

REVISITING AUTHENTIC LEADERSHIP AND INNOVATIVE BEHAVIOR: THE CONTINGENT ROLE OF ENVY AMONG TELECOMMUNICATIONS EMPLOYEES

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Abstract

In today's competitive environment, organizations increasingly rely on employees' innovative capabilities to achieve sustainable competitive advantage. However, the extent to which leadership behaviours encourage innovation while minimizing negative workplace emotions remains under-explored. Thus, this present study investigates the impact of authentic leadership on innovative behaviour through moderating role of envy through the perspectives of social cognitive theory and social comparison theory. Data were collected from 364 employees through the convenient sampling using self-reported surveys and hierarchical regression analysis was employed via SPSS tool to test the proposed hypothesis. The findings revealed that authentic leadership significantly impacts the innovative behavior of employees, suggesting that transparent leadership behaviours foster employees' creativity and willingness to generate new ideas. However, envy as a moderator was not significant. This study contributes to the emerging literature on authentic leadership and workplace emotions by extending understanding of how leadership behaviours influence innovative outcomes in organizational settings. Practically, the findings emphasize the importance of promoting authentic leadership practices to enhance positive employee behaviours and supportive work environments. Future studies are encouraged to employ longitudinal designs and multi-source data to further examine the emotional mechanisms underlying leadership and innovation relationships.

Keywords: *Authentic leadership, envy, innovative behavior, telecommunication*

1. Introduction

In the contemporary telecommunication landscape of Sri Lanka, the capacity for the impact of authentic leadership on innovative behaviour has emerged as a critical determinant of strategic growth and the long-term viability of firms navigating rapid technological disruptions (Almutairi et al., 2024). For a variety of reasons, many companies in earlier decades were largely cut off from both the industry's competitors and possible new competitors (Lewicka & Rehman, 2024). The deregulation and liberalization of markets, the emergence of new communication channels like the Internet, the degradation of many large companies through outsourcing activities, the appearance of informed and well-educated customers who have much higher negotiating power, and other factors that contributed to the privileged status of the most dominant companies collapsed. As a result, businesses now need to innovate (Djideli et al., 2018). Hrnjic et al. (2018) argue that the pivotal role of the service sector within the modern economy has catalyzed advancements in innovation, intensified market competition, and served as a primary driver of employment and national economic expansion. Following the covid-19 pandemic, the business world is fluctuating and it is degrading the employees working condition increasing psychological anxiety, and the possibility of losing their jobs (Jin et al., 2022). Within telecommunication sector there is a urgent need to concentrate on how to overcome this situation. Therefore, it is imperative for firms to cultivate innovative work behaviors as a core strategic pillar for navigating the complexities of the digital era. Based on the above argument innovation is a pivotal factor for the success of corporate in the modern business environment Cahit Korku & Sidika Kaya (2023). Physical assets can buy from other or their competitors

for instance if a telecom company launches a new technology another company can buy that but the employee's unique abilities and skills such as problem solving and creativity another company cannot easily adopt or copy that which means this kind of behavior is an inimitable human capita. Innovative behavior also one of them that uses the technology to cultivate a competitive advantage.

