The Study of Structural Relationships between Thai Authentic Leadership, Follower's Wellbeing and Innovative Work Behaviour in Thai Military Context*

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บทคัดย่อ

งานวิจัยฉบับนี้มีวัตถุประสงค์เพื่อศึกษาความสัมพันธ์ระหว่างภาวะผู้แบบแท้จริง ความอยู่ดีมีสุข ของพนักงาน และพฤติกรรมนวัตกรรมของพนักงาน โดยกลุ่มศึกษาคือ ทหารเรือจากหน่วยงานภายใต้สังกัด กองทัพเรือจำนวน **644** คน การวิจัยในครั้งนี้ใช้การสร้างโมเดลสมการโครงสร้าง (SEM)และBootstrapping ในการวิเคราะห์หาความสัมพันธ์ระหว่างตัวแปร ผลการวิจัยพบว่าภาวะผู้นำแบบแท้จริงส่งผลเชิงบวกต่อ ความอยู่ดีมีสุข และพฤติกรรมวัติกรรมของพนักงาน นอกจากนี้ยังพบว่า สภาวะความอยู่ดีมีสุขเป็นตัวแปร คั่นกลางที่มีอิทธิพลสมบูรณ์ของความสัมพันธ์ระหว่างภาวะผู้นำแบบแท้จริงและพฤติกรรมนวัตกรรมของ พนักงาน นอกจากนี้ผลการวิจัยได้นำไปอภิปรายข้อจำกัดในการวิจัยรวมครั้งนี้ รวมทั้งนำเสนอข้อเสนอแนะ สำหรับการปฏิบัติและการวิจัยในอนาคตต่อไป

คำสำคัญ: ภาวะผู้นำแท้จริง ความอยู่ดีมีสุข พฤติกรรมวัติกรรม ประเทศไทย

Abstract

This study aims to examine structural relationships between Thai authentic leadership, follower wellbeing, and follower innovative work behaviour. It was conducted with 644 Royal Thai Navy Officers. SEM and bootstrapping used to determine influential relationships and a mediation effect. Results from SEM reveal that Thai authentic leadership has a positive influential relationship with both follower wellbeing and follower innovative work behaviour. In addition, the result from bootstrapping supports that wellbeing is a full mediator of the relationship between authentic leadership and innovative work behaviour. The findings of the structural relationship, limitations of the study, and recommendations for practice and future research are discussed.

Keywords: Authentic leadership, wellbeing, innovative work behaviour, Thailand

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Introduction

Literatures demonstrates that if employees experience an appropriate level of wellbeing at work, they tend to exert additional effort into utilising their knowledge and skills in fulfilling their work, and report a positive mood, which creates helping behaviours and creative ideas that help the organisation to achieve its goals (Eisenberger, Jones, Stinglhamber, Shanock& Randall, 2005). Employees who are suffering from a lack of positive resources at work are likely to be detached from their work and struggle to complete their tasks (Bakker, Demerouti&Schaufeli, 2003). Negative pressure on employees to excel creates stress and burnout, resulting negatively in an unwillingness to innovate and invest effort in creativity (Amabile, Hadley & Kramer, 2002). Leaders play a key role in stimulating positive working climate and relationship at the workplace, which subsequently have an impact on wellbeing and innovativeness among their followers, especially authentic leadership as this type of leadership is based on positive psychological health (Deci& Ryan, 2000; Kernis& Goldman, 2005). This study aims to investigate the relationships between authentic leadership and follower wellbeing and follower innovative work behaviour in order to provide an empirical evidence to shed lights on embracing elevating wellbeing at the workplace for organisations.

This article provides literatures review on authentic leadership, wellbeing, and innovative work behaviour in the next section. It is followed by methods and results of the study. Finally, the study ends with limitations, recommendations, and conclusion.

Literature Review

In this section, literatures on authentic leadership, follower wellbeing, follower innovative work behaviour, and their relationships were reviewed in order to formulate hypotheses.

Authentic Leadership

The most wildly used theory for authentic leadership is that proposed by Walumbwa, Avolio, Gardner, Wernsing, and Peterson's 2008 (Gardner et al., 2011). This theory has emerged over the last several years from the intersection of leadership, ethics, positive organizational behaviors, and academic literature (Walumbwa et al., 2008). The definition of authentic leadership could be

"a pattern of leader behaviour that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, and internalized moral perspective, balance processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development" (Walumbwa et al., 2008, p. 94).

