*, 15(1), 43-59. Viewed on 2023.01.05. Internet access: <https://www.tandfonline.com/doi/epdf/10.1080/13678868.2011.646894?needAccess=true&role=button>

Möllering, G., Bachmann, R., & Lee, S. H. (2004). Introduction: Understanding organizational trust—foundations, constellations, and issues of operationalisation. *Journal of Managerial Psychology*. Viewed on 2022-12-28. Internet access: <https://www.emerald.com/insight/content/doi/10.1108/02683940410551480/full/html>

Mubarak, Namra, Jabran Khan, Robina Yasmin, and Atasya Osmadi. "The impact of a proactive personality on innovative work behavior: the role of work engagement and transformational leadership." *Leadership & organization development journal* 42, no. 7 (2021):

- 989-1003. Viewed on 2023-01-28. Internet access: <https://www.emerald.com/insight/content/doi/10.1108/LODJ-11-2020-0518/full/html>
- Müceldili, B., Turan, H., & Erdil, O. (2013). The influence of authentic leadership on creativity and innovativeness. *Procedia-Social and Behavioral Sciences*, 99, 673-681. Viewed on 2023-01-28. Internet access: <https://www.sciencedirect.com/science/article/pii/S1877042813039839>
- Neider, L. L., & Schriesheim, C. A. (2011). The authentic leadership inventory (ALI): Development and empirical tests. *The leadership quarterly*, 22(6), 1146-1164. Viewed on 2022-12-28. Internet access: <https://www.sciencedirect.com/science/article/pii/S104898431100155X>
- Newman, A., Round, H., Wang, S., & Mount, M. (2020). Innovation climate: A systematic review of the literature and agenda for future research. *Journal of Occupational and Organizational Psychology*, 93(1), 73-109. Viewed on 2023-05-30. Internet access: <https://bpspsychub.onlinelibrary.wiley.com/doi/full/10.1111/joop.12283>
- Nguyen, T., Tran, N., Doan, X., & Nguyen, H. (2020). The impact of knowledge sharing on innovative work behavior of Vietnam telecommunications enterprises employees. *Management Science Letters*, 10(1), 53-62. Viewed on 2023-01-28. Internet access: <https://m.growingscience.com/beta/msl/3388-the-impact-of-knowledge-sharing-on-innovative-work-behavior-of-vietnam-telecommunications-enterprises-employees.html>
- Northouse, Peter Guy. "Leadership: Theory and Practice." (2019). Viewed on 2023.01.05. Internet access: https://www.homeworkforyou.com/static_media/uploadedfiles/Peter_G_Northouse_Leadership_T.pdf
- Oke, A., Munshi, N., & Walumbwa, F. O. (2009). The influence of leadership on innovation processes and activities. *Organizational Dynamics*, 38(1), 64-72. Viewed on 2023-12-18. Internet access: <https://www.sciencedirect.com/science/article/abs/pii/S0090261608000752?via%3Dihub>
- Park, S., & Jo, S. J. (2018). The impact of proactivity, leader-member exchange, and climate for innovation on innovative behavior in the Korean government sector. *Leadership & Organization Development Journal*, 39(1), 130-149. Viewed on 2023-05-30. Internet access: <https://www.emerald.com/insight/content/doi/10.1108/LODJ-09-2016-0216/full/html>
- Patterson, M. G., West, M. A., Shackleton, V. J., Dawson, J. F., Lawthom, R., Maitlis, S., ... & Wallace, A. M. (2005). Validating the organizational climate measure: links to managerial practices, productivity and innovation. *Journal of organizational behavior*, 26(4), 379-408. Viewed on 2023-05-30. Internet access: <https://onlinelibrary.wiley.com/doi/abs/10.1002/job.312>
- Prieto, I. M., & Pérez-Santana, M. P. (2014). Managing innovative work behavior: the role of human resource practices. *Personnel Review*, 43(2), 184-208. Viewed on 2023.01.05. Internet access: <https://www.emerald.com/insight/content/doi/10.1108/PR-11-2012-0199/full/html>
- Purwanto, A., Asbari, M., Hartuti, H., Setiana, Y. N., & Fahmi, K. (2021). Effect of psychological capital and authentic leadership on innovation work behavior. *International Journal of Social and Management Studies*, 2(1), 1-13. Viewed on 2023.02.01. Internet access: <https://www.ijosmas.org/index.php/ijosmas/article/view/4/4>
- Qiu, S., Alizadeh, A., Dooley, L. M., & Zhang, R. (2019). The effects of authentic leadership on trust in leaders, organizational citizenship behavior, and service quality in the Chinese hospitality industry. *Journal of Hospitality and Tourism Management*, 40, 77-87. Viewed on 2023.02.01. Internet access: <https://www.sciencedirect.com/science/article/pii/S1447677019300427>
- Rashwan, K. A., & Ghaly, M. (2022). The effect of transformational, transactional and authentic leadership on innovation: the mediating role of organizational culture. *Consumer Behavior in Tourism and Hospitality*, (ahead-of-print). Viewed on 2023-01-28. Internet access: <https://www.emerald.com/insight/content/doi/10.1108/CBTH-09-2021-0216/full/pdf>
- Rousseau, D. M., Sitkin, S. B., Burt, R. S., & Camerer, C. (1998). Not so different after all: A cross-discipline view of trust. *Academy of management review*, 23(3), 393-404. Viewed on

2022-12-28.

Internet

access:

https://www.researchgate.net/publication/50313187_Not_So_Different_After_All_A_Cross-discipline_View_of_Trust

Sanda, A., & Arthur, N. A. D. (2017). Relational impact of authentic and transactional leadership styles on employee creativity: The role of work-related flow and climate for innovation. *African Journal of Economic and Management Studies*, 8(3), 274-295. Viewed on 2023-05-18. Internet access: <https://www.emerald.com/insight/content/doi/10.1108/AJEMS-07-2016-0098/full/html>

Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual review of psychology*, 64, 361-388. Viewed on 2023-05-30. Internet access: <https://www.annualreviews.org/doi/abs/10.1146/annurev-psych-113011-143809>

Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of management journal*, 37(3), 580-607. Viewed on 2023-05-18. Internet access: <https://journals.aom.org/doi/epub/10.5465/256701>

Serva, M. A., Fuller, M. A., & Mayer, R. C. (2005). The reciprocal nature of trust: A longitudinal study of interacting teams. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 26(6), 625-648. Viewed on 2022-12-28. Internet access: <https://onlinelibrary.wiley.com/doi/pdfdirect/10.1002/job.331>

Shamir, B., & Eilam, G. (2005). "What's your story?" A life-stories approach to authentic leadership development. *The leadership quarterly*, 16(3), 395-417. Viewed on 2022-12-28. Internet access: <https://www.sciencedirect.com/science/article/pii/S1048984305000299>

Shanker, R., Bhanugopan, R., Van der Heijden, B. I., & Farrell, M. (2017). Organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior. *Journal of vocational behavior*, 100, 67-77. Viewed on 2023-05-30. Internet access: <https://www.sciencedirect.com/science/article/pii/S0001879117300143>

Siegel, S. M., & Kaemmerer, W. F. (1978). Measuring the perceived support for innovation in organizations. *Journal of Applied Psychology*, 63(5), 553. Viewed on 2023-05-30. Internet access: https://www.researchgate.net/profile/William-Kaemmerer/publication/232580684_Measuring_the_Perceived_Support_for_Innovation_in_Organizations/links/00b7d52b4714996b6e000000/Measuring-the-Perceived-Support-for-Innovation-in-Organizations.pdf

Siregar, Z. M. E., Suryana, E. A., & Senen, S. H. (2019). Factors influencing innovative work behavior: an individual factors perspective. *International Journal of Scientific & Technology Research*, 8(9), 324-327. Viewed on 2023.01.05. Internet access: https://www.researchgate.net/profile/Zulkifli-Siregar/publication/336994858_Factors_Influencing_Innovative_Work_Behavior_An_Individual_Factors_Perspective/links/5dd2b98c4585156b351e7e0f/Factors-Influencing-Innovative-Work-Behavior-An-Individual-Factors-Perspective.pdf

Supriyadi, D., Syafitri, L. N. H., Widodo, S. F. A., Wahidi, R., Arinta, Y. N., Nabhan, F., ... & Cahyono, Y. (2020). Innovation and authentic leadership of islamic university lectures in faculty pharmacy faculty: what is the role of psychological capital. *Systematic Reviews in Pharmacy*, 11(8), 383-393. Viewed on 2023.02.01. Internet access: https://www.researchgate.net/publication/344333441_INNOVATION_AND_AUTHENTIC_LEADERSHIP_OF_ISLAMIC_UNIVERSITY_LECTURES_IN_FACULTY_PHARMACY_FACULTY_WHAT_IS_THE_ROLE_OF_PSYCHOLOGICAL_CAPITAL

Tafvelin, S., Stenling, A., Lundmark, R., & Westerberg, K. (2019). Aligning job redesign with leadership training to improve supervisor support: a quasi-experimental study of the integration of HR practices. *European Journal of Work and Organizational Psychology*, 28(1), 74-84. Viewed on 2023-05-30. Internet access: <https://www.tandfonline.com/doi/full/10.1080/1359432X.2018.1541887>

