

Perceived Authentic Leadership Practices, Organizational Climate and Team Innovativeness in Employees of Multinational Companies

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The current study examined whether organizational climate has a moderating role in relationship between perceived authentic leadership practices and team innovativeness in employees of multinational companies. The sample comprised of 102 employees from five multinational companies in Lahore, Pakistan. For assessment, Perceived Authentic Leadership Practices Scale (Mubashir & Fida, 2014), Organizational Climate Scale (Suarez, Fernandez, Alvarez, Pedrero, & Cueto, 2013) and Team Innovation Scale (West & Wallace, 1991) were used. Results showed that organizational climate has a moderating effect on the relationship between authentic leadership practices: being true to oneself; being true to work; being true to values and team innovativeness in employees. Results also showed an interaction effect of organizational climate with perceived authentic leadership practices and being true to values on team innovativeness in employees of multinational companies. Findings highlight the significance of leadership in organizational climate and inculcation of innovativeness in organizational settings in Pakistan.

Keywords: authentic leadership practices, organizational climate, team innovativeness, employees

During the previous decades, leadership has been abundantly under empirical investigation but new aspects of this area have emerged and correlated with organizational and individual variables. Authentic leadership as a construct in the organizational context has been relatively new and it refers largely to genuineness of leaders and the way they observe authenticity at work settings (Gardner, Cogliser, Davis, & Dickens, 2011; Northouse, 2013). Leaders who practice authenticity at workplace make efforts to spread positivity in individual and at group level by creating an environment of trust and support for their workers (Walumba, Avolio, Gardner, Wernsing, & Peterson, 2008).

Goldman (2006) identified different dimensions of authenticity i.e. awareness of self; coordination and fruitful activities in organization to foster relationship; acceptability to recognize their strengths and weaknesses and self-determination (Castro & Martins, 2010). Organizational climate is a psychological state and it can be effected by structure, system and managerial behaviors in an organization (Holloway, 2012). Authentic leadership effects organizational climate and both of

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1. Mariam Bibi: Study conception, Acquisition of data, Analysis and interpretation of data, Drafting of initial manuscript
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them are reported to effect team innovation (Amabile, Schatzel, Moneta, & Kramer 2004). Authentic leadership and healthy organizational climate provide an opportunity to employees to generate and implement novel ideas (Florida, 2002). Perceived authentic leadership practices by a leader help develop positive behaviors such as creativity and provide them conducive environment for innovative ideas at work which in turn helps an organization to grow (Ilies, Morgeson, & Nahrgang, 2005). Authentic leadership practices directly affect employees' perception about their organizational climate. Climate of an organization has a pivotal role in fostering motivation and innovative behaviors in employees (Yukl, 2013).

Organizational climate and authentic leadership both are crucial for developing team innovation skills in employees. Team innovativeness skills are important for any organization and employees with innovative ideas, are more likely to produce better outcome. Thereby, authentic leadership practices, work climate and team innovativeness play very important role in flourishing of an organizational setup. Ample research highlights the importance of authentic leadership practices and positive organizational climate to foster team innovativeness in employees (Coutu, 2002; Gardner, Avolio, Luthans, May, & Walumbwa, 2005; George, 2003; Luthans, 2004; Luthans & Youssef, 2004; Nelson & Cooper, 2007; Snyder, 2000). Muceldili, Turam, and Erdil (2013) found positive relationship in authentic leadership practices and employees' creativity which ultimately increases innovativeness. Rego, Souca, Marques, and Cunha (2012) also found that employees who perceive positive psychological capital and who have authentic supervisors are more creative. Mubashir and Fida (2014) conducted a study in Pakistan and concluded that authentic leadership practices predict workplace happiness and psychological capital in employees.

Numerous studies have identified psychological capital as a moderator in relationship between authentic leadership practices at workplace and positive outcome (Coutu, 2002; Luthans, 2004; Luthans & Youssef, 2004; Nelson & Cooper, 2007; Snyder, 2000). Authentic leaders are reported to impact workers' behaviors and attitudes such as positivity and team innovativeness in employees (Avolio, Gardner, Walumbwa, Luthans, & May, 2004; Gardner, Avolio, Luthans, May, & Walumbwa, 2005; George, 2003). There is substantial empirical evidence to suggest that authentic leadership practices and organizational climate together produce creativity and team innovativeness (Bariah, 2013; Francis, Shelly, Chester, & Fred, 2008; Hassan & Feazeh, 2011; Holloway, 2012; Ilies, Morgeson, & Nahrgang, 2005; Kanten & Ulker, 2013; Lichtman, 2007; Mubashir & Fida, 2014; Noor & Dzulkifli, 2013; Yildiz & Ozean, 2014; Zhang & Liu, 2010).