Although the theory of authentic leadership by Walumbwa et al. (2008) is most widely used in various literatures, the contextual factors may shape leadership diffrently (Klenke, 2005). This statement

emphasizes the importance of cultural contexts underlining leadership theories. Authentic leadership in a Thai context may be fundamentally different from Walumbwa et al.'s (2008) concept. Amornpipat and McLean (2016) study a concept of Thai authentic leadership and found that there are effects of culture on authentic leadership under Thai context. Thai leaders represent behaviours that consistent with the four constructs of Walumbwa et al.'s (2008) authentic leadership concept. Moreover, it is also found to consistent with the authentic leadership definition, yet it does not include in Walumbwa et al.'s (2008) authentic leadership construct. Thus, they proposed a new construct called 'relational harmony'. The five constructs of Thai authentic leadership are conceptualised as follows:

Self-Awareness. This reflects leaders who demonstrate positive modeling by understanding and accepting values, feelings, identity and goals of themselves and others. They are also aware of the impact from their decision-making on others because they have sympathy for other's feelings, values, and strengths and weaknesses as it is driven by benevolence manners (Metta) (Amornpipat& McLean, 2016, p. 12).

Balanced processing.It reflects leaders' authenticity through objectively analyzing relevant information through a balanced equitable social process without bias before making decisions. The leaders allow others' objective input though such input may challenge their own perspective(Amornpipat& McLean, 2016, p. 12).

Relational transparency.It reflects leaders who share information and communicate openly with others while revealing true thoughts with non-aggressive emotional expression and appropriate manner. They also demonstrate genuine positive interest in others in which trust, respect, and identification with them are emerged(Amornpipat& McLean, 2016, p. 12).

Internalised moral perspective. This refers to leaders as being self-regulated and being congruent with moral integrity between values and actions. It includes being self-disciplined and not allowing external influences to sway authenticity, which lead to negative future consequences (*Bad-Karma*)(Amornpipat& McLean, 2016, p. 12).

Relational harmony. This means leaders who demonstrate respectful behaviours to others as being humane. They build positive psychological conditions and ethical climates through promoting harmonious relationships among their multiple in-groups(Amornpipat& McLean, 2016, p. 13).

These five constructs of Amornpipat and McLean's (2016) Thai authentic leadership will be used as a theoretical foundation for this study.

Follower Wellbeing.

Recently, the Gallup research conducted by Rath and Harter (2010) focusing on leadership, workplace management and wellbeing practices considers wellbeing as the 'combination of our love for what we do

each day, the quality of our relationships, the security of our finances, the vibrancy of our physical health, and the pride we take in our contribution to our communities' (p. 4). Rath and Harter (2010) reveal the five universal essential interconnected elements of wellbeing: career wellbeing, social wellbeing, financial wellbeing, physical wellbeing, and community wellbeing.

In Thailand, the concept of wellbeing is aligned with the Eighth and Ninth National Economic and Social Development Plans (Supaporn, 2009). The 9th National Economic and Social Development Plan of Thailand (2002 – 2006) focuses on human-centred development, it defines wellbeing as the state of being mentally and physically healthy, which includes a combination of life satisfaction with family, adequate financial income, and having positive and ethical environments. It also involves individual functionings and capabilities that lead to human flourishing and the fulfillment of one's true nature. There are seven dimensions consisting under this framework: (1) mentaland physical health; (2) knowledge; (3) financial income; (4) working life; (5) family life: (6) livingenvironment; and (7) good governance (Office of the National Economic and Social Development Board, 2002)

The concept of wellbeing in the Eastern context, including in Thailand, emphasises interdependence (Markus &Kitayama, 1991); social harmony (Ingersoll-Dayton, Neal& Hammer, 2001; Uchida &Kitayama, 2009);and acceptance and enjoyment (Ingersoll-Dayton et al., 2001). Interestingly, the constructs of wellbeing from the Western and Eastern perspectives have demonstrated commonalities in certain aspects: working life, financial income, physical and psychological health, social relationships, and living environment.

Authentic leadership and Follower Wellbeing.

This section explores the relationship between authentic leadership and wellbeing. First, the self-awareness component of authentic leadership enables leaders to develop a truthful relationship with followers (Goldman &Kernis, 2002) because the leader's self-awareness foster followers' organisational-derived self-concept by building followers' strengths and self-esteem (Avolio& Gardner, 2005; Gardner et al., 2005; Goldman &Kernis, 2002). Additionally, recent empirical studies have found that the self-awareness component of authentic leadership is positively associated with creating a supportive environment for newcomers because leaders are cognisant of the possibility of workplace bullying, and are able to prevent this from occurring(Giallonardo et al., 2010; Laschinger, Wong&Grau, 2012). The influence of authentic leadership is therefore likely to contribute to employee wellbeing.