- Taştan, S. B., & Davoudi, S. M. M. (2015). An examination of the relationship between leader-member exchange and innovative work behavior with the moderating role of trust in leader: A study in the Turkish context. *Procedia-Social and Behavioral Sciences*, 181, 23-32. Viewed on 2023-01-31. <https://www.sciencedirect.com/science/article/pii/S1877042815031559>
- Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International journal of medical education*, 2, 53. Viewed on 2023-11-29. Internet access: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4205511/>
- Tordera, N., & González-Romá, V. (2013). Leader-member exchange (LMX) and innovation climate: The role of LMX differentiation. *The Spanish journal of psychology*, 16, E83. Viewed on 2023-05-30. Internet access: <https://www.cambridge.org/core/services/aop-cambridge-core/content/view/B03AA35070B490F48A265AA98EC5C854/S1138741613000838a.pdf/div-class-title-leader-member-exchange-lmx-and-innovation-climate-the-role-of-lmx-differentiation-div.pdf>
- Tordera, N., Montesa, D., & Martinolli, G. (2020). LMX and well-being: psychological climates as moderators of their concurrent and lagged relationships. *Revista Psicologia Organizações e Trabalho*, 20(4), 1284-1295. Viewed on 2023-05-30. Internet access: <https://web.p.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=0&sid=77a5df4b-9207-47f0-9a63-ed627e854dda%40redis>
- Tyler, T. R. (2003). Trust within organisations. *Personnel review*, 32(5), 556-568. Viewed on 2023.02.05. Internet access: <https://www.emerald.com/insight/content/doi/10.1108/00483480310488333/full/html>
- Tzafir, S. S., & Dolan, S. L. (2004). Trust me: A scale for measuring manager-employee trust. *Management Research: Journal of the Iberoamerican Academy of Management*. Viewed on 2022-12-28. Internet access: <https://www.emerald.com/insight/content/doi/10.1108/15365430480000505/full/pdf>
- ul Haq, M. A., Usman, M., & Khalid, S. (2018). Employee Empowerment, Trust, and Innovative Behavior: Testing a Path Model. *Journal on Innovation and Sustainability RISUS*, 9(2), 3-11. Viewed on 2023-01-31. <https://revistas.pucsp.br/risus/article/view/38043>
- 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. Viewed on 2022-12-28. Internet access: <https://journals.sagepub.com/doi/pdf/10.1177/0149206307308913>
- Wang, H. U. I., Sui, Y., Luthans, F., Wang, D., & Wu, Y. (2014). Impact of authentic leadership on performance: Role of followers' positive psychological capital and relational processes. *Journal of Organizational Behavior*, 35(1), 5-21. Viewed on 2022-12-28. Internet access: <https://onlinelibrary.wiley.com/doi/full/10.1002/job.1850>
- Whitehead, G. (2009). Adolescent leadership development: Building a case for an authenticity framework. *Educational Management Administration & Leadership*, 37(6), 847-872. Viewed on 2022-12-28. Internet access: <https://journals.sagepub.com/doi/pdf/10.1177/1741143209345441>
- Whitener, E. M., Brodt, S. E., Korsgaard, M. A., & Werner, J. M. (1998). Managers as initiators of trust: An exchange relationship framework for understanding managerial trustworthy behavior. *Academy of management review*, 23(3), 513-530. Viewed on 2022-12-28. Internet access: <https://web.p.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=0&sid=8be732bb-51e8-440b-a4d1-3021422ed73e%40redis>
- Wu, C. H., Parker, S. K., & De Jong, J. P. (2014). Need for cognition as an antecedent of individual innovation behavior. *Journal of management*, 40(6), 1511-1534. Viewed on 2023-01-28. Internet access: <https://journals.sagepub.com/doi/pdf/10.1177/0149206311429862>
- Yamak, O. U., & Eyupoglu, S. Z. (2021). Authentic leadership and service innovative behavior: mediating role of proactive personality. *SAGE Open*, 11(1), 2158244021989629.

Viewed on 2023.01.23. Internet access:
<https://journals.sagepub.com/doi/pdf/10.1177/2158244021989629>

Yıkılmaz, İ., & Sürücü, L. (2023). Leader–member exchange as a mediator of the relationship between authentic leadership and employee creativity. *Journal of Management & Organization*, 29(1), 159-172. Viewed on 2023-05-18. Internet access:
<https://www.cambridge.org/core/services/aop-cambridge-core/content/view/2E802FB9D549F632598A6F770C21A417/S1833367221000237a.pdf/leader-member-exchange-as-a-mediator-of-the-relationship-between-authentic-leadership-and-employee-creativity.pdf>

Yu, C., Yu, T. F., & Yu, C. C. (2013). Knowledge sharing, organizational climate, and innovative behavior: A cross-level analysis of effects. *Social Behavior and Personality: an international journal*, 41(1), 143-156. Viewed on 2023-05-30. Internet access: 10.2224/sbp.2013.41.1.143

Zuberi, M. A., & Khattak, A. (2021). Impact of proactive personality and leader member exchange on innovative work behavior: a job design perspective. *International Journal of Innovation Science*, 13(5), 664-683. Viewed on 2023-01-28. Internet access:
<https://www.emerald.com/insight/content/doi/10.1108/IJIS-11-2020-0251/full/html>

THE IMPACT OF AUTHENTIC LEADERSHIP ON INNOVATIVE WORK BEHAVIOR THROUGH THE MEDIATING ROLE OF EMPLOYEE - MANAGER TRUST AND ORGANIZATIONAL INNOVATION CLIMATE

Ernesta SCALLY – JUKNEVIČIENĖ

Master thesis

Human Resource Management Programme

Vilnius University, Faculty of Economics and Business Administration

Supervisor – prof. dr. D. Diskienė, Vilnius, 2024

SUMMARY

63 pages, 26 tables, 7 figures, 10 annexes, 104 references.

The main aim of this master's thesis is to evaluate the impact of authentic leadership on innovative work behavior through the mediating role of perceived employee-manager trust and innovative organizational climate.

The Master thesis consists of three major parts – scientific literature analysis, research methodology, and empirical research results, the introduction, conclusions and recommendations, list of references, and annexes.

The literature analysis examines authentic leadership, employee-manager trust, organizational innovation climate, and innovative work behavior concepts and peculiarities. Authentic leadership style and its components, interpersonal trust definition and factors influencing trust in leadership, innovative work behavior dimensions and the factors influencing innovative behavior of employees, components of organizational innovation climate and its impact on individual and organizational outcomes, as well as the linkages between the concepts.

Based on the scientific literature analysis, the conceptual framework was developed to conduct quantitative research to examine the impact of authentic leadership on innovative work behavior through the mediating roles of employee-manager trust and innovative organizational climate. 228 respondents working in companies operating in Lithuania participated in the survey, of which 226 questionnaires were processed for further statistical analysis.

Statistical data analysis was conducted using the IBM Statistical Package for Social Science (SPSS). The mediation analysis was carried out utilizing the IBM SPSS 4.2 process macro version

by Andrew F. Hayes. Statistical data analysis methods include descriptive statistics (means, frequencies, standard deviation), Cronbach alfa coefficient – to assess the internal consistency and reliability of used measurement scales, Kolmogorov-Smirnov and Shapiro-Wilk tests to assess the normality of data distribution, T-test, and one-way ANOVA (Bonferroni criterion) to estimate the mean differences according to demographic and organizational characteristics of respondents, linear regression and mediation analysis.

The research results indicated that authentic leadership has a positive impact on innovative work behavior, however, the mediation analysis results showed that employee-manager trust had no statistically significant mediation effect, whereas the innovative organizational climate mediated the impact of authentic leadership on innovative work behavior.

The summary of the scientific literature analysis and empirical research results, alongside suggestions, are presented in the conclusions and recommendations part.

Keywords: authentic leadership, trust in leader, organizational innovation climate, innovative work behavior.

AUTENTIŠKOS LYDERYSTĖS ĮTAKA INOVATYVIAI DARBUOTOJŲ ELGSENAI MEDIJUOJANT DARBUOTOJO – VADOVO PASITIKĖJIMUI BEI INOVATYVIAM ORGANIZACIJOS KLIMATUI

Ernesta SCALLY-JUKNEVIČIENĖ

Magistro baigiamasis darbas

Žmogiškųjų išteklių valdymo magistro programa

Vilniaus Universitetas, Ekonomikos ir Verslo Administravimo Fakultetas

Darbo vadovas - prof. dr. D. Diskienė, Vilnius 2024

SANTRAUKA

63 puslapiai, 26 lentelės, 7 paveiksai, 10 priedų, 104 literatūros šaltiniai.

Pagrindinis šio magistrinio darbo tikslas - išanalizuoti autentiškos lyderystės poveikį inovatyviai darbuotojų elgsenai medijuojant darbuotojo - vadovo pasitikėjimui bei inovatyviam organizacijos klimatui.

Magistro darbą sudaro trys pagrindinės dalys - mokslinės literatūros analizė, tyrimo metodologija ir empirinio tyrimo rezultatai, išvados ir rekomendacijos, literatūros sąrašas bei priedai.

Literatūros analizės dalyje analizuojamos autentiškos lyderystės, darbuotojo ir vadovo pasitikėjimo, organizacijos inovacinio klimato ir inovatyvios darbuotojų elgsenos sampratos bei ypatumai. Autentiškas vadovavimo stilius ir jo sudedamosios dalys, tarpasmeninio pasitikėjimo apibrėžimas ir pasitikėjimą vadovu lemiantys veiksniai, inovatyvios darbuotojų elgsenos dimensijos ir darbuotojų inovatyvią elgseną lemiantys veiksniai, organizacijos inovatyvaus klimato sudedamosios dalys ir poveikis darbuotojų individualiems bei organizaciniam rezultatams, taip pat autentiškos lyderystės, darbuotojų ir vadovų pasitikėjimo, organizacinio inovatyvaus klimato, bei inovatyvios darbuotojų elgsenos konstruktyvūs sąsajos.

Remiantis mokslinės literatūros analize, buvo sukurtas konceptualus modelis kiekybiniam tyrimui atlikti, siekiant ištirti autentiškos lyderystės poveikį inovatyviai darbuotojų elgsenai medijuojant darbuotojo - vadovo pasitikėjimui bei inovatyviam organizacijos klimatui. Tyrime dalyvavo 228 respondentai, dirbantys Lietuvoje veikiančiose įmonėse, iš kurių 226 anketos buvo panaudotos tolesnėje statistinėje analizėje.