Assessing empirical benchmarks highlights the scale of this regional innovation gap. Data from global economy, spanning 139 countries on the global economy index, establishes a worldwide baseline average of 31.49 points. Continuously Sri Lanka underperform related to this standard, averaging just 27.18 points from 2011 to 2025. While the nation reached peaked score of 30.8 points in 2015, its innovation performance has since deteriorated sharply, bottoming out at a record low of 22.6 in 2014 before a negligible recovery to 22.9 in 2025. The data shows that Sri Lankan industries, especially the fast-moving telecommunication sector, significantly and measurably lag behind global standards in terms of innovation. Therefore, the prioritization and understanding of innovative behavior is no longer an option, but a mandatory prerequisite to gain a sustainable competitive advantage. Purchasing physical assets is insufficient to address this innovation gap in Sri Lanka's telecommunications sector, where technological upheavals occur frequently. The industry's real competitive advantage is found in "inimitable human capital" the distinctive, proactive problem-solving behaviours of employees that propel service excellence because rivals may readily copy hardware. According to a recent study, for example, depending on the type of innovation, 40–90% of projects ultimately failed completely or partially (Rhaïem & Amara, 2021). Even though innovation is widely acknowledged as a critical success factor, research continuously demonstrates that a large number of employees are hesitant to act in an inventive manner. Also, some researches indicate that innovation-related procedures and activities don't always produce the expected results, and enterprises that attempt to innovate encounter a number of obstacles that ultimately result in innovation failure (Forsman, 2021). The majority businesses fail to innovate because rigid adherence to available core competencies, which hinders timely business model innovation. They place importance on preserving their core business activities that they often fail to alter their business model are considered non-innovative.

The manifestation of innovative behaviour of employees is not isolated, rather it is shaped by internal organizational elements including culture, availability of resources, skill and talents of the employees, leadership and external pressure such as economic crisis and technological changes. Among the various determinants of innovative behaviour, leadership serves as a foundational driver of innovative behaviour, as it dictates the parameters and psychological environment within which employees operate. While the employee has the unique ideas the actual discloser depends on the supportive environment that gives the empowerment to share the ideas without hesitation Cahit Korku & Sıdıka Kaya (2023). All leadership styles are unique and affects the employee's behaviour differently. Accordingly, authentic leadership provides the foundation for psychological safety through open communication, which is mandatory for risk taking and disclosing their innovativeness among the organization (Yamak & Eyupoglu, 2021). The telecommunication industry in Sri Lanka is currently overcoming a challenging external environment marked by geopolitical volatility, prompt technical disruptions, and economic uncertainty. Establishing internal stability is a paramount, accordingly, the implementation of authentic leadership functions as a crucial tool for maintaining organization harmony and employee concentration in the face of such external crises. According to Abdullah et al., (2023) and some other experts, authentic leadership integrates internalized moral perspectives and balanced processing, effectively functioning as a synthesis of transformational and ethical leadership that fosters trust through oral action. According to Abdullah et al. (2023) and other experts, authentic leadership integrates internalized moral perspectives and balanced processing, effectively functioning as a synthesis of transformational and ethical leadership that fosters trust through moral action. By encouraging high innovative behavior among the employees' authentic leaders can cultivate non-substitutable competitive advantage this is empirically demonstrated by the above arguments.

This study relies on Albert Bandura's Social Cognitive Theory (1995) to explore the underlying mechanisms of this association. Social Cognitive Theory defines human behavior as a continuous and triadic and reciprocal interaction of cognitive, behavioral and environmental influences. Four core constructs of Social Cognitive Theory explain how authentic leadership fosters innovation. First, employees learn by observation that innovative risk-taking is not only permissible but encouraged, as they watch leaders take chances and accept responsibility for mistakes. Second, supportive leadership improves employee self-efficacy, which is a significant determinant of proactive and innovative behavior. Third, a leader's truthfulness alters outcome expectations from fear of failure to hope for growth, demonstrating that creative experimentation is valued more than immediate short-term results.

However, interpersonal difficulties at work can still have an impact on authentic leadership's beneficial effects on creativity. In particular, the rise of workplace envy could be a crucial border condition that determines how well leadership can promote creative results. Liu et al., (2021) examined the idea of envy and explained that "longing for others' superior accomplishments or traits". In telecom sector, where leadership controls resource deployment, like promotion and wages, perceive unfairness can trigger envy among peers, leading to conflict and unproductive behaviours directed at supervisors. This situation creates conflict and unproductive working behaviours aimed against the supervisor. On the other hand, positive relationship with the supervisor, promotes the harmonious environment and emotional health due to this employee can be more creative in the workplace. People who have the envious feeling may harbor hostility towards others because they believe they are inferior to them in some areas. Such painful feelings of envy might cause people to react before taking other people feelings into consideration and to treat others with contempt and disbelief (Chuang et al., 2025). The degree of interpersonal conflict within the team is probably a determining factor in the relationship between innovative work practices and authentic leadership. This study investigates how the "dark side" of social comparison modifies normal leadership-innovation relationship by including workplace envy as a moderating variable. It suggests that the advantages of an authentic leader are most noticeable when envy is low or well-managed.