In addition, Macik-Frey et al. (2009) report that authentic leadership is a pathway to wellbeing and provide evidence that authentic leadership is an efficient and effective manner in whichto move towards optimal human functioning. Authentic leaders foster follower wellbeing through the development of high-

quality relationships (Hofmann, Morgeson&Gerras, 2003). Such relationships are based on the principles of social-exchange theory (Hofman&Morgeson, 1999). Authentic leaders are likely to develop positive social exchanges, which in turn have a positive effect on followers' wellbeing through creating positive emotions (Ilies et al., 2005). The positive emotions can predict positive human attitudes and behaviours such as coping with adversity, stress, self-realisation, and encouraging flourishing (Fredrickson, 2003). In turn, the positive emotions followers experience at work lead to better psychological and physical health (Salovey, Rothman, Detweiler& Steward, 2000).

Further, leaders who exhibit unbiased processing and transparency of related information are more accurate when interpreting and estimating the skills and capabilities of their followers (Csikszentmihalyi, 2003). By being able to encourage the realisation of followers' true potential and by being honest by sharing information with followers through constructive feedback and interpersonal interactions, authentic leaders foster the continuous learning and development of followers (Ilies et al., 2005; Popper &Lipshitz, 2000). Authentic leaders develop a sense of self-determination in followers, in part by providing opportunities for skills development and autonomy, which is an important indicator of wellbeing (Ryan &Deci, 2001; Ryff& Keyes, 1995).

Research suggests that followers respond by engaging in behaviours that are consistent with the behaviours and values of their leaders (Hofmann et al., 2003). Due to the internal moral-perspective component of the authentic-leadership construct, authentic leaders serve as an ethical and positive behavioural model for their followers. Through leading by example and maintaining an open and honest relationship with followers, the core ethical values of the leaders are demonstrated to followers (Lagan, 2007). These demonstrations increase followers' perceptions of leader ethicality and an ethical workplace climate. Therefore, authentic leaders are expected to foster a climate of good governance within organisations.

Authentic leaders are likely to be associated with creating follower wellbeing by developing a high-quality relationship through creating truthful relationships and positive emotions. They also provide continued growth and development to support the self-determination of followers. Ultimately, authentic leaders build a high degree of ethics in the workplace. Therefore, it is logical to formulate the following hypothesis for the present study:

Hypothesis 1: Authentic leadership is positively related to follower wellbeing.

Innovative Work Behaviour Defined

Innovations are new products or processes that are applicable to and useful for a certain individual, group or organisation. Innovations can differ based on the people involved, the time required for their

development, and the range of people affected by the innovation (West & Farr, 1989). Innovation theorists often describe the innovation‑development process as being composed of two main phases: idea initiation and idea implementation (Axtell et al., 2000). A number of studies in work contexts have investigated employee innovative work behaviour, and have defined innovative work behaviour as the sum of all work activities conducted by individuals during an innovation process (Messmann, 2012). In line with the two‑stage model of the innovation‑development process mentioned above, the construct of innovative work behaviour is conceptually based on psychological models of creativity and innovation as a two‑stage process (Amabile, 1988; King & Anderson, 2002; West, 2002; Woodman, Sawyer &Griffi, 1993).

Creativity is defined as the production of new and useful ideas concerning products, services, processes and procedures (Amabile, 1988; Oldham & Cummings, 1996). Creativity occurs in the first stage of the innovation process, where problems or performance gaps are recognised and ideas are generated in response to a perceived need for innovation (de Jong & den Hartog, 2007; King & Anderson, 2002; Miron, Erez&Naveh, 2004; West, 2002). The ideas generated in the first stage of the innovation process are then carried on to the implementation stage, in which problems are solved and desired performance is achieved (Amabile, 1988; King & Anderson, 2002; Oldham & Cummings, 1996; West, 2002). Innovative work behaviour integrates a set of tasks and activities required for innovation development (Kanter, 2000), and such activities can be physical or cognitive, and can be performed solitarily or in a social setting (Messmann, 2012; Messmann& Mulder, 2012). Further, innovative work behaviour encompasses all work activities that are required from employees to accomplish the innovation tasks. These work activities may by physical or cognitive, and can also be performed solitarily or in a social setting, and contribute to multiple innovation tasks.