Statistinė duomenų analizė atlikta naudojant IBM SPSS statistikos paketą socialiniams mokslams (IBM Statistical Package for Social Science). Mediacijos analizė atlikta naudojant IBM SPSS 4.2 proceso Andrew F. Hayesas makrokomandos versiją. Naudoti duomenų analizės statistiniai metodai: aprašomoji statistika (vidurkiai, dažniai, standartiniai nuokrypiai), Cronbach alfa koeficientas - naudojamų matavimo skalių vidiniam nuoseklumui ir patikimumui įvertinti, Kolmogorov-Smirnov ir Shapiro-Wilk testai - duomenų pasiskirstymo normalumui įvertinti, T-testas ir ANOVA (Bonferroni kriterijus) – konstruktyvumo skirtumams pagal respondentų demografines ir organizacines charakteristikas įvertinti, tiesinė regresija bei mediacijos analizė. Tyrimo rezultatai atskleidė, kad autentiška lyderystė teigiamai įtakoja inovatyvią darbuotojų elgseną. Mediacijos analizės rezultatai parodė, kad darbuotojo - vadovo pasitikėjimas neturi statistiškai reikšmingo mediacinio poveikio, tačiau inovatyvus organizacijos klimatas medijuoja autentiškos lyderystės poveikį inovatyviai darbuotojų elgsenai. Mokslinės literatūros analizės ir empirinių tyrimų rezultatų apibendrinimas kartu su pasiūlymais pateikiamas išvadų ir rekomendacijų dalyje.

Raktiniai žodžiai: autentiška lyderystė, pasitikėjimas vadovu, inovatyvus organizacijos klimatas, inovatyvi darbuotojų elgsena.

ANNEXES

1 Annex. Research Questionnaire

Dear Respondent. My name is Ernesta Scally-Juknevičienė and I am a student in Human Resource Management Master 's degree program at Vilnius University. I would kindly invite you to participate in the survey which aims to explore the relationships between authentic leadership, trust in leader, organizational innovation climate, and innovative work behaviour. It will take approximately 15 min. of your time.

Please note that there are no right or wrong answers, the survey is anonymous, and aggregated results from the survey will be used purely for the purpose of the research.

If you have any questions, you can contact me via e-mail: ernesta.scally-juknevicienne@evaf.stud.vu.lt

I would like to thank you in advance for your participation. Your input in this research is crucial and much appreciated.

Think of your immediate supervisor/manager and evaluate the statements which in your opinion best represent his / her characteristics at the workplace on a scale from 1 to 5 where 1–disagree strongly, 2–disagree, 3–neither agree nor disagree, 4–agree, 5–agree strongly.

	Disagree strongly	Disagree	Neither agree nor disagree	Agree	Agree strongly
My leader clearly states what he/she means	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader shows consistency between his/her beliefs and actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader asks for ideas that challenge his/her core beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader describes accurately the way that others view his/her abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader uses his/her core beliefs to make decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader carefully listens to alternative perspectives before reaching a conclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader shows that he/she understands his/her strengths and weaknesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader openly shares information with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader resists pressures on him/her to do things contrary to his/her beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader objectively analyzes relevant data before making a decision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Disagree strongly	Disagree	Neither agree nor disagree	Agree	Agree strongly
My leader is clearly aware of the impact he/she has on others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader expresses his/her ideas and thoughts clearly to others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader is guided in his/her actions by internal moral standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader encourages others to voice opposing points of view	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Evaluate the statements about the trust in the leader. Think of your immediate supervisor/manager and choose the answers to the statements that correspond to your opinion the most on the 7-point scale, where 1-disagree strongly, 2-disagree, 3-somewhat disagree, 4-neither agree nor disagree, 5-somewhat agree, 6-agree, 7-agree strongly.

	Disagree Strongly	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I have confidence in the motivations of my leader	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader watches my back	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My team leader has my best interests in mind	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader is genuinely concerned about my well being	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My team leader is likely to protect me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I believe my leader is fair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I believe my leader is honest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can depend on the fairness of my leader	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader puts his words into action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I know my leader will keep his word	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I usually know how my leader is going to react	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can anticipate what my leader will do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Disagree Strongly	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I know exactly what my leader will do in difficult situations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can rely on my leader to behave predictably	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My leader behaves in a very consistent manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My team leader performs his job well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have confidence in the abilities of my team leader	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My team leader is capable at his job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My team leader is highly skilled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My team leader knows what he is doing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Answers the questions related to your innovative work behavior at the current workplace. Choose the answers that correspond to your opinion the most on a scale from 1 to 6, where 1-never, 2-almost never, 3-sometimes, 4-fairly often, 5-often, and 6-always.

When answering think of the question how often in your current job do you?

	Never	Almost never	Sometimes	Fairly often	Very often	Always
Look for opportunities to improve an existing process, technology, product, service or work relationship?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognize opportunities to make a positive difference in your work, department, organization, or with customers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pay attention to non-routine issues in your work, department, organization or the market place?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Generate ideas or solutions to address problems?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Define problems more broadly in order to gain greater insight into them?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Experiment with new ideas and solutions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Test-out ideas or solutions to address unmet needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Never	Almost never	Sometimes	Fairly often	Very often	Always
Evaluate the strengths and weaknesses of new ideas?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Try to persuade others of the importance of a new idea or solution?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Push ideas forward so that they have a chance to become implemented?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Take the risk to support new ideas?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implement changes that seem to be beneficial?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work the bugs out of new approaches when applying them to an existing process, technology, product or service?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Incorporate new ideas for improving an existing process, technology, product or service into daily routines?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Evaluate the statements about organizational innovation climate. Think about your current organization and evaluate the statements that correspond to your opinion the most on a scale from 1 to 5, where 1-disagree strongly, 2-disagree, 3-neither agree nor disagree, 4-agree, 5-agree strongly.

	Disagree strongly	Disagree	Neither agree nor disagree	Agree	Agree strongly
Creativity is encouraged here	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our ability to function creatively is respected by the leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Around here, people are allowed to try to solve the same problems in different ways	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The main function of members in this organization is to follow orders which come down through channels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Around here, a person can get in a lot of trouble by being different	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This organization can be described as flexible and continually adapting to change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A person cannot do things that are too different around here without provoking anger	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The best way to get along in this organization is to think the way the rest of the group does	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People around here are expected to deal with problems in the same way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This organization is open and responsive to change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Disagree strongly	Disagree	Neither agree nor disagree	Agree	Agree strongly
The people in charge around here usually get credit for others' ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In this organization, we tend to stick to tried and true ways	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This place seems to be more concerned with the status quo than with change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The reward system here encourages innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This organization publicly recognizes those who are innovative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The reward system here benefits mainly those who do not rock the boat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate your age

Please indicate your gender

- Male
- Female
- Other

Please indicate the level of your education

- Secondary
- Vocational
- Higher education/college
- Bachelor's degree
- Master's degree
- Doctorate degree
- Other

Please indicate your work experience in the company you currently work for

- up to 1 year
- 1-5 years
- 6-10 years
- 11-20 years
- More than 20 years

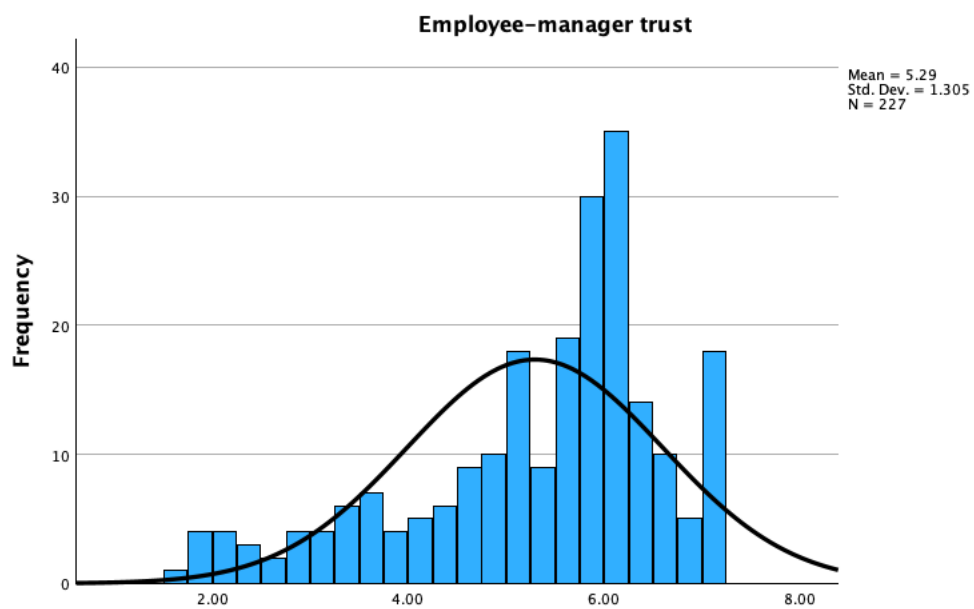
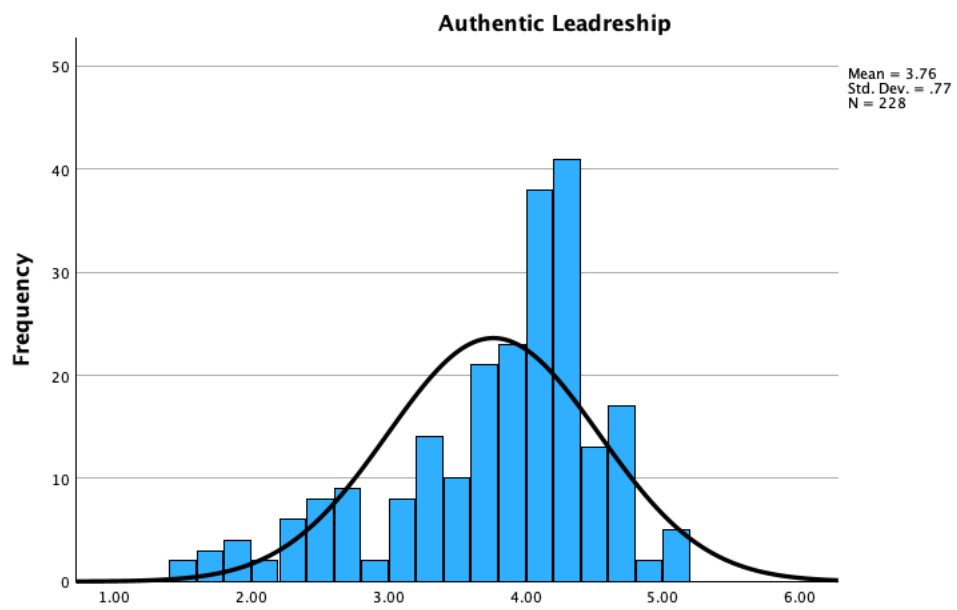
Please indicate the sector of your current organization