This study draws on Social Comparison Theory to demonstrate that workplace envy moderates the relationship between leadership and innovation. Festinger's (1954) theory is a basic paradigm in social psychology that people are naturally compelled to assess their own talents, beliefs, and achievements via comparison with others. High-performance workplaces that actively encourage new ideas and behaviors often involve upward social comparisons, where a person compares themselves to better-off top performers. These upward comparisons can either make an employee feel deeply hostile and inadequate, or motivate them to improve. Despite the growing interest in leaders and innovation, research investigating the tripartite relationship between authentic leadership, envy and innovative behaviour remains scarce. While these concepts have been examined separately, their interaction particularly how emotional conflict might affect leadership outcomes in Sri Lankan context remains unclear. An analysis of the moderating role that envy plays in the relationship between authentic leadership and innovation offers important new understandings and advances organizational behaviour and leadership research theory and practice. The reason for focus on innovation is that it has been noticed that service businesses are becoming more and more important (Cahit Korku & Sıdıka Kaya 2023). However, it has also been acknowledged that studies on innovation in the service industry have failed to keep up with those on the industrial industry (Jin et al., 2022). This study directly addresses these gaps, due to market distinctiveness and organizational viability inherently depend on continuous innovation. By analyzing these interrelated factors, this study offers an integrated framework that assists businesses to not only survive but thrive through continuous adaptation and competitive positioning strategy in a dynamic environment.

2. Reviewing the literature and Hypothesis development

Authentic Leadership and Innovative Behaviour

According to Walumbwa et al., (2008), authentic leadership manifests itself as a pattern of behaviour that best represents a leader who understands how to maximize his potential. Likewise, according to Saeed et al. (2022), authentic leaders have the ability to positively reinforce employees' identity towards the company and raise subordinates' levels of satisfaction. authentic leadership influence in many ways to improve organization performance. In this study investigate the issue about lack of innovative behaviour. in that manner Authentic leadership is one of the influence factors to the employee innovative behaviour. When the leader practicing transparency truthfulness and clear code of ethics, the hidden agendas that frequently exist in organization are eliminated. Employees do not need to waste their precious time on what leader actually thinks. They can work with the freedom. Employees are more open to improvements brought about by fresh, creative ideas because they have faith in the leader's intentions. When a leader gives faithful environment, workers naturally feel obligated to give them back with good output and performing proper way (eg- by coming with unique solutions to challenges).

Considering the factors mentioned above, authentic leadership is crucial factor, which can must adopt by all organization. Consequently, authentic leadership is not only affecting the innovative behaviour also has the power to inspire workers to perform better and effective organizational activities (Agistiawati et al., 2020; Hutagalung et al., 2020). According to research, genuine leadership greatly improves organizational commitment, work happiness, and employee well-being. For example, this leadership style has been shown to have a favorable impact on psychological capital. Additionally, it promotes Organizational Citizenship Behaviour (OCB) and work engagement. Authentic leaders create the perfect environment for workers to shift from standard performance to the proactive, creative risk-taking necessary for innovative work behaviour by encouraging these fundamental positive behaviours (Purwanto et al., 2021).

