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EXPLORING THE EFFECTS OF AUTHENTIC LEADERSHIP ON EMPLOYEES' PERFORMANCE

Abstract:

This study aims to show how perceptions of Authentic Leadership (AL) explain affective commitment, creativity and employees performance. A second aim is to examine the mediating role of affective commitment and creativity in the relationship between AL perceptions and individual performance of employees. A sample of 114 employees belonging to several Portuguese public and private organizations was surveyed. The results indicate that AL explains 22.5% of affective commitment, 6.2% of creativity and 11.1% of individual performance. It is also possible to verify that affective commitment totally mediates the relationship between AL and individual performance, while creativity presents only a partial mediation of this relation. With these results, it can be verified that the AL has a relevant impact in the employees' attitudes and behaviours.

Keywords:

Authentic leadership, affective commitment, creativity, individual performance

JEL Classification: M12, D23, J24