

Leading with Integrity: the Role of Authentic Leadership in Fostering Psychological Safety and Innovative Behaviours

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Abstract

In today's dynamic and ethically challenging organisational landscapes, integrity-based forms of leadership, such as authentic leadership, are relevant to address challenges in contemporary workplaces. Authentic leadership, based on transparency, coherence of values and genuine relationships, has been highlighted as a determining factor in employee well-being and performance, promoting healthy and sustainable work environments. Therefore, this study analyses the impact of authentic leadership on employees' psychological safety, engagement and innovative work behaviours. We assessed the model within a sample of 195 employees from Portuguese companies of different sectors. Partial Least Squares Structural Equation Modelling (PLS-SEM) was used, and the results show that authentic leadership positively predicts employees' psychological safety, engagement, and innovative work behaviours. Moreover, employees' psychological safety also mediates the relationship between authentic leadership and engagement. This research emphasises the role of this leadership style and its positive outcomes within organisations, particularly for employees' behaviours.

Keywords: Leadership, Organisations, Organisational Behaviours, Authentic Leadership