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Authentic leadership and innovative behaviour in organizations

The main goal of this dissertation was to examine the process of how authentic leadership of the entrepreneur is related to innovative behaviours in employees using a multilevel modelling. On the bases of the conceptions of authentic leadership and innovative behaviour, hypotheses linking perceived authentic leadership to employee innovative behaviour through the mediating roles of employee personal initiative and their work engagement were posited. In order to test them, two empirical quantitative studies were conducted.

First, it was necessary to adapt the Authentic Leadership Questionnaire to Polish language to be able to use it in the subsequent research. It needs to be emphasized that the questionnaire concerns the assessment of leader authenticity as perceived by his or her employees (so called Multi-Rater Form), not the leader's own self-assessment. The purpose of the first studies was to examine the factorial structure of authentic leadership. Two studies were conducted: longitudinal Study 1a with two measurement waves ($N_1 = 350$, $N_2 = 257$) on the sample of employees of different professions and cross-sectional Study 1b ($N = 101$) on a sample of nurses. Four alternative models were tested using confirmatory factor analysis; the four-factor model was revealed to fit the data best. The longitudinal Study 1a confirmed the validity of the Polish adaptation of the measure by analysing the relationships between authentic leadership, job satisfaction, organizational commitment, turnover intention and burnout in the followers confirmed concurrent and predictive. The analyses of reliability, including temporal stability carried out on both samples and Cronbach's alpha coefficient verified good psychometric properties of the subscales of the questionnaire. The result of the studies is the Polish licenced version of Authentic Leadership Questionnaire (Multi-Rater Form).

The second study examined the relationship between authentic leadership perceived by employees and their innovative behaviour including the mediating roles of personal initiative and work engagement. The data was collected among 711 employees working in 85 small firms (employing from 10 to 50 employees) from three countries: the Netherlands, Poland and Spain. Taking into account the suggestions of experts who postulate that research on leadership is multilevel in nature, multilevel approach to data analysis was applied. Employees were analysed as Level 1 observation and firms as Level 2. The findings show that

authentic leadership, employee personal initiative and their work engagement predict innovative behaviour of employees. Partial mediation of personal initiative and work engagement in the relationship between authentic leadership of the entrepreneur and innovative behaviours was confirmed.

The presented dissertation contributes to the development of the theories discussed in the research, supplementing them with new conclusions. The results show ways in which individual innovative behaviours can be strengthened and what type of leader conduct may be conducive to employee innovation. Nonetheless, the findings of this research can be used not only to support the generation and implementation of ideas, but also to improve the quality of relationships between leaders and subordinates and strengthen their personal initiative and work engagement.

Key words: authentic leadership, innovative behaviours, personal initiative, work engagement, entrepreneurship, multilevel analysis, adaptation