Overall, innovative work behaviour is commonly perceived as a multidimensional construct that captures the innovation‑development behaviour of employees, including generation, promotion and realisation of new ideas within one's work context with the objective of benefitting the group and/or organisational performance (e.g., de Jong &danHartog, 2007, 2008, 2010; Kanter, 1988; Messmann& Mulder, 2011; Scott & Bruce, 1994; West & Farr, 1989; Zhou & George, 2001).

Authentic Leadership and Follower Innovative Work Behaviour

The majority of extant research on factors influencing innovative work behaviour has been concerned with the effects of different leadership styles and the quality of relationships between leaders and followers. Studies reveal that followers engage in more innovative activities when their leaders increase positive emotions by creating positive and supportive interactions (e.g., de Jong & den Hartog, 2007; Starke, 2012). Authentic leadership is one of the leadership forms that have been founded on positive

psychology and the ethical and moral movement (Avolio& Gardner, 2005). These constructs are conceptually relevant to creativity and innovative work behaviour (Bierly III, Kolodinsky&Charette, 2009; Valentine, Godkin, Feischman& Kidwell, 2011).

Authentic leaders are usually described as leading by example (Avolio et al., 2004). Through the process of positive modelling, authentic leaders are able to affect their followers in a manner that leads the followers to identify personally with the leaders' beliefs and values. Such demonstration results in increasing followers' level of creativity and innovation (Ilies et al., 2005). In addition, the self-awareness process helps authentic leaders to learn about, and accept their fundamental values, feelings, identity, and motives or goals (Avolio& Gardner, 2005). Knowing and accepting themselves makes such leaders be more independent, which is projected onto the followers, and improves followers' creative behaviour (Patterson, 1999). This process is unique to authentic leadership when compared to other leadership styles (Gardner et al., 2005). In line with being self-aware of their actions towards others, authentic leaders have a deep understanding and concern about their followers' strengths and weaknesses, for which they demonstrate empathy and consideration. Authentic leaders construct interpersonal support among their followers, which has been found to enhance followers' creativity and innovation (Amabile et al., 2004; Oldham & Cummings, 1996). This outcome may be because followers react positively to positive thinking and feel supported their leaders, which builds their self-confidence and belief in their own ideas and ability to innovate (Carmeli, Gelbard& Reiter-Palmon, 2013; Černe et al., 2013; Seibert, Kraimer&Crant, 2001).

Previous research has demonstrated that supportive leadership can facilitate follower innovative work behaviour by providing constructive feedback and creating the psychological conditions for such work behaviour (Atwater &Carmeli, 2009; Carmeli et al., 2010; George & Zhou, 2001). In particular, the psychological conditions are key in motivating followers to become involved in the creative process and exhibit innovative work behaviour (Carmeli et al., 2010; Reiter-Palmon&Ilies, 2004; Rego et al., 2014). Authentic leaders create positive psychological conditions through generating psychological capital (e.g., self-efficacy, optimism, hope, and resilience) (Avolio et al., 2004; Avolio& Gardner, 2005; Rego et al., 2014), and by promoting a positive interpersonal relationship with the followers (Gardner et al., 2011; Ilies et al., 2005; Walumbwa et al., 2008). This positive relationship is considered quality relationship thatcreates positive consequences (Haller &Hadler, 2006; Stephens, Heaphy& Dutton, 2012) such as enhancing followers' flexibility and creative thinking (Avolio et al., 2004) and motivating followers to explore new ideas (Müceldili et al., 2013; Tierney et al., 1999;Yuan & Woodman, 2010). Thus, authentic

leadership is likely to induce followers' perceptions of leader support and positivity, which is conducive to follower innovative work behaviour.

Further, the perception of psychological safety refers to individuals believing that the team or organisational context provides a safe environment for interpersonal risk taking (Edmondson, 1999).Elsbach and Hargadon (2006) suggest that individuals are motivated to engage in innovative behaviour at work if they do not fear image threats. Authentic leaders promote followers' perceptions of psychological safety by being transparent, guided by internal moral standards, and able to analyse objectively relevant information before making a decision; they then gain followers' trust, respect, and identification (Avolio et al., 2004; Gardner et al., 2005; Ilies et al., 2005; Walumbwa et al., 2008). Consequently, authentic leaders develop a strong relationship with their followers (Fraley & Shaver, 1998), which creates a sense of greater psychological safety among the followers. Hence, the followers are motivated to propose unconventional ideas, and introduce conflicting opinions without fear (Avolio et al., 2004; Edmonson, 1999; Walumbwa et al., 2008).