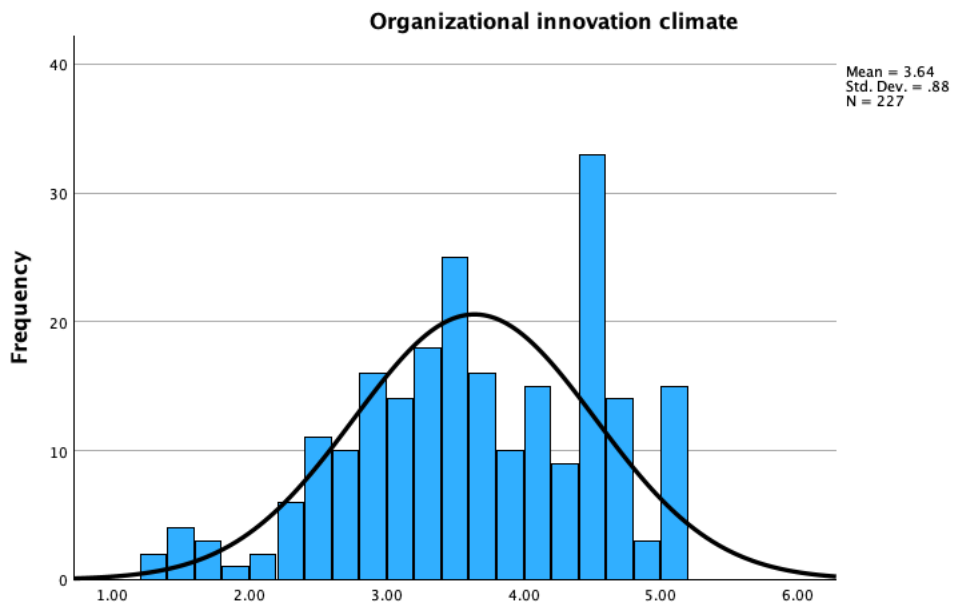
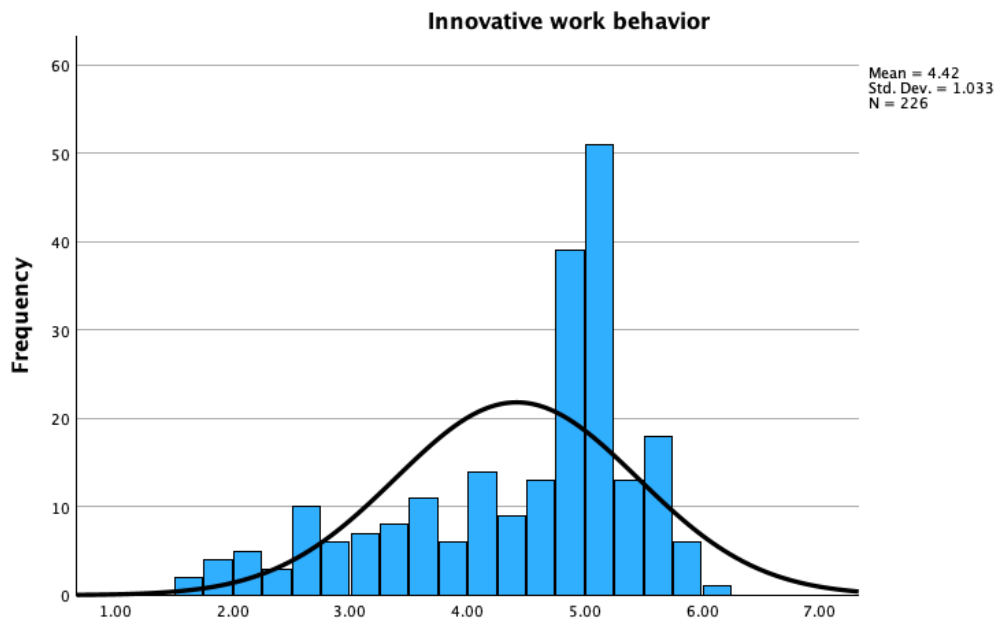
- Financial services (banking, insurance)
- Trade / Commerce
- Manufacturing
- Healthcare
- Information Technology
- Education
- Construction/Engineering
- Transportation/Logistics
- Hospitality/Travel
- Energy/Utilities
- Public administration
- Other

Please indicate the size of the company you currently work for

- Very small (1 to 9 employees)
- Small (10 to 49 employees)
- Medium (50 to 249 employees)
- Large (250 and more employees)

2 Annex. Histograms of the variables





Annex.3 Evaluation differences of variables according to gender

Evaluation differences of variables according to gender: means, standard deviation

Group Statistics

Variables	Gender	N	Mean	Std. Deviation	Std. Error Mean
Authentic Leadership	Male	107	3,8355	0,75057	0,07256
	Female	119	3,7005	0,78751	0,07219
Employee-Manager Trust	Male	107	5,4152	1,25029	0,12087
	Female	118	5,1997	1,34205	0,12355
Innovative Work Behavior	Male	107	4,4338	1,01223	0,09786
	Female	117	4,4183	1,05581	0,09761
Organizational innovation Climate	Male	107	3,7335	0,86453	0,08358
	Female	118	3,5648	0,89560	0,08245

Source: IBM SPSS output data

Evaluation differences of variables according to gender: T-test results

Independent Samples Test											
		Levene's Test for Equality of Variances		t-test for Equality of Means				Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
		F	Sig.	t	df	Significance	Lower			Upper	
						One-Sided p					Two-Sided p
Authentic Leadership	Equal variances assumed	1,487	0,224	1,315	224	0,095	0,190	0,13498	0,10262	-0,06724	0,33720
	Equal variances not assumed			1,319	223,229	0,094	0,189	0,13498	0,10235	-0,06672	0,33669
Employee-Manager Trust	Equal variances assumed	1,126	0,290	1,243	223	0,108	0,215	0,21556	0,17344	-0,12623	0,55735
	Equal variances not assumed			1,247	222,832	0,107	0,214	0,21556	0,17284	-0,12505	0,55616
Innovative Work Behavior	Equal variances assumed	0,768	0,382	0,112	222	0,456	0,911	0,01548	0,13848	-0,25742	0,28837
	Equal variances not assumed			0,112	221,498	0,455	0,911	0,01548	0,13822	-0,25691	0,28786
Organizational innovation Climate	Equal variances assumed	0,047	0,829	1,435	223	0,076	0,153	0,16873	0,11760	-0,06302	0,40049
	Equal variances not assumed			1,437	222,118	0,076	0,152	0,16873	0,11740	-0,06263	0,40009

Source: IBM SPSS output data

Annex.4 Evaluation differences of variables according to age groups

Evaluation differences of variables according to age groups: means, standard deviation

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Authentic Leadership	<25	14	3,5364	0,65108	0,17401	3,1604	3,9123	2,21	4,36
	25-35	97	3,7392	0,90055	0,09144	3,5577	3,9207	1,43	5,00
	36-45	86	3,7937	0,71544	0,07715	3,6403	3,9471	1,64	4,79
	46-55	27	3,8940	0,46769	0,09001	3,7090	4,0790	2,71	4,93
	>55	4	3,6250	0,48926	0,24463	2,8465	4,4035	3,07	4,07
	Total	228	3,7636	0,77024	0,05101	3,6631	3,8642	1,43	5,00
Employee-Manager Trust	<25	13	5,0231	1,13883	0,31585	4,3349	5,7113	2,65	6,30
	25-35	97	5,2708	1,46889	0,14914	4,9747	5,5668	1,70	7,00
	36-45	86	5,2765	1,27347	0,13732	5,0034	5,5495	2,00	7,00
	46-55	27	5,5426	0,84951	0,16349	5,2065	5,8786	2,85	7,00
	>55	4	5,4250	0,99373	0,49687	3,8438	7,0062	4,50	6,45
	Total	227	5,2938	1,30526	0,08663	5,1231	5,4645	1,70	7,00
Innovative Work Behavior	<25	13	4,1868	1,09984	0,30504	3,5222	4,8514	1,50	5,43
	25-35	96	4,3899	1,17584	0,12001	4,1516	4,6281	1,71	6,00
	36-45	86	4,4909	0,92800	0,10007	4,2920	4,6899	2,00	5,93
	46-55	27	4,5026	0,79477	0,15295	4,1882	4,8170	2,79	5,86
	>55	4	3,7679	0,67354	0,33677	2,6961	4,8396	3,14	4,57
	Total	226	4,4191	1,03271	0,06869	4,2837	4,5545	1,50	6,00
Organizational Innovation Climate	<25	13	3,4135	0,89760	0,24895	2,8710	3,9559	1,75	4,81
	25-35	97	3,7410	1,02257	0,10383	3,5349	3,9471	1,38	5,00
	36-45	86	3,5909	0,77897	0,08400	3,4239	3,7580	1,44	5,00
	46-55	27	3,6134	0,63903	0,12298	3,3606	3,8662	2,25	4,75
	>55	4	3,2500	0,34985	0,17493	2,6933	3,8067	2,75	3,56
	Total	227	3,6416	0,88023	0,05842	3,5264	3,7567	1,38	5,00

Source: IBM SPSS output data

Evaluation of differences of variables according to age groups: ANOVA test results

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Authentic Leadership	Between Groups	1,394	4	0,349	0,583	0,675
	Within Groups	133,279	223	0,598		
	Total	134,674	227			
Employee-Manager Trust	Between Groups	2,770	4	0,693	0,402	0,807
	Within Groups	382,268	222	1,722		
	Total	385,038	226			
Innovative Work Behavior	Between Groups	3,112	4	0,778	0,726	0,575
	Within Groups	236,847	221	1,072		
	Total	239,959	225			
Organizational Innovation Climate	Between Groups	2,490	4	0,623	0,801	0,526
	Within Groups	172,614	222	0,778		
	Total	175,104	226			

Source: IBM SPSS output data

Annex.5 Evaluation differences of variables according to education

Evaluation differences of variables according to education: means, standard deviation