This study utilizes Social Cognitive theory as the main theoretical framework to examine the underlying mechanisms of the hypothesized relationships. This theory provides a robust foundation for this study. Social Cognitive Theory (SCT), developed by Albert Bandura in 1986, is a learning theory that explains human behaviour in terms of a continuous, triadic, and reciprocal interaction between cognitive (personal), behavioral, and environmental influences. Four components of the SCT will help to understand the concept. First observational learning: employees realize that innovative risk taking is acceptable when they see their leader taking chances and facing up to mistakes. This leads them to conduct the innovative behaviour at workplace frequently without afraid to losses. Second enhancement of self-efficacy: the leader increases their abilities by providing loyal and supportive environment. High sense of self efficacy is the best way to measure of proactive and innovative behaviour. Third Outcome Expectations: the truthfulness and clear code of ethics of authentic leadership convey to employees that try unique things are critical that immediate outcome. This shifts internal outcome expectations change for, fear of failure to hope for growth which encourages innovative behaviour. Fourth, self-regulation allows employees to monitor their own creative progress and align their efforts with the ethical standards modeled by their leader, ensuring that innovation is both proactive and purposeful.

Consequently, the above arguments show, that the incorporation of social cognitive theory provides a variety of perspectives for comprehending the influence of authentic leadership on innovative behavior, according to the aforementioned reasons. by connecting the employee's internal cognitive processes such as self-efficacy and outcome expectations with leader's genuine behaviors as an external stimulus, the idea justifies the transition from passive task fulfillment to proactive innovation. According to this theoretical foundation, authentic leadership is not just a management approach but also a major source of the intellectual capital needed for worker innovation in Sri Lanka's telecom sector, where constant creativity is necessary due to the country's rapid technological advancement. The following hypothesis was developed using the explanation given.

H1: authentic leadership has positive impact on employee innovative behavior

Moderating effect of envy in the impact of Authentic Leadership on Innovative Behaviour

However, it has been postulated that the authentic leadership positively impact on innovative behaviour (hypothesis1) based on social cognitive theory, there is a chance that the impact of authentic leadership on innovative behavior may depend on envy which have been found to moderate the relationship. Envy is defined as a painful emotion, which may arise from a negative social comparison with another person who has superior abilities, achievements, or possessions (Parrott & Smith, 1993). Similarly, Envy is commonly experienced in workplace settings where employees compare their own achievements with those of their peers, leading to both motivational and demotivational outcomes (Smith & Kim, 2007). According to Piwowar-Sulej & Iqbal (2025) arguments, when employees feel they deserve rewards or recognition but see others receiving them unfairly, they can experience workplace envy, leading to negative feelings and strained relationships at work. This envy often threatens their self-esteem, making them feel insecure and less likely to express their ideas or feedback. As a coping mechanism, some may try to improve their performance to catch up with their colleagues, but this can also result in withholding information from others, which further limits open communication and collaboration in the workplace (Xiao & Huang, 2023).

However, it is importance, according to my search, few researches have empirically tested the moderating effect of the envy in the relationships between authentic leadership and innovative behaviour. In order to fill this gap, my research looks into examines the moderating effect of the envy in the relationships between authentic leadership and innovative behaviour through the theoretical view of social comparison theory. As per this social comparison theory to illustrate the moderating effect of envy in the relationship between the authentic leadership and innovative behaviour (Song et al., 2025). It is a fundamental theory in social psychology that explains how individuals evaluate their own abilities, opinions, and success by comparing themselves to others (Festinger, 1954) The theory holds that people are compelled to assess themselves. employees may compare their success or innovative contributions with those of others. If an authentic leader rewards creativity and openness, this could trigger envy in employees who feel they are falling behind in innovative behaviour (Song et al., 2025).