In conclusion, authentic leadership is likely to enhance follower innovative work behaviour through building confidence in followers, and creating a supportive environment and positive psychological conditions for idea generation and implementation. This relationship between authentic leadership and follower innovative work behaviour suggests the following hypothesis for the present research:

Hypothesis 2: Authentic leadership is positively related to follower innovative work behaviour.

Wellbeing and Innovative Work Behaviour

Studies suggest that upcoming generations of employees will seek greater meaning and personal development from their work, and perceive their work as a 'calling' that must be enjoyable, fulfilling, and socially useful (Avolio&Sosik, 1999; Wrzesniewski, McCauley, Rozin& Schwartz, 1997). Thus, HR professionals have begun to consider employee wellbeing to be in the best interests of employers, particularly those that spend substantial resources in hiring employees and trying to generate products, profits, and maintain loyal customers (Anderson, Serxner& Gold, 2001; Fulmer, Gerhar& Scott, 2003; Harter, Schmidt & Keyes, 2002). This emphasis on employee wellbeing has been created because employee wellbeing represents the physical, mental, and emotional features of employee health, which act synergistically to affect employees in a complex manner (DeJoy& Wilson, 2003). Ensuring employee wellbeing could be a source of organisational advantage through creating factors such as increases in competitive advantage, performance, productivity, hiring selectivity, and customer satisfaction, and decreases in absenteeism, turnover, accident rates, and healthcare costs (Brown, 2000; DeJoy&Wilson, 2003; Grawitch, Gottschalk&Munz, 2006; Huselid, 1995). Further, employee wellbeing may play a

central role in employee innovation, uponwhich companies increasingly rely (Blom, Melin&Pyöriä, 2001, cited in Huhtala&Parzefall, 2007) for their continuous improvement. However, innovation literature has paid surprisingly little attention to employee wellbeing and its relationship to innovation (Huhtala&Parzefall, 2007).

The reinforcing link between employee wellbeing and innovative behaviour serves to strengthen the positive effect of organisational practices. First, it helps organisations understand how innovative employees can and should be supported in the workplace given that innovation requires psychological nurturing (Deery, 2002; Florida, 2002; Guest, 2002). Second, it helps to explain how the characteristics of the work environment affect employees' intention to exercise their creative skills and abilities for the benefit of the organisation (Huhtala&Parzefall, 2007).

In addition, the positive aspects of employee wellbeing appear relevant to the promotion and support of innovation in the organisation through helping employees counterbalance the negative effect of demands on wellbeing and the costs associated with engaging in activities that are beneficial for the organisation (Organ, 1988). As one of five wellbeing dimensions proposed by Rath and Harter (2010), career wellbeing is naturally a factor that affects employees' innovative work behaviour either indirectly or directly. Career wellbeing could include a number of factors that have been labelled job-related resources such as author, challenge, time, materials and social relationships (Anderson, De Dreu&Nijstad, 2004; Shalley& Gilson, 2004). Schaufeli and Bakker (2004) suggest that every job has certain resources; these could come from physical, psychological, social, and organisational aspects that enable employees to accomplish their work and influence them to feel motivated and fulfilled when they work. These positive aspects are considered a simulative process for personal growth and deep-rooted satisfaction that subsequently leads to employee innovation (Huhtala&Parzefall, 2007).

The positive effect of healthy physical and psychological wellbeing at work has the potential to promote employee innovation, which means that it is predictive that employees' productivity and performance relate to emotional wellbeing (Harter et al., 2002). Ellis and Ashbrook (1989) explain that depressive individuals demonstrate poorer memory compared to neutral-mood individuals. Moreover, depression may limit cognition, particularly complex cognition in most work environments. Conversely, cognitive potential and creative thinking may be stimulated as well as untie information-processing strategies through the effect of positive emotions (Fiedler, 1991; Fredrickson, 1998; Isen, 1987; Schwarz & Bless, 1991;Ziv, 1976).