To summarize, authenticity at workplace has a key role in developing sense of team innovativeness. Organizational climate and authenticity both can be positive predictors of team innovativeness and team innovativeness skills are very important for any organization. If employees work in a team with innovative ideas they are likely to contribute more productively. Based on extensive research, Lutterbie and Pryce-Jones (2013) emphasized on team innovativeness and maximizing positive organizational climate. He focused on practical implications of team innovativeness for both employers and employees. In the past, particularly in Pakistan, researchers have neglected positive constructs such as authentic leadership and team innovativeness. Though it is important to identify sources of stress and its management focusing on facilitative factors in the context of an organization are also worth researching. Pakistan being a developing country, yet has to generate research focusing on positive constructs in the organizational settings. Nonprofessional attitudes of leaders may effect environment of an organization which in turn may hamper innovativeness and productivity as the workplace. The present research addressed the role of authentic leadership practices in positive organizational climate and team innovativeness in its employees. This research has made an effort to fill the gap of previous literature by examining the

role of authentic leadership practices in creating facilitative organizational climate and team innovativeness in employees.

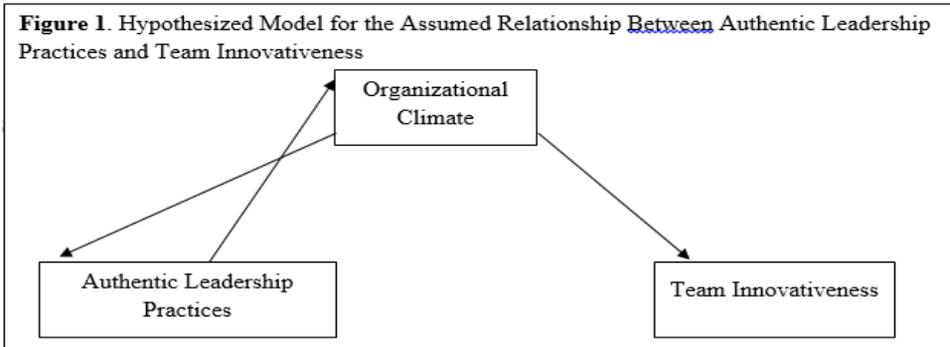
In traditional Pakistani culture, leaders hold crucial importance in organizations as they are the chief decision makers and employees always look for their leaders' advice or show compliance to executive orders. Over the past few years, empirical evidence has started to emerge on implications of positive psychological climate on organizational behaviors. For instance, it has been reported that organizational innovation can be increased by at least 10% by improving work environment of organizations (Luthens, 2004; Luthens & Youssef, 2004). This study is particularly important to create awareness among high level managerial position bearers to foster productive environment, innovativeness and creativity in employees.

Objective of the Study

The major objective of the present study was to investigate the role of organizational climate as moderator in the relationship between perceived authentic leadership practices and team innovativeness in employees of multinational companies in Pakistan.

Hypotheses

- H1. Perceived authentic leadership practices are likely to have a positive relationship with organizational climate and team innovativeness in employees.
- H2. Organizational climate is likely to moderate the relationship between perceived authentic leadership practices and team innovativeness in its employees.



Method

The sample comprised of 102 employees recruited from five manufacturing multinational companies in Lahore, Pakistan. Permanent employees having work experience of one year and above were included in the sample in order to ensure their familiarity with work environment and systems.

Table 1*Description of Sample Characteristics*

Variable	<i>M(SD)</i>	<i>f(%)</i>
Age (in years)	28.86(6.86)	26-39
Gender		
Men		66(64.7)
Women		36(35.3)
Qualification		
Graduation		25(24.5)
Masters/MBA		65(63.7)
MPhil/MS		12(11.8)
Family system		
Nuclear		55(52.9)
Joint		47(45.1)
Family Background		
Rural		32(31.4)
Urban		70(68.6)
Marital Status		
Married		51(50.0)
Unmarried		51(50.0)
Designation		
Level A		7(6.8)
Level B		41(40.2)
Level C		30(29.4)
Level D		24(23.5)
Per month income (PKR)	46441.18 (3422.86)	
Job experience (in years)	4.44(4.55)	

Most of the employees were men and well educated with urban family background. The designation of the majority was level B and C. Average job experience of employees working in the given organization was 3 years.