The theory posits that individuals are driven to evaluate themselves. Employees might look at how well they did or how creative they were compared to others. There are two types of comparisons: upward comparisons and downward comparisons. When people look at someone, they think is better off than them. This can either make you want to do better or make you feel bad about yourself when you compare yourself to someone else. There may be a lot of upward social comparison, especially in places where new ideas and behaviours are encouraged. When employees compare what they have done to what top performers have done, they might feel jealous. This can either make you want to improve or make you feel bad about yourself when you compare yourself to someone else. There may be a lot of upward social comparison, especially in places where new ideas and behaviours are encouraged. Workers may feel jealous when they compare their own successes to those of top performers. Authentic leadership, which promotes transparency and growth, may mitigate or amplify these emotions depending on degree of envy. In organizations with strong authentic leadership, kind of envy may strengthen the positive effects of leadership on innovative behaviour because employees feel motivated to contribute more. Employees are expected to be more driven towards work, out of the box thinkers, seeking for opportunities to succeed if they believe their efforts do not get attention as those who are led authentically (Song et al., 2025). Indeed, substantial amount envy may weaken this impact as employees become disengaged. of certain level of envy may weaken this relationship, as employees may become disengaged or uncooperative. The comparison makes individual to feel envious while others are thought to be more successful.

This study offers comprehensive knowledge between authentic leadership and innovative behavior by integrating social cognitive theory and social comparison theory. Social cognitive theory suggests that human behavior is based on a triadic, reciprocal interaction among environmental influences, cognitive elements and behavioral consequences. In this context, authentic leadership serves as environment

catalyst. By exhibiting openness and moral conduct, they boost employees' internal self-efficacy and change their expectations for results from fear of failure to optimism for advancement. Social comparison theory complements social cognitive theory by establishing the boundary conditions of psychological processes within an organization's competitive arena. Employee will engage in upward comparison by comparing their innovative behaviour with other peers who are high-performing. Such comparison leads painful and disruptive emotion of workplace envy can damage self-esteem and encourage uncooperative behaviours, but the strong direct influence of authentic leadership is a critical balancing resource. Two complementary theories demonstrated in this study which a leader's authentic guidance can fundamentally support internal employees' cognition. Therefore, based on the reasoning drawn from social comparison theory and some empirical evidences, it can be hypothesized that:

H2: envy moderates the positive relationship between the authentic leadership and employee innovative behaviour.

3. Methodology

This study adopted quantitative method to examine the impact of authentic leadership on employee innovative behavior and the moderating role of envy. The target population comprised of staff and above category employees from four main active operators from Sri Lanka licensed by Telecommunications Regulatory Commission of Sri Lanka including Dialog Axiata, SLT-Mobitel, Hutch, and Lanka Bell. Data were collected through the convenient sampling using a structured, self-administered questionnaire utilizing validated scales from previous literatures, distributed among full time permanent employees working in telecommunications organizational settings in Sri Lanka.

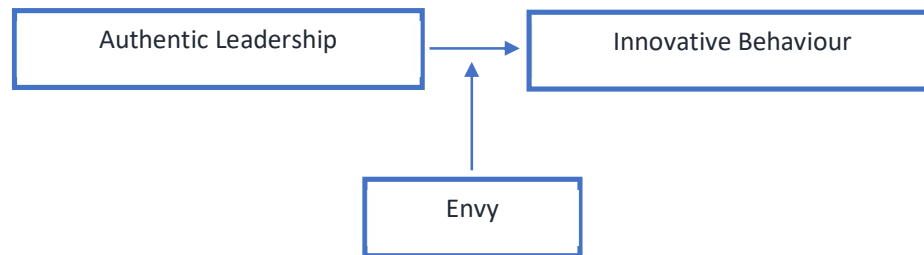


Figure 1: Conceptual Framework

Specifically, respondents should possess minimum one year of experience within the same organization to ensure the leadership exposure. 400 google forms were distributed through the known contacts, we received the responses from 364 employees accounting for 91%. Of whom 179 were male. In terms of experience, 97 respondents had one year of work experience, while a majority of 187 employees were below 35 years of age, indicating a comparatively young workforce. It shows that the study consists of diverse representation of employees from Sri Lanka. This study adopted validated scales from previous literature and measured with five-point Likert scale. A sixteen-item scale was adopted from Walumbwa et al. (2008), and a ten-item scale for envy was adopted from Janssen (2000) a nine-item scale for innovative work behaviour adopted from Lange & Crusius (2015). Data analysis was done through SPSS software to analyses the results through hierarchical regression analysis.