Empirical research reveals that supervisors rate employees who report greater positive emotional symptoms as having a higher performance than those with more negative emotional symptoms (Wright

&Bonnett, 1997; Wright &Cropanzano, 2000; Wright&Staw, 1999). Avolio et al. (2004) suggest that authentic leadership is considered an intervention variable in the workplace because it can improve followers' positive outcomes such as work engagement, job satisfaction, and organisational commitment through creating positive emotions, identification, trust, and optimism. Similarly, Yammarino, Dionne, Schriesheim and Dansereau (2008) reviewed and analysed 27 published studies to examine the influence of authentic leadership on followers' performance in positive organisational behaviours at all levels (i.e., individual, group and organisational). At an individual level, they found that authentic leadership has a positive effect on performance of followers via positive organisational behaviours. Authentic leaders were found to play a role in generating positive psychological processes in the workplace by stimulating followers' confidence, self-efficacy, hope and optimism.

Therefore, it appears that authentic leaders create a working environment that provides employees with the ability to improve their physical wellbeing, human relationships, self-determination, and career advancement, which appear to reinforce creativity and innovation among employees through communication (Harter et al., 2002; Rath& Harter, 2010). Employee creativity and innovation can become an organisational intellectual resource.

As noted, a key outcome of authentic leadership is wellbeing in the workplace (Gardner et al., 2005; Walumbwa et al., 2005), which has an indirect effect on employee innovation. The review of the literature suggests a positive relationship between wellbeing and innovative work behaviour among employees, and a mediation effect of wellbeing on the relationship between authentic leadership and innovative work behaviour of followers. Therefore, this research develops the following hypotheses:

Hypothesis 3(a): Follower wellbeing is positively related to follower innovative work behaviour.

Hypothesis 3(b): The influential relationship between authentic leadership and innovative work behaviour is mediated by wellbeing.

MethodsandDataAnalysis

Thissectionexplainsmethodsanddataanalysisusedinthisstudyaswellaspresntstheresults.

PopulationandSample

In comparison to a more traditional work context, military contexts provide greater opportunity for leaders to encourage positivity and reduce negativity in followers (Hannah, Uhl-Bien, Avolio&Cavarretta, 2009; Yammarino, Mumford, Connelly & Dionne, 2010) because jobs in the military context create greater levels of stress, and followers tend to look to leaders for guidance in how to feel and behave under such conditions, as well as for support and meaning (Bartone, 2006).

The population for the study was officers in the Royal Thai Navy currently working at the major four operational branches: the Royal Thai Navy Headquarters; the Royal Thai Fleet; the Naval Dockyard Department; and the Naval Studies and Research. The number of active Royal Thai Navy personnel is 71,000 serving officers. The sample for this study used a sample of 644 officers from the Royal Thai Navy. The division of the 644 participants from the scale-validation study was as follows: Royal Thai Fleet (36.7%), Naval Studies and Research (33.07%), and Naval Dockyard Department (30.23%).

Instruments

*Authentic-leadership scale.*The 19-item developed by the researcher based on the Thai authentic leadership concept of Amornpipat and McLean's (2016). It consisted of five subscales: self-awareness (α = 0.76), balanced processing (α = 0.83), relational transparency(α = 0.83), internalised moral perspective (α = 0.90), and relational harmony(α = 0.80). The total Cronbach's alpha was 0.94. The items are measured on five-point Likert scale.

*Follower-wellbeing measure.*The follower-wellbeing measure developed by Jariyapanya (2013). This is a measure written in Thai that is based on Rath and Harter's (2010) concept of wellbeing. The constructs of follower wellbeing encompass five dimensions: career wellbeing (α = 0.83); social wellbeing (α = 0.83); financial wellbeing (α = 0.84); physical wellbeing (α = 0.78); and community wellbeing (α = 0.86). The total items are 24 (α = 0.94) and are measured on five-point Likertscale.

Follower-innovative-work-behaviour measure. The translated measure of follower innovative work behaviour developed by de Jong and Hartog (2008) was chosen by the present study to examine follower innovative work behaviour. There are 10 items (α = 0.93) measured on five-point Likert scale, consisting of four dimensions: opportunity exploration (α = 0.75); idea generation (α = 0.85); championing (α = 0.80), and application (α = 0.88).

Goodness-fit Indices

Criteria to determine a good fit of a testing model in this study include chi-square (Bollen, 1989); minimum discrepancy (CMN/df. < 5.0, Bollen, 1989); root-mean-square residual (RMR < .08, Hu &Bentler, 1999); root-mean-square error of approximation (RMSEA < 0.08, Browne &Cuduk, 1993); the comparative fit index (CFI > 0.90, Bentler, 1990); the Tucker-Lewis Index (TLI > 0.90; Bentler&Bonett, 1980); goodness of fit index (GFI $\geq$ 0.90, Hair et al., 2006); adjusted goodness of fit index (AGFI $\geq$ 0.90, Tanaka &Huba, 1985); normed fit index (NFI $\geq$ 0.90, Bollen, 1989); incremental fit index (IFI $\geq$ 0.90, Henry & Stone, 1994); and the parsimony normed fit index (PNFI > 0.60, Schumaker& Lomax, 2004).