Assessment Measures**Authentic leadership practices scale**

It is an indigenous tool developed by Mubashir and Fida (2014). It has 21 items with four subscales: being true to work; being true to values; being true to followers and being true to oneself. It is a seven-point rating scale ranging from 1 to 7 from strongly disagree to strongly agree. Items 7 and 11 are reversed coded. This scale provides separate score on each subscale and composite score. Cronbach alpha reliability for the current sample for total scale was .71 and for subscales were .67, .67, .75 and .71 respectively.

Organizational climate questionnaire

The organizational climate questionnaire was developed by Suarez et al (2013). It has 15 items and each item is rated on 5-point scale ranging from strongly disagree to strongly agree. This scale offers a reliable and valid general indicator of organizational climate. Reliability of the scale reported by the authors is .85 and for the current sample is .79.

Team innovativeness scale

Team innovativeness scale was developed by West and Wallace (1991). It is a 4 items scale that reflects the degree to which in the last 6 months, the team had introduced changes in each of four jobs areas i.e. work goals; working procedures; teaching procedures and development skills. The participant has to respond on a 5-point rating scale which ranges from strongly disagree to strongly agree. Higher score on the scale shows high level of team innovativeness in employees. Reliability of team innovativeness scale as reported by the authors is .86 and for the current study it is .81.

Procedure

Approval of the research proposal was obtained from relevant bodies of the University. Prior permissions were taken from the respective authors to use assessment measures in the current study. Authorities of the companies were approached and provided information about the purpose and nature of the research. After obtaining permission from authorities of companies, researcher selected participants on the basis of inclusion and exclusion criteria. Researcher explained them nature, purpose and what would be required from them. Subsequently informed consent was taken from the participants for data collection. Confidentiality of the information sought from them was assured to the participants. It was also assured to the participants that information obtained from them would only be used for research purpose and will neither be disclosed to any unauthorized person, nor will be published by disclosing their identity and that they can withdraw or refuse to complete questionnaire any time they wish to. Then researcher administered all assessment measures in office settings. It took approximately 30 minutes to complete an assessment. The participants were thanked after they completed assessment.

Results

Data were analyzed using descriptive and inferential statistics. Descriptive statistics and Cronbach alpha reliability of assessment scales used in the present study are presented in table 2.

Table 2

Means, Standard Deviations and Reliability Analysis of Scales and Subscales

Scales	k	M	SD	α	Range		
					Potential	Actual	Skew
PALP	21	21.06	2.12	.71	21-105	51-101	-.61
BTO	6	31.18	8.24	.67	6-30	10-27	-1.10
BTW	5	26.78	1.02	.67	5-25	8-21	-.77
BTF	6	30.34	6.52	.75	6-30	10-21	.32
BTV	4	17.87	3.7	.71	4-20	5-20	-.77
OCQ	15	64.85	1.09	.79	15-75	18-63	-.83
TIS	4	16.17	3.31	.81	4-20	4-20	-1.39

Note: PALP= perceived authentic leadership practices; BTO= being true to oneself; BTW being true to work; BTF= being true to followers; BTV= being true to values; OC= organizational climate questionnaire; TI= team innovativeness scale

The reliability values of assessment measures were reasonably high to proceed with further analysis of hypotheses testing. The first hypothesis pertaining to relationship between different variables was tested using Pearson product moment correlation and results are presented in table 3.