4. Data Analysis and Discussion

The Table 1 presents the descriptive statistics, internal consistency, correlations of the variables. The correlation test results indicated that all the values are above the threshold value of 0.7, which suggests that the variables are reliable for further analysis. The KMO values for all three variables were above 0.70,

indicating a good level of sampling adequacy. The mean value and median values are relatively high among respondents, however envy has relatively lower value than others. The standard deviation indicates acceptable variability in responses. In terms of normality, skewness and kurtosis values are within unexceptionable limits, stating ± 2 for skewness and ± 10 for kurtosis suggesting that the data are suitable for analysis and adhere for normalcy assumptions. The multicollinearity value for authentic leadership and envy also between the threshold value less than 5. Therefore, no collinearity issues exist and therefore the study is acceptable for further inferential analysis. Finally, correlation analysis revealed that authentic leadership is strongly related to innovative behaviour ($r=0.65$, $p < 0.01$), implying that higher level of authentic leadership leads to employee innovative behaviour and emphasize the vital role of leadership in employee behaviour. However, envy does not have a significant relationship with innovative behavior ($r = 0.109$, $p > 0.05$) or authentic leadership ($r = 0.170$, $p > 0.05$). This non-significant correlation suggested that envy may not play a critical role for innovative behaviour to this sample.

Table 1: Descriptive statistics, internal consistency and correlation

	IB	AL	Envy	Validity	Max	Mini	SD	SK	KT	M	Mn
IB	(.93)	.		0.738	4.77	1.92	0.6	-2.2	4.4	4.1	4.3
AL	.650**	(0.91)		0.743	4.75	2.00	0.4	-2.4	8.3	4.1	4.2
Envy	.109	.170	(0.90)	0.777	4.80	1.70	0.8	-1.3	0.7	3.8	4.2

Note: Cronbach alpha values were entered diagonally with correlations

Hierarchical regression test (Table 2) was conducted to deeply examine the impact of authentic leadership on employee innovative behaviour through envy. In the step 1, the model was significant ($F = 65.94$, $p < .001$), with 42.3% of the variance in innovative behavior ($R^2 = .423$). Hence, the authentic leadership had strong and positive effect on innovative behavior ($\beta = .650$, $p < .001$), stating that the higher authentic leadership the higher employee innovative behavior. In the step 2, inclusion of envy did not make any meaningful changes ($\Delta R^2 \approx .000$) although the model was significant ($F = 32.60$, $p < .001$); as the envy had shown no significant effect ($\beta = -.002$, $p = .980$), suggesting that employee's feelings do not directly influence on innovation behavior. In step 3, although the model remained significant ($F = 21.61$, $p < .001$), the increase in explained variance was negligible ($\Delta R^2 = .001$). Surprisingly, the interaction term was not statistically significant ($\beta = -.039$, $p = .656$), pinpointing that envy does not moderate the impact of authentic leadership on innovative behavior.

Table 2: Hierarchical regression model

Variables	Step 1	Step 2	Step 3
Authentic Leadership	.65***	.65***	.65***
Envy	—	-.00	.01
AL $\times$ Envy Interaction	—	—	-.04
R^2	.42	.42	.42
ΔR^2	—	.00	.001
F	65.94***	32.60***	21.61***