Descriptives									
		N	Mean	Std. Deviation	Std. Error	Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Authentic leadership	Higher education/college	9	3,7100	0,36377	0,12126	3,4304	3,9896	3,07	4,21
	Bachelor's degree	137	3,7385	0,85860	0,07335	3,5934	3,8835	1,43	5,00
	Master's degree	75	3,8712	0,60350	0,06969	3,7323	4,0100	2,00	5,00
	Other	7	3,1735	0,70573	0,26674	2,5208	3,8262	2,29	4,29
	Total	228	3,7636	0,77024	0,05101	3,6631	3,8642	1,43	5,00
Employee-manager Trust	Higher education/college	9	5,2950	0,72669	0,24223	4,7364	5,8536	4,11	6,15
	Bachelor's degree	137	5,2524	1,39467	0,11915	5,0168	5,4881	1,70	7,00
	Master's degree	74	5,4812	1,14178	0,13273	5,2167	5,7458	2,00	7,00
	Other	7	4,1199	1,19939	0,45332	3,0107	5,2292	2,65	5,90
	Total	227	5,2938	1,30526	0,08663	5,1231	5,4645	1,70	7,00
Innovative Work behavior	Higher education/college	9	4,2589	0,83483	0,27828	3,6171	4,9006	3,14	5,43
	Bachelor's degree	136	4,4335	1,11310	0,09545	4,2448	4,6223	1,50	6,00
	Master's degree	74	4,3948	0,93575	0,10878	4,1780	4,6116	2,00	5,93
	Other	7	4,6020	0,66606	0,25175	3,9860	5,2180	3,57	5,57
	Total	226	4,4191	1,03271	0,06869	4,2837	4,5545	1,50	6,00
Organizational Innovation Climate	Higher education/college	9	3,7769	0,39394	0,13131	3,4740	4,0797	3,19	4,38
	Bachelor's degree	137	3,7646	0,96716	0,08263	3,6012	3,9280	1,38	5,00
	Master's degree	74	3,4740	0,68461	0,07958	3,3154	3,6327	2,19	5,00
	Other	7	2,8304	0,76522	0,28923	2,1226	3,5381	1,94	4,06
	Total	227	3,6416	0,88023	0,05842	3,5264	3,7567	1,38	5,00

Evaluation differences of variables according to education: ANOVA test

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Authentic leadership	Between Groups	3,418	3	1,139	1,944	0,123
	Within Groups	131,256	224	0,586		
	Total	134,674	227			
Employee-manager Trust	Between Groups	12,480	3	4,160	2,490	0,061
	Within Groups	372,559	223	1,671		
	Total	385,038	226			
Innovative Work behavior	Between Groups	0,537	3	0,179	0,166	0,919
	Within Groups	239,422	222	1,078		
	Total	239,959	225			
Organizational Innovation Climate	Between Groups	8,922	3	2,974	3,991	0,009
	Within Groups	166,182	223	0,745		
	Total	175,104	226			

Evaluation differences of variables according to education: Bonferroni Test

Multiple Comparisons							
Bonferroni	(I) Please indicate the level of your	(J) Please indicate the level of your	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
Dependent Variable						Lower Bound	Upper Bound
Organizational Innovation Climate	Higher education/college	Bachelor's degree	0,01225	0,29705	1,000	-0,7785	0,8030
		Master's degree	0,30281	0,30475	1,000	-0,5084	1,1141
		Other	0,94649	0,43504	0,184	-0,2116	2,1046
	Bachelor's degree	Higher education/college	-0,01225	0,29705	1,000	-0,8030	0,7785
		Master's degree	0,29056	0,12454	0,123	-0,0410	0,6221
		Other	.93424*	0,33451	0,034	0,0438	1,8247
	Master's degree	Higher education/college	-0,30281	0,30475	1,000	-1,1141	0,5084
		Bachelor's degree	-0,29056	0,12454	0,123	-0,6221	0,0410
		Other	0,64369	0,34136	0,364	-0,2650	1,5524
	Other	Higher education/college	-0,94649	0,43504	0,184	-2,1046	0,2116
		Bachelor's degree	-.93424*	0,33451	0,034	-1,8247	-0,0438
		Master's degree	-0,64369	0,34136	0,364	-1,5524	0,2650

*. The mean difference is significant at the 0.05 level.

Source: IBM SPSS output data

Annex.6 Evaluation differences of variables according to work experience

Evaluation differences of variables according to work experience: means, standard deviation

Descriptives									
		N	Mean	Std. Deviation	Std. Error	Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Authentic Leadership	up to 1 year	15	3,2212	0,61500	0,15879	2,8807	3,5618	1,93	4,21
	1-5 years	82	3,5046	0,92598	0,10226	3,3011	3,7081	1,43	5,00
	6-10 years	59	4,0143	0,63389	0,08253	3,8491	4,1795	1,64	5,00
	11-20 years	57	4,0025	0,48107	0,06372	3,8748	4,1301	2,50	4,71
	More than 20 years	13	3,7527	0,70447	0,19538	3,3270	4,1785	2,29	4,93
	Total		226	3,7587	0,77126	0,05130	3,6576	3,8598	1,43
Employee-Manager Trust	up to 1 year	15	4,0700	1,27599	0,32946	3,3634	4,7766	2,35	6,15
	1-5 years	81	4,8531	1,49756	0,16640	4,5219	5,1842	1,70	7,00
	6-10 years	59	5,7832	1,03016	0,13411	5,5148	6,0517	2,10	7,00
	11-20 years	57	5,6624	0,86705	0,11484	5,4324	5,8925	2,80	7,00
	More than 20 years	13	5,4731	1,14594	0,31783	4,7806	6,1656	2,65	7,00
	Total		225	5,2856	1,30606	0,08707	5,1141	5,4572	1,70
Innovative Work Behavior	up to 1 year	14	3,6531	0,76514	0,20449	3,2113	4,0948	2,57	5,07
	1-5 years	81	4,1022	1,27649	0,14183	3,8199	4,3844	1,50	6,00
	6-10 years	59	4,6901	0,81760	0,10644	4,4770	4,9031	2,21	5,86
	11-20 years	57	4,7431	0,66854	0,08855	4,5657	4,9205	2,57	5,79
	More than 20 years	13	4,4231	0,89901	0,24934	3,8798	4,9663	3,14	5,93
	Total		224	4,4107	1,03334	0,06904	4,2746	4,5467	1,50
Organizational Innovation Climate	up to 1 year	15	3,0917	0,42774	0,11044	2,8548	3,3285	2,25	4,06
	1-5 years	81	3,4886	1,01503	0,11278	3,2641	3,7130	1,38	5,00
	6-10 years	59	3,9799	0,76286	0,09932	3,7811	4,1787	1,44	5,00
	11-20 years	57	3,6721	0,78152	0,10352	3,4647	3,8794	2,19	5,00
	More than 20 years	13	3,3894	0,67804	0,18805	2,9797	3,7992	1,94	4,56
	Total		225	3,6317	0,87755	0,05850	3,5164	3,7470	1,38

Evaluation differences of variables according to work experience: ANOVA test

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Authentic Leadership	Between Groups	16,871	4	4,218	7,969	0,000
	Within Groups	116,969	221	0,529		
	Total	133,840	225			
Employee-Manager Trust	Between Groups	60,479	4	15,120	10,343	0,000
	Within Groups	321,617	220	1,462		
	Total	382,096	224			
Innovative Work Behavior	Between Groups	26,652	4	6,663	6,901	0,000
	Within Groups	211,464	219	0,966		
	Total	238,116	223			
Organizational Innovation Climate	Between Groups	14,042	4	3,510	4,874	0,001
	Within Groups	158,458	220	0,720		
	Total	172,500	224			

Source: IBM SPSS output data

Evaluation differences of variables according to work experience: Bonferroni Test