Table 3

Relationship Between Demographic Characteristics, Perceived Authentic Leadership Practices, Organizational Climate and Team Innovativeness

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1.GEN	-	-	-	-	.04	-	-.11	-	-	.04	.02	-.08	-.01	-	.03
		.19*	.18	.03		.16		.21*	.01					.28**	
2.Age	-	-	-	.13	-	.07	.28**	-	.18	.18	.10	.13	.16	.03	
			.03	.00	.57**	.07	.80**		.18	.18	.10	.13	.16	.03	
3.FS	-	-	-	.15	-.01	.06	-.00	.02	.02	.07	-.02	.01	.02	-.02	-.12
				.15	-.01	.06	-.00	.02	.02	.07	-.02	.01	.02	-.02	-.12
4.FBG	-	-	-	-	-.12	-	.07	.10	.01	.05	-.04	.05	.01	-.07	.21*
					-.12	-	.07	.10	.01	.05	-.04	.05	.01	-.07	.21*
5.MS	-	-	-	-	-	-	-.01	-.06	-	-.10	-.01	.09	-.05	-.05	.09
							-.01	-.06	-	-.10	-.01	.09	-.05	-.05	.09
6.DES	-	-	-	-	-	-	.10	.06	-	.02	-.04	.07	-.09	-.05	.02
							.10	.06	-	.02	-.04	.07	-.09	-.05	.02
7.MI	-	-	-	-	-	-	-	.20*	.02	.17	.02	-.08	-.09	.15	.94
								.20*	.02	.17	.02	-.08	-.09	.15	.94
8.JE	-	-	-	-	-	-	-	-	.11	.14	.12	.02	.05	.09	-.02
									.11	.14	.12	.02	.05	.09	-.02
9.PALP	-	-	-	-	-	-	-	-	-	.91**	.95**	.62**	.82**	.58**	.51**
										.91**	.95**	.62**	.82**	.58**	.51**
10.BTO	-	-	-	-	-	-	-	-	-	-	.83**	.44**	.68**	.55**	.47**
											.83**	.44**	.68**	.55**	.47**
11.BTF	-	-	-	-	-	-	-	-	-	-	-	.52**	.73**	.58**	.43**
												.52**	.73**	.58**	.43**
12.BTW	-	-	-	-	-	-	-	-	-	-	-	-	.27**	.33**	.39**
													.27**	.33**	.39**
13.BTV	-	-	-	-	-	-	-	-	-	-	-	-	-	.43**	.42**
														.43**	.42**
14.OC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	.39**
														-	.39**
15.TI	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Note: See table 2 for abbreviations, ** $p < .01$; * $p < .05$

Results show that women perceive organizational climate more negative as compared to men. Employees from urban areas are better in team innovation as compared to those from rural areas. Significant positive correlation is found between perceived authentic leadership practices, organizational climate and team innovativeness in employees of multinational companies.

The second hypothesis was that organizational climate would moderate the relationship between authentic leadership and team innovativeness in employees of multinational companies.

Hierarchical regression analysis by using moderation method was performed. First of all, perceived authentic leadership practices and organizational climate were centralized. Control variables that are (age, qualification, gender, monthly income, designation and work experience) were entered in block I. Organizational climate as moderator was entered in block II. Perceived authentic leadership practices as independent variable were entered in block III. The product of authentic leadership practices and organizational climate was entered in block IV (see table 4).

The results show that authentic leadership practices and team innovations has been moderated by organizational climate after controlling for the effect of age, qualification, gender and monthly income. Results also show interaction effect of organizational climate with being true to values on team innovativeness in employees of multinational companies. Jeremy Dawson simple slope analysis (Dawson, 2013) was used for interaction effect and the interaction plots are presented in figures 2 and 3.

Table 4

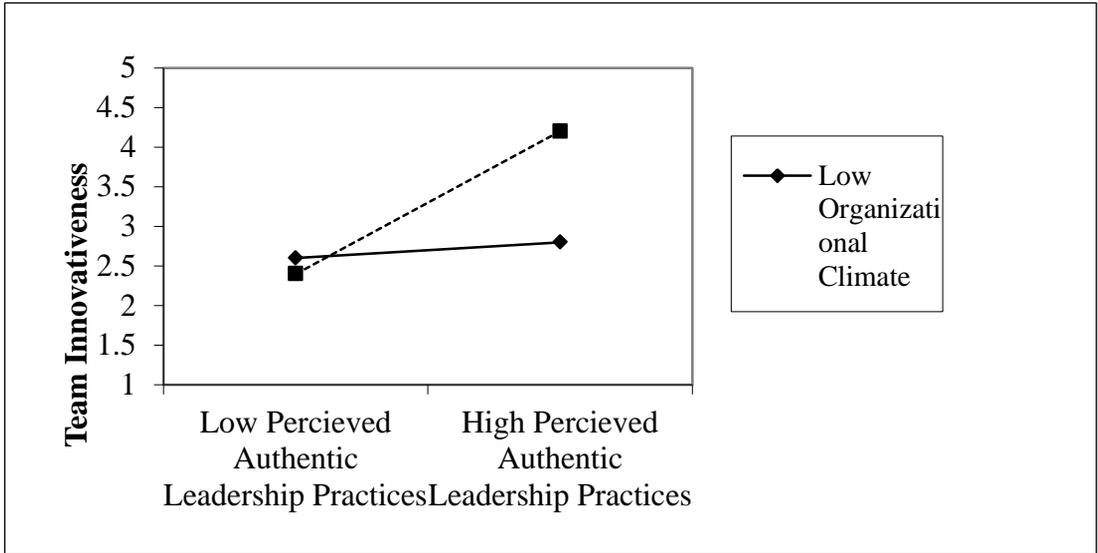
Moderation Analysis through Regression Predicting Team Innovativeness in Employees of Multinational Companies