The present study examined the impact of authentic leadership on employee innovative behaviour through the moderating role of envy with the help of social cognitive and comparison theory. The findings provide strong emphasis on direct effect and failed to confirm moderation of envy. The findings of the research align with prior studies stating that authentic leadership leads to openness, transparency and psychological safety which are important for innovation (Walumbwa et al., 2008). Employees are empowered and valued in authentic leadership, thereby enhancing the employee's thoughts and to have novel ideas. Based on social cognitive theory, authentic leadership works as a powerful model through that employee's behaviour change towards creativity and innovation. On contrary, envy neither moderates nor significant to the impact and this diverges from prior studies, which resulted that envy either hinder or enhance the performance (Lange & Crusius, 2015). Nevertheless, the authentic leadership reduces the negative emotions with envy. In fact, authentic leaders typically foster a fair and supportive work atmosphere that

reduces impacts of envy (Li et al., 2017). In addition, no moderation effect suggests that the authentic leadership and innovative behaviour impact does not affect through the emotional conditions. However, the non-significant moderating effect of envy should be interpreted thoughtfully. One possible explanation may relate to the cultural context of the study. In collectivist cultures and emerging economies, employees may suppress or avoid openly expressing feelings of envy in order to maintain workplace harmony and interpersonal relationships. As a result, envy may not strongly influence behavioral outcomes such as innovative behaviour. Theoretically, the findings suggest that no emotions can interfere into the positive effects of the authentic leaders. Theoretically this finding is meaningful as authenticity of a leader may act as a buffering resource that potentially disruptive to negative emotions in work. Unlike prior studies, this study points to the role of envy, thereby purifying existing models of leadership and employee outcome. This makes this study as a fresh contribution particularly in emerging economy where dynamics of emotions may differ. Practically, it is vital to prioritize the development of such authentic leadership for better employee behaviors. The training programmes should focus on transparency, self-awareness and ethical behaviour to build up trust among the employees. Managers should work on improving the employees' emotions towards the organization and try to have good relationship with each employee.

5. Limitation and future direction

The conceptual model formulated in this study presents a distinctive framework by analyzing the interplay between authentic leadership and innovation, particularly through the moderating perspective of envy, an under-explored construct that remains pertinent in the context of globalized workplace dynamics. One major problem with the study is that it only looks at the telecommunications industry in Sri Lanka. Therefore, the results may not apply to other industries or places right away. To improve the external validity of these results, subsequent researchers should replicate this model in various industries and global contexts. The cross-sectional design of this research limits the ability to make clear causal connections between authentic leadership, envy, and employee innovation. Since data were collected at one point in time, the results do not show how these relationships change over time. Future studies should use longitudinal designs to provide a more dynamic view and clarify the causal mechanisms involved. This study associated with self-reported data. Since envy is considered a socially undesirable emotion, respondents may have underreported their actual feelings due to social desirability bias. This may have reduced the accuracy of the responses and weakened the statistical relationship. This study concentrated on the moderating effect of envy; however, other significant variables may affect the relationship between leadership and creativity. Furthermore, the low variance observed in envy levels among respondents may also have limited its ability to function as a moderator. Therefore, although envy did not demonstrate a significant moderating role in this study, future research should examine alternative emotional variables and utilize longitudinal or multi-source data to better capture the emotional dynamics within organizations. Psychological safety, team cohesion, and organizational culture are probably important factors in how employees react to different leadership styles. In conclusion, this study establishes a preliminary connection among authentic leadership, envy, and innovative behaviour; however, the model ought to be regarded as a foundation for further investigation. Future research can enhance the comprehension of the intersection between leadership and workplace emotions in fostering organizational innovation by broadening the scope to new industries, employing longitudinal and qualitative data, and integrating additional psychological variables.

6. Conclusion

The present study highlights the crucial role of authentic leadership and its impact on innovative behaviour through promoting creativity in telecommunication sector. Drawing from social cognitive theory, leaders should be a role model to them employees for increasing the confidence and self-esteem. However, envy was not moderating the impact. This non-significant moderation suggests that regardless of emotions,

authenticity of leadership is important. Overall, the study underscores how crucial is to promote the authentic leadership to foster sustained innovative performance.

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