Multiple Comparisons								
Bonferroni						95% Confidence Interval		
Dependent Variable	(I) Please indicate your work experience in the company you currently work for	(J) Please indicate your work experience in the company you currently work for	Mean Difference (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound	
Authentic Leadership	up to 1 year	1-5 years	-0,28336	0,20430	1,000	-0,8627	0,2959	
		6-10 years	-.79310*	0,21037	0,002	-1,3896	-0,1966	
		11-20 years	-.78122*	0,21112	0,003	-1,3798	-0,1826	
		More than 20 years	-0,53150	0,27568	0,551	-1,3132	0,2502	
	1-5 years	up to 1 year	0,28336	0,20430	1,000	-0,2959	0,8627	
		6-10 years	-.50974*	0,12420	0,001	-0,8619	-0,1576	
		11-20 years	-.49787*	0,12546	0,001	-0,8536	-0,1421	
		More than 20 years	-0,24815	0,21718	1,000	-0,8640	0,3677	
	6-10 years	up to 1 year	.79310*	0,21037	0,002	0,1966	1,3896	
		1-5 years	.50974*	0,12420	0,001	0,1576	0,8619	
		11-20 years	0,01187	0,13512	1,000	-0,3712	0,3950	
		More than 20 years	0,26159	0,22290	1,000	-0,3704	0,8936	
	11-20 years	up to 1 year	.78122*	0,21112	0,003	0,1826	1,3798	
		1-5 years	.49787*	0,12546	0,001	0,1421	0,8536	
		6-10 years	-0,01187	0,13512	1,000	-0,3950	0,3712	
		More than 20 years	0,24972	0,22360	1,000	-0,3843	0,8837	
	More than 20 years	up to 1 year	0,53150	0,27568	0,551	-0,2502	1,3132	
		1-5 years	0,24815	0,21718	1,000	-0,3677	0,8640	
		6-10 years	-0,26159	0,22290	1,000	-0,8936	0,3704	
		11-20 years	-0,24972	0,22360	1,000	-0,8837	0,3843	
	Employee-Manager Trust	up to 1 year	1-5 years	-0,78309	0,33986	0,221	-1,7468	0,1806
			6-10 years	-1,71323*	0,34963	0,000	-2,7046	-0,7218
			11-20 years	-1,59242*	0,35087	0,000	-2,5873	-0,5975
			More than 20 years	-1,40308*	0,45816	0,025	-2,7023	-0,1039
1-5 years		up to 1 year	0,78309	0,33986	0,221	-0,1806	1,7468	
		6-10 years	-.93014*	0,20694	0,000	-1,5170	-0,3433	
		11-20 years	-.80933*	0,20903	0,001	-1,4021	-0,2166	
		More than 20 years	-0,61999	0,36125	0,875	-1,6444	0,4044	
6-10 years		up to 1 year	1,71323*	0,34963	0,000	0,7218	2,7046	
		1-5 years	.93014*	0,20694	0,000	0,3433	1,5170	
		11-20 years	0,12081	0,22456	1,000	-0,5159	0,7576	
		More than 20 years	0,31015	0,37045	1,000	-0,7403	1,3606	
11-20 years		up to 1 year	1,59242*	0,35087	0,000	0,5975	2,5873	
		1-5 years	.80933*	0,20903	0,001	0,2166	1,4021	
		6-10 years	-0,12081	0,22456	1,000	-0,7576	0,5159	
		More than 20 years	0,18934	0,37162	1,000	-0,8644	1,2431	
More than 20 years		up to 1 year	1,40308*	0,45816	0,025	0,1039	2,7023	
		1-5 years	0,61999	0,36125	0,875	-0,4044	1,6444	
		6-10 years	-0,31015	0,37045	1,000	-1,3606	0,7403	
		11-20 years	-0,18934	0,37162	1,000	-1,2431	0,8644	
Innovative Work Behavior		up to 1 year	1-5 years	-0,44910	0,28441	1,000	-1,2556	0,3574
			6-10 years	-1,03701*	0,29212	0,005	-1,8654	-0,2086
			11-20 years	-1,09005*	0,29311	0,003	-1,9212	-0,2589
			More than 20 years	-0,77002	0,37848	0,431	-1,8433	0,3033
	1-5 years	up to 1 year	0,44910	0,28441	1,000	-0,3574	1,2556	
		6-10 years	-.58792*	0,16819	0,006	-1,0649	-0,1110	
		11-20 years	-.64095*	0,16989	0,002	-1,1227	-0,1592	
		More than 20 years	-0,32092	0,29359	1,000	-1,1535	0,5116	
	6-10 years	up to 1 year	1,03701*	0,29212	0,005	0,2086	1,8654	
		1-5 years	.58792*	0,16819	0,006	0,1110	1,0649	
		11-20 years	-0,05304	0,18250	1,000	-0,5706	0,4645	
		More than 20 years	0,26700	0,30107	1,000	-0,5868	1,1208	
	11-20 years	up to 1 year	1,09005*	0,29311	0,003	0,2589	1,9212	
		1-5 years	.64095*	0,16989	0,002	0,1592	1,1227	
		6-10 years	0,05304	0,18250	1,000	-0,4645	0,5706	
		More than 20 years	0,32003	0,30202	1,000	-0,5364	1,1765	
	More than 20 years	up to 1 year	0,77002	0,37848	0,431	-0,3033	1,8433	
		1-5 years	0,32092	0,29359	1,000	-0,5116	1,1535	
		6-10 years	-0,26700	0,30107	1,000	-1,1208	0,5868	
		11-20 years	-0,32003	0,30202	1,000	-1,1765	0,5364	
	Organizational Innovation Climate	up to 1 year	1-5 years	-0,39691	0,23856	0,976	-1,0734	0,2795
			6-10 years	-.88821*	0,24541	0,004	-1,5841	-0,1923
			11-20 years	-0,58041	0,24628	0,193	-1,2788	0,1179
			More than 20 years	-0,29776	0,32159	1,000	-1,2097	0,6142
1-5 years		up to 1 year	0,39691	0,23856	0,976	-0,2795	1,0734	
		6-10 years	-.49129*	0,14526	0,009	-0,9032	-0,0794	
		11-20 years	-0,18350	0,14673	1,000	-0,5996	0,2326	
		More than 20 years	0,09916	0,25357	1,000	-0,6199	0,8182	
6-10 years		up to 1 year	.88821*	0,24541	0,004	0,1923	1,5841	
		1-5 years	.49129*	0,14526	0,009	0,0794	0,9032	
		11-20 years	0,30780	0,15762	0,521	-0,1392	0,7547	
		More than 20 years	0,59045	0,26002	0,241	-0,1469	1,3278	
11-20 years		up to 1 year	0,58041	0,24628	0,193	-0,1179	1,2788	
		1-5 years	0,18350	0,14673	1,000	-0,2326	0,5996	
		6-10 years	-0,30780	0,15762	0,521	-0,7547	1,1392	
		More than 20 years	0,28265	0,26085	1,000	-0,4570	1,0223	
More than 20 years		up to 1 year	0,29776	0,32159	1,000	-0,6142	1,2097	
		1-5 years	-0,09916	0,25357	1,000	-0,8182	0,6199	
		6-10 years	-0,59045	0,26002	0,241	-1,3278	0,1469	
		11-20 years	-0,28265	0,26085	1,000	-1,0223	0,4570	

*. The mean difference is significant at the 0.05 level.

Source: IBM SPSS output data

Annex.7 Evaluation differences of variables according to the organization's sector

Evaluation of differences of variables according to the organization's sector: means, standard deviation

		Descriptives							
		N	Mean	Std. Deviation	Std. Error	Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Authentic Leadership	Financial services (banking, insurance)	120	4,1220	0,53621	0,04895	4,0251	4,2189	1,93	5,00
	Trade / Commerce	7	3,2551	0,60308	0,22794	2,6973	3,8129	2,43	4,29
	Manufacturing	30	3,6681	0,41342	0,07548	3,5138	3,8225	2,57	4,07
	Healthcare	6	3,7024	0,73875	0,30159	2,9271	4,4776	2,50	4,50
	Information Technology	16	3,0330	0,73652	0,18413	2,6405	3,4254	2,21	4,21
	Construction/Engineering	6	3,3452	0,95982	0,39185	2,3380	4,3525	2,64	4,71
	Public administration	14	2,6003	1,13715	0,30392	1,9437	3,2569	1,43	4,43
	Other	29	3,5663	0,70337	0,13061	3,2988	3,8339	2,14	4,71
	Total	228	3,7636	0,77024	0,05101	3,6631	3,8642	1,43	5,00
Employee-Manager Trust	Financial services (banking, insurance)	119	5,9095	0,92423	0,08472	5,7417	6,0772	2,00	7,00
	Trade / Commerce	7	4,4571	1,33149	0,50325	3,2257	5,6886	3,05	7,00
	Manufacturing	30	5,0456	0,61821	0,11287	4,8148	5,2765	3,50	6,30
	Healthcare	6	5,5000	1,24177	0,50695	4,1968	6,8032	3,60	6,85
	Information Technology	16	4,2563	1,20137	0,30034	3,6161	4,8964	2,90	6,10
	Construction/Engineering	6	4,4333	1,42572	0,58205	2,9371	5,9295	3,05	6,25
	Public administration	14	3,2718	1,68794	0,45112	2,2972	4,2464	1,70	5,95
	Other	29	4,9100	1,34530	0,24982	4,3983	5,4217	2,35	6,75
	Total	227	5,2938	1,30526	0,08663	5,1231	5,4645	1,70	7,00
Innovative Work behavior	Financial services (banking, insurance)	119	4,7856	0,77873	0,07139	4,6443	4,9270	2,00	5,93
	Trade / Commerce	7	3,7983	1,51049	0,57091	2,4013	5,1952	1,50	6,00
	Manufacturing	30	4,5071	0,78456	0,14324	4,2142	4,8001	2,71	5,29
	Healthcare	6	4,4048	0,86622	0,35363	3,4957	5,3138	3,50	5,93
	Information Technology	15	3,4714	1,11241	0,28722	2,8554	4,0875	2,14	5,14
	Construction/Engineering	6	3,4643	0,89870	0,36689	2,5212	4,4074	2,64	4,71
	Public administration	14	2,8214	1,24185	0,33190	2,1044	3,5385	1,71	5,21
	Other	29	4,4360	0,80390	0,14928	4,1302	4,7417	2,79	5,86
	Total	226	4,4191	1,03271	0,06869	4,2837	4,5545	1,50	6,00
Organizational Innovational Climate	Financial services (banking, insurance)	119	4,0782	0,74098	0,06793	3,9436	4,2127	2,38	5,00
	Trade / Commerce	7	3,1071	0,63196	0,23886	2,5227	3,6916	1,75	3,56
	Manufacturing	30	3,5708	0,41547	0,07585	3,4157	3,7260	2,56	4,38
	Healthcare	6	3,2604	0,69306	0,28294	2,5331	3,9877	2,69	4,50
	Information Technology	16	3,0430	0,68340	0,17085	2,6788	3,4071	2,19	4,31
	Construction/Engineering	6	2,8333	0,60810	0,24826	2,1952	3,4715	2,44	4,06
	Public administration	14	2,1116	0,83067	0,22201	1,6320	2,5912	1,38	3,75
	Other	29	3,3671	0,66484	0,12346	3,1142	3,6200	1,94	4,63
	Total	227	3,6416	0,88023	0,05842	3,5264	3,7567	1,38	5,00

Evaluation differences of variables according to organization's sector: ANOVA test

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Authentic Leadership	Between Groups	47,186	7	6,741	16,951	0,000
	Within Groups	87,488	220	0,398		
	Total	134,674	227			
Employee-Manager Trust	Between Groups	135,286	7	19,327	16,947	0,000
	Within Groups	249,752	219	1,140		
	Total	385,038	226			
Innovative Work behavior	Between Groups	73,603	7	10,515	13,779	0,000
	Within Groups	166,356	218	0,763		
	Total	239,959	225			
Organizational Innovation Climate	Between Groups	70,311	7	10,044	20,991	0,000
	Within Groups	104,793	219	0,479		
	Total	175,104	226			

Source: IBM SPSS output data

Evaluation differences of variables according to the organization's sector: Bonferroni Test