Results

SEM was conducted on AMOS to examine measurement errors and the direct and indirect effects of the structural relationships among the three variables: authentic leadership, follower wellbeing, and follower innovative work behaviour. The results presented in Table 4.27reveal that the hypothesised model was statistically supported: chi-square value (x^2(73) = 289.24, p< 0.05); CMIN/df. = 3.96; RMR = 0.02; RMSEA = 0.07; CFI = 0.96; TLI = 0.96; GFI = 0.94; AGFI = 0.91; NFI = 0.95; IFI = 0.96; and PNFI = 0.77. The results presented in Table 1 demonstrate a positive statistically significant influential effects from the two relationships—the influence of authentic leadership on follower wellbeing (SPC = 0.74, t = 14.97; p < 0.000), and the influence of wellbeing on innovative work behaviour (SPC = 0.43, t = 6.139; p < 0.000). These two outcomes support Hypothesis 1 'Authentic leadership is positively related to follower wellbeing, and Hypothesis 3a Follower wellbeing is positively related to follower innovative work behaviour'. However, the influential relationship between authentic leadership and innovative work behaviour was not found to be statistically significance (SPC = 0.06, t = 1.00; p = 0.31).

Table 1

Standardised Regression Weightsof the Hypothesis Model

			Estimate	SE	t-value	p-value
AL	→	WB	0.738	0.06	14.971	0.00
AL	→	IW	0.064	0.073	1.002	0.31
WB	→	IW	0.431	0.066	6.139	0.00

Mediation Effect

The path line between wellbeing and innovative work behaviour demonstrated in the hypothesised model was removed to investigate an influential effect of authentic leadership on the two variables. The results presented in Table 2 indicate the significant influential effects of authentic leadership on follower wellbeing (SPC = 0.75, t = 15.06; p < 0.000) and follower innovative work behaviour (SPC = 0.41, t = 8.65; p < 0.000) because the t-value is greater than 1.96 at a significance level of 0.00. This confirms Hypothesis 2 'Authentic leadership is positively related to follower innovative work behaviour'. The results also suggests that wellbeing is a full mediator of the relationship between authentic leadership and innovative work behaviour because the influential relationship between authentic leadership and innovative work behaviour was not significant when wellbeing was also measure in the relationship.

Table 2

Standardised Regression Weights

			Estimate	SE	*t*-value	*p*-value
AL	→	WB	0.75	0.06	15.06	0.00
AL	→	IW	0.41	0.06	8.65	0.00

SEM standardised direct and indirect effects were examined to explain the influential relationship of authentic leadership and follower innovative work behaviour via follower wellbeing. As presented in Table 3, authentic leadership had a total effect of 0.382 on follower innovative work behaviour, of which only 0.064 (16.75%) was directly transmitted. Further, bootstrapping was performed to determine an indirect effect of follower wellbeing. A number of 1,000 bootstrap samples were used as suggested by Cheung and Lau (2008). In addition, percentile confidence and bias-connected confidence intervals at 95%, and Type I error were determined. Table 4 demonstrates that the indirect effect was 0.32, and the z-value was significant and greater than1.96 (z = 6.40, *p*< 0.01). In addition, the bootstrapped confidence intervals confirmed the result because zero did not fall into 95% CIs (Cheung & Lau 2008). Overall, the statistical results indicate that follower wellbeing is a significant full mediator in the relationship between authentic leadership and follower innovative work behaviour. Thus Hypothesis 4b 'The influential relationship between authentic leadership and innovative work behaviour is mediated by wellbeing' is confirmed.