Predictors	Team innovativeness	
	ΔR^2	β
Step1	.03	
Education		.12
Age		-.17
Designation		.02
Monthly income		-.01
Work experience		-.11
Step 2	.02	
Organizational climate		.18*
Step 3	.28	
Being true to oneself		.28*
Being true to work		.25*
Being true to followers		-.09
Being true to values		.27*
Step 4	.28	
PALP \times OCQ		.21*
BTO \times OCQ		.08
BTW \times OCQ		.09
BTF \times OCQ		-.12
BTV \times OCQ		-.21*
Total R ²	24.94***	
F	.64***	

*Note. See table 2 for abbreviations, *** $p < .001$; ** $p < .01$; * $p < .05$*

Figure 2.

Interaction Plot for the Effects of Perceived Authentic Leadership Practices and Organizational Climate on Team Innovativeness

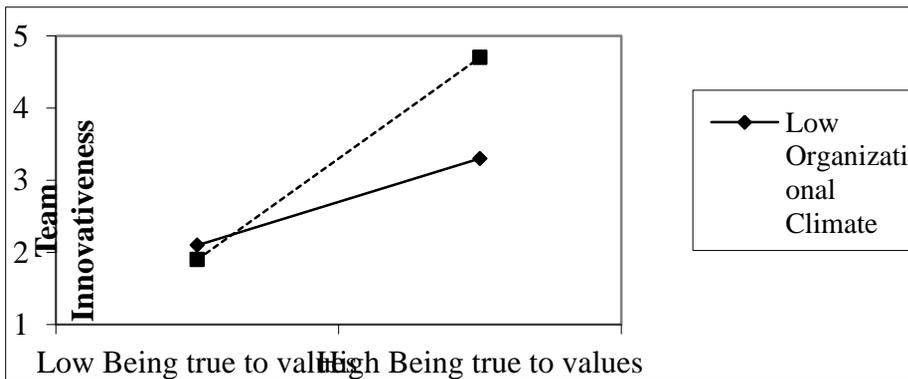


It can be seen that employees perceiving high level of authentic leadership practices in their leader and organizational climate being positive are better on team innovativeness compared to those who perceive their leaders being low in authentic leadership practices and organizational environment being poor. Employees who perceive low level of authentic leadership practices and organizational climate being poor are lower in team innovativeness.

Figure 3

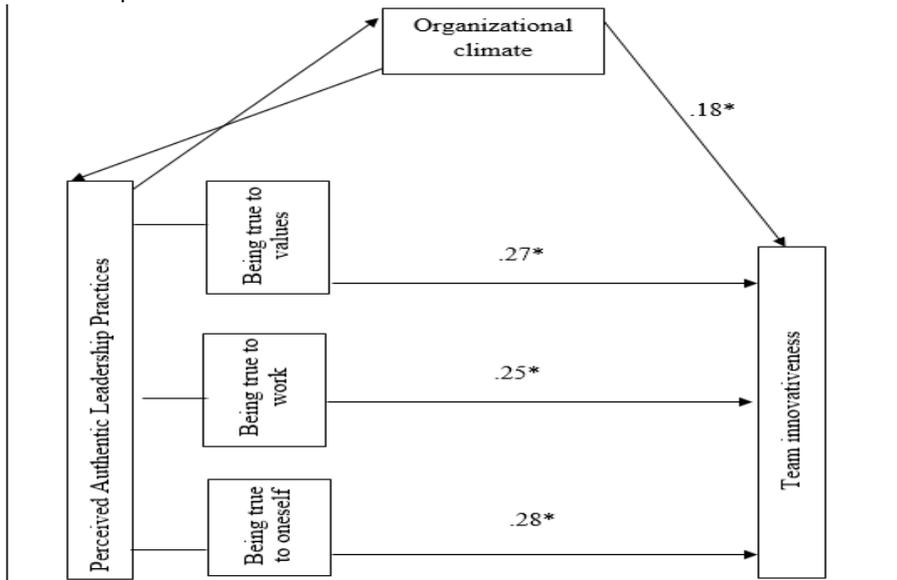
Interaction Plot for the Effects of Being True to Values and Organizational Climate on Team Innovativeness