Multiple Comparisons								
Bonferroni	(I) Please indicate the sector of your current organization	(J) Please indicate the sector of your current organization	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
Dependent Variable						Lower Bound	Upper Bound	
Authentic Leadership	Financial services (banking, insurance)	Manufacturing	.45388*	0,12872	0,014	0,0468	0,8609	
		Information Technology	1,08904*	0,16783	0,000	0,5583	1,6198	
		Public administration	1,52169*	0,17810	0,000	0,9585	2,0849	
		Other	.55570*	0,13049	0,001	0,1431	0,9683	
	Manufacturing	Financial services (banking, insurance)	-.45388*	0,12872	0,014	-0,8609	-0,0468	
		Information Technology	.63516*	0,19522	0,037	0,0178	1,2525	
		Public administration	1,06782*	0,20411	0,000	0,4224	1,7133	
		Other	0,10182	0,16422	1,000	-0,4175	0,6211	
	Information Technology	Financial services (banking, insurance)	-1,08904*	0,16783	0,000	-1,6198	-0,5583	
		Manufacturing	-.63516*	0,19522	0,037	-1,2525	-0,0178	
		Public administration	0,43265	0,23078	1,000	-0,2972	1,1625	
		Other	-0,53335	0,19639	0,200	-1,1544	0,0877	
	Public administration	Financial services (banking, insurance)	-1,52169*	0,17810	0,000	-2,0849	-0,9585	
		Manufacturing	-1,06782*	0,20411	0,000	-1,7133	-0,4224	
		Information Technology	-0,43265	0,23078	1,000	-1,1625	0,2972	
		Other	-.96600*	0,20523	0,000	-1,6150	-0,3170	
	Other	Financial services (banking, insurance)	-.55570*	0,13049	0,001	-0,9683	-0,1431	
		Manufacturing	-0,10182	0,16422	1,000	-0,6211	0,4175	
		Information Technology	0,53335	0,19639	0,200	-0,0877	1,1544	
		Public administration	.96600*	0,20523	0,000	0,3170	1,6150	
	Employee-Manager Trust	Financial services (banking, insurance)	Manufacturing	.86385*	0,21817	0,003	0,1739	1,5538
			Information Technology	1,65321*	0,28436	0,000	0,7539	2,5525
			Public administration	2,63766*	0,30173	0,000	1,6834	3,5919
			Other	-.99948*	0,22115	0,000	0,3001	1,6989
Manufacturing		Financial services (banking, insurance)	-.86385*	0,21817	0,003	-1,5538	-0,1739	
		Information Technology	0,78936	0,33059	0,498	-0,2561	1,8349	
		Public administration	1,77381*	0,34565	0,000	0,6807	2,8669	
		Other	0,13563	0,27810	1,000	-0,7439	1,0151	
Information Technology		Financial services (banking, insurance)	-1,65321*	0,28436	0,000	-2,5525	-0,7539	
		Manufacturing	-0,78936	0,33059	0,498	-1,8349	0,2561	
		Public administration	0,98445	0,39081	0,350	-0,2515	2,2204	
		Other	-0,65373	0,33257	1,000	-1,7055	0,3980	
Public administration		Financial services (banking, insurance)	-2,63766*	0,30173	0,000	-3,5919	-1,6834	
		Manufacturing	-1,77381*	0,34565	0,000	-2,8669	-0,6807	
		Information Technology	-0,98445	0,39081	0,350	-2,2204	0,2515	
		Other	-1,63818*	0,34754	0,000	-2,7373	-0,5391	
Other		Financial services (banking, insurance)	-.99948*	0,22115	0,000	-1,6989	-0,3001	
		Manufacturing	-0,13563	0,27810	1,000	-1,0151	0,7439	
		Information Technology	0,65373	0,33257	1,000	-0,3980	1,7055	
		Public administration	1,63818*	0,34754	0,000	0,5391	2,7373	
Innovative Work behavior		Financial services (banking, insurance)	Manufacturing	0,27848	0,17846	1,000	-0,2859	0,8429
			Information Technology	1,31419*	0,23934	0,000	0,5572	2,0712
			Public administration	1,96419*	0,24682	0,000	1,1836	2,7448
			Other	0,34966	0,18090	1,000	-0,2225	0,9218
	Manufacturing	Financial services (banking, insurance)	-0,27848	0,17846	1,000	-0,8429	0,2859	
		Information Technology	1,03571*	0,27624	0,006	0,1620	1,9094	
		Public administration	1,68571*	0,28274	0,000	0,7915	2,5799	
		Other	0,07118	0,22749	1,000	-0,6483	0,7907	
	Information Technology	Financial services (banking, insurance)	-1,31419*	0,23934	0,000	-2,0712	-0,5572	
		Manufacturing	-1,03571*	0,27624	0,006	-1,9094	-0,1620	
		Public administration	0,65000	0,32462	1,000	-0,3767	1,6767	
		Other	-.96453*	0,27783	0,017	-1,8432	-0,0858	
	Public administration	Financial services (banking, insurance)	-1,96419*	0,24682	0,000	-2,7448	-1,1836	
		Manufacturing	-1,68571*	0,28274	0,000	-2,5799	-0,7915	
		Information Technology	-0,65000	0,32462	1,000	-1,6767	0,3767	
		Other	-1,61453*	0,28429	0,000	-2,5137	-0,7154	
	Other	Financial services (banking, insurance)	-0,34966	0,18090	1,000	-0,9218	0,2225	
		Manufacturing	-0,07118	0,22749	1,000	-0,7907	0,6483	
		Information Technology	.96453*	0,27783	0,017	0,0858	1,8432	
		Public administration	1,61453*	0,28429	0,000	0,7154	2,5137	
	Organizational Innovation Climate	Financial services (banking, insurance)	Manufacturing	.50732*	0,14132	0,011	0,0604	0,9542
			Information Technology	1,03518*	0,18419	0,000	0,4527	1,6177
			Public administration	1,96654*	0,19545	0,000	1,3484	2,5847
			Other	.71105*	0,14325	0,000	0,2580	1,1641
Manufacturing		Financial services (banking, insurance)	-.50732*	0,14132	0,011	-0,9542	-0,0604	
		Information Technology	0,52786	0,21414	0,405	-0,1494	1,2051	
		Public administration	1,45923*	0,22390	0,000	0,7512	2,1673	
		Other	0,20374	0,18014	1,000	-0,3660	0,7734	
Information Technology		Financial services (banking, insurance)	-1,03518*	0,18419	0,000	-1,6177	-0,4527	
		Manufacturing	-0,52786	0,21414	0,405	-1,2051	0,1494	
		Public administration	-.93136*	0,25315	0,008	0,1308	1,7320	
		Other	-0,32413	0,21542	1,000	-1,0054	0,3572	
Public administration		Financial services (banking, insurance)	-1,96654*	0,19545	0,000	-2,5847	-1,3484	
		Manufacturing	-1,45923*	0,22390	0,000	-2,1673	-0,7512	
		Information Technology	-.93136*	0,25315	0,008	-1,7320	-0,1308	
		Other	-1,25549*	0,22512	0,000	-1,9674	-0,5435	
Other		Financial services (banking, insurance)	-.71105*	0,14325	0,000	-1,1641	-0,2580	
		Manufacturing	-0,20374	0,18014	1,000	-0,7734	0,3660	
		Information Technology	0,32413	0,21542	1,000	-0,3572	1,0054	
		Public administration	1,25549*	0,22512	0,000	0,5435	1,9674	

*. The mean difference is significant at the 0.05 level.

Source: IBM SPSS output data

Annex.8 Evaluation differences of variables according to the size of the company

Evaluation differences of variables according to the size of the company: means, standard deviation

		Descriptives							
		N	Mean	Std. Deviation	Std. Error	Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Authentic Leadership	Very small (1 to 9 employees)	4	3,6250	1,00234	0,50117	2,0301	5,2199	2,29	4,71
	Small (10 to 49 employees)	12	3,4432	0,89673	0,25886	2,8735	4,0130	1,93	4,71
	Medium (50 to 249 employees)	47	3,4394	0,66669	0,09725	3,2436	3,6351	2,00	4,50
	Large (250 and more employees)	165	3,8827	0,75620	0,05887	3,7664	3,9989	1,43	5,00
	Total	228	3,7636	0,77024	0,05101	3,6631	3,8642	1,43	5,00
Employee-Manager Trust	Very small (1 to 9 employees)	4	4,7250	1,52124	0,76062	2,3044	7,1456	2,65	6,20
	Small (10 to 49 employees)	12	4,9292	1,53378	0,44276	3,9546	5,9037	2,35	7,00
	Medium (50 to 249 employees)	47	4,6940	1,21003	0,17650	4,3387	5,0493	2,00	6,85
	Large (250 and more employees)	164	5,5062	1,25729	0,09818	5,3124	5,7001	1,70	7,00
	Total	227	5,2938	1,30526	0,08663	5,1231	5,4645	1,70	7,00
Innovative Work Behavior	Very small (1 to 9 employees)	4	3,7898	0,40057	0,20028	3,1524	4,4272	3,23	4,14
	Small (10 to 49 employees)	12	4,4405	1,02058	0,29462	3,7920	5,0889	2,57	6,00
	Medium (50 to 249 employees)	46	3,9627	0,99143	0,14618	3,6683	4,2572	2,00	5,93
	Large (250 and more employees)	164	4,5609	1,01920	0,07959	4,4038	4,7181	1,50	5,93
	Total	226	4,4191	1,03271	0,06869	4,2837	4,5545	1,50	6,00
Organizational Innovation Climate	Very small (1 to 9 employees)	4	2,9844	0,86509	0,43254	1,6078	4,3609	1,94	3,81
	Small (10 to 49 employees)	12	3,5000	0,61469	0,17745	3,1094	3,8906	2,69	4,63
	Medium (50 to 249 employees)	47	3,2899	0,66839	0,09749	3,0936	3,4861	2,19	4,63
	Large (250 and more employees)	164	3,7687	0,91919	0,07178	3,6270	3,9105	1,38	5,00
	Total	227	3,6416	0,88023	0,05842	3,5264	3,7567	1,38	5,00

Evaluation differences of variables according to the size of the company: ANOVA test

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Authentic Leadership	Between Groups	8,588	3	2,863	5,086	0,002
	Within Groups	126,086	224	0,563		
	Total	134,674	227			
Employee-Manager Trust	Between Groups	27,198	3	9,066	5,650	0,001
	Within Groups	357,840	223	1,605		
	Total	385,038	226			
Innovative Work Behavior	Between Groups	14,468	3	4,823	4,748	0,003
	Within Groups	225,491	222	1,016		
	Total	239,959	225			
Organizational Innovation Climate	Between Groups	10,433	3	3,478	4,709	0,003
	Within Groups	164,671	223	0,738		
	Total	175,104	226			