Table 3

Decomposition of Effects

Path	Standardised coefficient		
	Direct Effect	Indirect Effect	Total Effect
AL→IW	0.06	0.32	0.38

Table 4

Mediation of the Effect of Authentic Leadership on Follower Innovative Work Behaviour through Follower Wellbeing

	Point of estimate	Product of coefficients		Bootstrapping			
				Percentile 95% CI		BC 95% CI	
		SE	Z	Lower	Upper	Lower	Upper
Wellbeing	0.32	0.05	6.40	0.22	0.42	0.22	0.42

Discussion

Positive influential relationships were reported in the findings. These relationships may exist because authentic leaders foster a positive relationship with their employees in the workplace (Hofmann et al., 2003). The results also emphasised the specific value of having a good relationship for Thai employees (e.g., Boonsathorn, 2007; Gupta, Suric, Javidan, &Chhokar, 2002; Quek, Knudson-Martin, Rue, &Alabiso, 2010) because the relational harmony had the strongest correlation with follower wellbeing and innovative work behaviour. This can be explained by the fact that Thai leaders are likely to develop a positive social-exchange working environment, particularly in developing a fair and harmonious working atmosphere, which can result in improving the emotional wellbeing, health, and creativity of their employees. This interpretation aligns with the conceptual relationship proposed by many researchers (e.g., Avolio& Gardner, 2005; Gardner et al., 2005; Goldman &Kernis, 2002). Additionally, the literature suggests that authentic leaders build a creative, positive, and ethical climate at the workplace in which positive psychological effects of followers such as confidence; hope and optimism are encouraged (Černe et al., 2013; Lagan, 2007; Seibert et al., 2001). Such suggestions are coherent with the finding in this study that given that Thailand is a country that has a high level of power distance and has a bureaucratic working system, Thai employees tend to depend on their supervisor when making decisions related to work and behave according to their supervisor's values and instructions (Hank, 1962). Thus, Thai followers may seek leaders who are able to demonstrate an understanding of the followers' strengths and weaknesses when assigning tasks, and who treat them in a benevolent manner. Displaying such qualities should lead to Thai employees gaining confidence and optimism in relation to their working life, which results in an increase in wellbeing level, and leads to followers making greater effort to create new ideas and innovate in their workplace.

The mediation effect of follower wellbeing on authentic leadership and follower innovative work behaviour was found to be significant in this research. This mediation effect emphasises that leaders may exercise authentic-leadership behaviours as an intervention to improve follower wellbeing to enhance their performance (Avolio et al., 2004). Elevating overall wellbeing in the workplace, can lead employees to be indirectly stimulated to be more enthusiastic to enhance their knowledge and skills in performing work tasks because they are satisfied with their mental and physical health (Ambalieet al., 2002; Eisenberger et al., 2005; Harter et al., 2002; Rath& Harter, 2010). Thus, it can be concluded that followers demonstrate their confidence and optimism through an ability to express and share their own values, which can manifest itself through generating new ideas and adopting new challenges in implementing

such ideas in the workplace, while exchanging opinions with their authentic leaders without fearingjudgement.

Limitations of Study

There are several limitations of the present research. First, the measure design used a follower perception-based scale to assess authentic leadership. In this research, participants were from the military context, which might mean they were afraid to respond honestly to the items in relation to their immediate supervisor, as the nature of their workplace may not have a leader-evaluation system. In addition, the possibility of rating problems may have occurred. Some complete questionnaires presented a potential error from a central tendency rating. This could be because the participants encountered difficulty in understanding the questions or avoided reporting negative behaviours of their supervisor.

Recommendations for Practice and Future Research

For practical point of view, leaders may demonstrate authentic-leadership behaviours to build high-quality leader–follower relationships in the workplace. Such leaders should take time to develop a dialogue with their followers about their strengths and weaknesses, as well as the followers' values to demonstrate that they genuinely care about their employees. The findings in this research serve as a reminder to organisations that they should not neglect the importance of leaders' roles in improving employee wellbeing in the workplace because a higher level of follower wellbeing leads to a higher level of innovative work behaviour, which results in increasing organisational performance.

Further, The influence of authentic leadership on follower outcomes that are different from the two variables used in this study may be empirically investigated to expand the network relationship of the authentic-leadership theory as part of the theory-building process. It might also be interesting to examine organisational culture to determine how it mediates or moderates the effect of authentic leaders on follower outcomes.

Conclusion

This study provides an evidence to confirm that authentic leadership has positive influential relationships with wellbeing and innovative work behaviour among followers. Additionally, it is found that wellbeing is a mediator of the relationship between authentic leadership and follower innovative work behaviour. Exercising positive leadership behaviours may be considered as an important aspect of the interaction between leaders and followers within a military context and other type of organisations as they generate positive working climate and build good quality with their followers in which resulting in enhancing enthusiasm in putting more effort to create innovations for their organisation. This action can lead to an overall increase in organisational performance.

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