in Employees of Multinational Companies



Employees who perceive their leaders high on being true to values and organizational climate being positive are better in team innovativeness as compared to those who perceive their leaders low on being true to values and organizational climate being poor.

Figure 4. Emerged Model of Moderating Role of Organizational Climate in Relationship between Authentic Leadership Practices and Team Innovativeness



Summary of the Findings

The findings of the research showed that perceived authentic leadership practices by employees significantly foster team innovativeness in employees. Finding also highlight the role of positive organizational climate in fostering team innovativeness in employees of multinational companies. Results also showed interaction effect of organizational climate with perceived authentic leadership practices and being true to values.

Discussion

The current study was intended to explore the relationship between perceived authentic leadership practices in creating team innovativeness and to explore whether positive organizational climate plays moderating role in authenticity of leadership practices and team innovativeness.

Results provided evidence for positive relationship between organizational climate, team innovativeness and perceived authentic leadership practices. The findings are in line with the previous literature on authentic leadership, as Noor and Duzlkifli (2013) found significant positive relationship in environment of organization and performance of team. Our findings are in line with existing literature which concludes that authenticity at workplace affects employee attitudes and behaviors in a positive way, such as innovativeness and creativity (Avolio et al., 2004; Gardner et al., 2005; George, 2003; Ilies, Morgeson, & Nahrgang, 2005). Cerne and Skerlavaj (2005) also lend support to our findings as in their research they found that perceived leaders' authentic leadership directly influences team members' individual creativity and team innovation. In addition in their study, the relationship between team leaders' authenticity and creativity was mediated by perception of support for innovation.

Iram and Haque (2011)'s findings are also in line with our findings who demonstrated mediating role of organizational climate between transformational leadership and innovative work. They also found partial mediating role of open system model and full mediating role of rational goal model of organizational climate in relationship between authenticity in leadership and positive role behavior.

In Pakistani culture, authentic leadership practices are much needed as they play a vital role in predicting team innovativeness. Our research revealed that perceived authentic leadership practices are significantly correlated with team innovativeness in employees. Team innovativeness is directly predicted by authentic leadership practices and relationship between them is also moderated through organizational climate. The role of authentic leadership practices is vital to improve organizational climate. If authentic leadership practices are exercised by the leaders then employees are more likely to be more innovative. Positive organizational climate of an organization help organizations to flourish (Mubashir & Fida, 2014).

To conclude, the present study highlights importance of authentic leadership and its role in improving organizational climate which in turn helps foster innovativeness in its employees. The findings are consistent with the earlier literature on team innovativeness. Perceived authentic leadership practices and organizational climate emerged as significant positive predictors of team innovativeness in employees.

Limitations

For employees, talking about authentic practices by their leaders and superiors was somewhat difficult and they might have avoided disclosing their real perception about their leaders and superiors. It was extremely difficult for researchers to recruit sample as a vast majority either refused to take part in research or did not properly complete assessment tools.

Suggestions

Future research can focus on identifying other possible factors which can foster relationship between perceived authentic leadership, organizational climate and team innovativeness in employees of multinational companies. Moreover, data may be collected after working hours of employees as it would make them more comfortable to complete assessment.

Implications of the Findings

The findings from current research have important implications for organizational leaders and those working in executive positions so that they may evaluate their leadership styles and hence help improve organizational climate and foster innovativeness in their colleagues. Leaders can inculcate in themselves more genuineness and work values which would eventually benefit the organization. The findings can also benefit at organizational level and necessary steps can be taken by the companies in order to train leaders in developing authentic leadership characteristics in them, which would not only help improve organizational climate but also inculcate innovativeness amongst employees.

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