Source: IBM SPSS output data

Evaluation differences of variables according to the size of the company: Bonferroni Test

Multiple Comparisons							
Bonferroni						95% Confidence Interval	
Dependent Variable	(I) Please indicate the size of the company you currently work for	(J) Please indicate the size of the company you currently work for	Mean Difference (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound
Authentic Leadership	Very small (1 to 9 employees)	Small (10 to 49 employees)	0,18178	0,43316	1,000	-0,9712	1,3348
		Medium (50 to 249 employees)	0,18560	0,39076	1,000	-0,8546	1,2258
		Large (250 and more employees)	-0,25767	0,37965	1,000	-1,2683	0,7529
	Small (10 to 49 employees)	Very small (1 to 9 employees)	-0,18178	0,43316	1,000	-1,3348	0,9712
		Medium (50 to 249 employees)	0,00383	0,24266	1,000	-0,6421	0,6498
		Large (250 and more employees)	-0,43945	0,22432	0,308	-1,0366	0,1577
	Medium (50 to 249 employees)	Very small (1 to 9 employees)	-0,18560	0,39076	1,000	-1,2258	0,8546
		Small (10 to 49 employees)	-0,00383	0,24266	1,000	-0,6498	0,6421
		Large (250 and more employees)	-.44328*	0,12405	0,003	-0,7735	-0,1131
	Large (250 and more employees)	Very small (1 to 9 employees)	0,25767	0,37965	1,000	-0,7529	1,2683
		Small (10 to 49 employees)	0,43945	0,22432	0,308	-0,1577	1,0366
		Medium (50 to 249 employees)	.44328*	0,12405	0,003	0,1131	0,7735
Employee-Manager Trust	Very small (1 to 9 employees)	Small (10 to 49 employees)	-0,20417	0,73136	1,000	-2,1510	1,7427
		Medium (50 to 249 employees)	0,03099	0,65978	1,000	-1,7253	1,7873
		Large (250 and more employees)	-0,78123	0,64105	1,000	-2,4877	0,9253
	Small (10 to 49 employees)	Very small (1 to 9 employees)	0,20417	0,73136	1,000	-1,7427	2,1510
		Medium (50 to 249 employees)	0,23516	0,40971	1,000	-0,8555	1,3258
		Large (250 and more employees)	-0,57706	0,37882	0,775	-1,5855	0,4314
	Medium (50 to 249 employees)	Very small (1 to 9 employees)	-0,03099	0,65978	1,000	-1,7873	1,7253
		Small (10 to 49 employees)	-0,23516	0,40971	1,000	-1,3258	0,8555
		Large (250 and more employees)	-.81222*	0,20959	0,001	-1,3701	-0,2543
	Large (250 and more employees)	Very small (1 to 9 employees)	0,78123	0,64105	1,000	-0,9253	2,4877
		Small (10 to 49 employees)	0,57706	0,37882	0,775	-0,4314	1,5855
		Medium (50 to 249 employees)	.81222*	0,20959	0,001	0,2543	1,3701
Innovative Work Behavior	Very small (1 to 9 employees)	Small (10 to 49 employees)	-0,65064	0,58187	1,000	-2,1996	0,8984
		Medium (50 to 249 employees)	-0,17290	0,52537	1,000	-1,5715	1,2257
		Large (250 and more employees)	-0,77107	0,51002	0,792	-2,1288	0,5867
	Small (10 to 49 employees)	Very small (1 to 9 employees)	0,65064	0,58187	1,000	-0,8984	2,1996
		Medium (50 to 249 employees)	0,47774	0,32669	0,870	-0,3919	1,3474
		Large (250 and more employees)	-0,12043	0,30139	1,000	-0,9228	0,6819
	Medium (50 to 249 employees)	Very small (1 to 9 employees)	0,17290	0,52537	1,000	-1,2257	1,5715
		Small (10 to 49 employees)	-0,47774	0,32669	0,870	-1,3474	0,3919
		Large (250 and more employees)	-.59818*	0,16815	0,003	-1,0458	-0,1505
	Large (250 and more employees)	Very small (1 to 9 employees)	0,77107	0,51002	0,792	-0,5867	2,1288
		Small (10 to 49 employees)	0,12043	0,30139	1,000	-0,6819	0,9228
		Medium (50 to 249 employees)	.59818*	0,16815	0,003	0,1505	1,0458
Organizational Innovation Climate	Very small (1 to 9 employees)	Small (10 to 49 employees)	-0,51563	0,49613	1,000	-1,8363	0,8051
		Medium (50 to 249 employees)	-0,30552	0,44757	1,000	-1,4970	0,8859
		Large (250 and more employees)	-0,78435	0,43487	0,436	-1,9420	0,3733
	Small (10 to 49 employees)	Very small (1 to 9 employees)	0,51563	0,49613	1,000	-0,8051	1,8363
		Medium (50 to 249 employees)	0,21011	0,27793	1,000	-0,5298	0,9500
		Large (250 and more employees)	-0,26872	0,25698	1,000	-0,9528	0,4154
	Medium (50 to 249 employees)	Very small (1 to 9 employees)	0,30552	0,44757	1,000	-0,8859	1,4970
		Small (10 to 49 employees)	-0,21011	0,27793	1,000	-0,9500	0,5298
		Large (250 and more employees)	-.47883*	0,14218	0,005	-0,8573	-0,1004
	Large (250 and more employees)	Very small (1 to 9 employees)	0,78435	0,43487	0,436	-0,3733	1,9420
		Small (10 to 49 employees)	0,26872	0,25698	1,000	-0,4154	0,9528
		Medium (50 to 249 employees)	.47883*	0,14218	0,005	0,1004	0,8573

*. The mean difference is significant at the 0.05 level.

Source: IBM SPSS output data

Annex.9 Regression analysis results

The impact of authentic leadership on innovative work behavior: linear regression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Durbin-Watson	
						F Change	df1	df2		
1	.714 ^a	.509	.507	.72494	.509	232.595	1	224	<.001	1.833

a. Predictors: (Constant), AuthL

b. Dependent Variable: IWB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	122.238	1	122.238	232.595	<.001 ^b
	Residual	117.721	224	.526		
	Total	239.959	225			

a. Dependent Variable: IWB

b. Predictors: (Constant), AuthL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	.818	.241		3.394	<.001		
	AuthL	.955	.063	.714	15.251	<.001	1.000	1.000

a. Dependent Variable: IWB

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	AuthL
1	1	1.980	1.000	.01	.01
	2	.020	9.894	.99	.99

a. Dependent Variable: IWB

Source: IBM SPSS output data

Annex.10 Mediation analysis results

Model summary

```

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 *****

      Written by Andrew F. Hayes, Ph.D.      www.afhayes.com
      Documentation available in Hayes (2022). www.guilford.com/p/hayes3

*****

Model : 4
      Y : Innovative work behavior (IWB)
      X : Authentic leadership (AuthL)
      M1 : Employee-manager trust (Trust)
      M2 : Organizational Innovation Climate (OrgICL)

Sample
Size: 226
    
```

The relationship between authentic leadership and employee-manager trust

```

*****
OUTCOME VARIABLE:
Trust

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .9313      .8674      .2251      1465.3762      1.0000      224.0000      .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant      -.6114      .1577      -3.8770      .0001      -.9222      -.3006
AuthL      1.5694      .0410      38.2802      .0000      1.4886      1.6502

Standardized coefficients
      coeff
AuthL      .9313

*****
    
```

The relationship between authentic leadership and organizational innovation climate

```

*****
OUTCOME VARIABLE:
OrgICL

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .7559      .5714      .3349      298.6461      1.0000      224.0000      .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant      .3854      .1924      2.0033      .0463      .0063      .7645
AuthL      .8643      .0500      17.2814      .0000      .7657      .9628

Standardized coefficients
      coeff
AuthL      .7559

*****
    
```

Source: IBM SPSS output data

The relationship between employee-manager trust and innovative work behavior, organizational innovation climate, and innovative work behavior: multivariate regression

```

*****
OUTCOME VARIABLE:
IWB

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .7775      .6046      .4274    113.1327      3.0000     222.0000      .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant      .7327      .2278      3.2161      .0015      .2837      1.1818
AuthL          .2331      .1608      1.4498      .1485     -.0838      .5500
Trust          .1806      .0933      1.9351      .0543     -.0033      .3645
OrgICL         .5078      .0765      6.6374      .0000      .3571      .6586

Standardized coefficients
      coeff
AuthL          .1742
Trust          .2273
OrgICL         .4337

***** TOTAL EFFECT MODEL *****

```

The relationship between authentic leadership and innovative employee behavior

```

OUTCOME VARIABLE:
IWB

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .7137      .5094      .5255     232.5945      1.0000     224.0000      .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant      .8180      .2410      3.3945      .0008      .3431      1.2929
AuthL          .9555      .0626     15.2510      .0000      .8320      1.0789

Standardized coefficients
      coeff
AuthL          .7137

```

Total, direct, and indirect effects

```

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y
      Effect      se      t      p      LLCI      ULCI      c_cs
      .9555      .0626     15.2510      .0000      .8320      1.0789      .7137

Direct effect of X on Y
      Effect      se      t      p      LLCI      ULCI      c'_cs
      .2331      .1608      1.4498      .1485     -.0838      .5500      .1742

Indirect effect(s) of X on Y:
      Effect      BootSE      BootLLCI      BootULCI
TOTAL      .7223      .1849      .3697      1.0915
Trust      .2834      .1781     -.0656      .6240
OrgICL     .4389      .0844      .2848      .6151

Completely standardized indirect effect(s) of X on Y:
      Effect      BootSE      BootLLCI      BootULCI
TOTAL      .5396      .1370      .2745      .8075
Trust      .2117      .1332     -.0503      .4718
OrgICL     .3279      .0606      .2141      .4519

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

----- END MATRIX -----

```

Source: IBM SPSS output data