

Research Paper

Exploring the Association of Authentic Leadership and Psychological Capital with Innovative Work Behavior among Indian Working Professionals

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ABSTRACT

What makes an employee willing to take the risk of proposing something new, to generate an idea, championed through organizational resistance and see it through to fruition? The present study argues that the answer lies, in part, in the psychological resources employees carry to work and in the leaders who help cultivate them those resources. Drawing on Positive Organizational Behavior (POB) theory and social learning theory, we examined how authentic leadership (AL) and psychological capital (PsyCap) predict innovative work behavior (IWB) among Indian working professionals. A cross-sectional survey design has been used to conduct this study. Data were collected through 354 professionals working across different industry sectors, this includes IT, healthcare, manufacturing, government or public sector and education. AL was assessed using the 16-item authentic leadership questionnaire (ALQ; Walumbwa et al., 2008). PsyCap is assessed using the PCQ-12 (Luthans et al., 2007) and IWB using the nine-item scale developed by Janssen (2000). Results showed that both AL ($r = .510, p < .001$) and PsyCap ($r = .586, p < .001$) were significantly correlated with IWB. In a combined regression model, both AL ($\beta = .207, p < .001$) and PsyCap ($\beta = .445, p < .001$) independently predicted IWB, together explaining 36.7% of its variance. Among PsyCap sub-dimensions, optimism and hope emerged as the strongest individual predictors. These findings confirm that innovation at the individual level is deeply rooted in who leads employees and what psychological reserves they bring to their roles. Implications for leadership development and HR practice in the Indian organizational context are discussed.

Keywords: *Authentic Leadership, Psychological Capital, Innovative Work Behavior, Workplace, Positive Organizational Behavior*

There is quiet paradox at the heart of the organizational life. Firms everywhere proclaim that they want innovation. But what they exactly do is, they commission task forces, hold brainstorming workshops and even install ping-pong tables in the hope that creativity will flow automatically. And yet most of the employees, on most of their days, do not behave as innovatively as they are expected to be. They do their work well; meet their targets and deadlines and go home call home. We can't state this as a failure of

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intelligence or ambitious only, in fact, it is a failure of psychological conditions. Innovation, as a behavior, requires something extra that is the confidence to try, we hope to persist, the resilience to absorb failure and the optimism that the effort is worthwhile. It also requires a particular kind of leadership, one that models authenticity, creates a climate of psychological safety, is self-aware and does not punish honest attempt that fall short.

The present study is concerned with two of the most promising constructs in contemporary organizational psychology for explaining precisely why some employees innovate and others do not. Psychological capital represents an individual's reserve of positive psychological resources (Luthans et al., 2007). It comprises of four sub-dimension which includes efficacy, hope, resilience and optimism. Authentic leadership encompassing self-awareness, relational transparency, internalized moral perspective and balance processing as its sub-dimensions, represents a leader's capacity to lead in a way that is grounded, ethical and genuinely developmental (Avolio & Gardner et al., 2005). Together, they constitute a dual resource system. First, the resources an employee has within them and second, the resources a leader provides through their relationship. The central question of this paper is whether both matter for the innovative work behavior and whether they matter independently or in conjunction.

India provides a particularly compelling and underexplored setting for this inquiry. As the world's most populous nation and one of its fastest growing major economies, India is simultaneously an innovation hungry-market and a context with distinctive cultural features. High power distance, collectivist social norms and hierarchical organizational structure, all these factors may shape how psychological resources and leadership styles can translate into innovative work behavior (Bai et al., 2022). While several studies have examined PsyCap or AL in relation to IWB in western, Chinese or Southeast Asian samples (Brunetto et al., 2023; Blasco-Giner et al., 2023; Indrayanti & Ulfia, 2022), India specific empirical evidence remains underexplored. The present study addresses this gap effectively.

This study makes three specific contributions. First, it examines authentic leadership and psychological capital together as predictors of innovative work behavior in a single model. While previous studies have often examined these constructs separately or through mediation-based models, the present study evaluates their independent association with innovative work behavior among Indian working professionals. Second, it explores the relative association of PsyCap's four sub-dimensions which include efficacy, hope, resilience and optimism, with innovative work behavior. 3rd, it contributes empirical evidence from the Indian organizational context, where research examining these relationships remain comparatively limited. Together, these findings contribute to the growing literature on positive organizational behavior and employee innovation.

LITERATURE REVIEW

Psychological Capital and Innovative Work Behavior

The relationship between psychological capital and innovation related outcomes has attracted substantial empirical attention over past two decades. Researchers generally agree that employees with higher level of hope, efficacy, resilience and optimism are more likely to generate and implement new ideas at the workplace.

This relationship is supported by two well-known theories. According to Fredrickson's (2001) Broaden-and-Build theory which suggests that positive emotions such as optimism,

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joy, enthusiasm and confidence help people think more openly and creatively. They become more willing to explore new ideas, solve problem in different ways and adapt to change. This broadens individual's thought-action repertoires, enabling them to think more flexibly and draw more creative associations, which further helps them in building their personal resources. Next, Hobfoll's (1989) Conservation of Resources (COR) theory complements this view: employees who possess a reserve of psychological resources are better positioned to invest those resources in demanding, uncertain tasks like innovation, without fearing resource depletion.

Several empirical studies support this view. Sweetman et al., (2010) were among the first to show that employees with higher PsyCap perform better on creative task. Abbas and Raja (2015) extended these findings to IWB specifically, demonstrating a significant PsyCap and IWB relationship in a Pakistani sample. More recently, Blasco-Giner et al. (2023) found that psychological capital is associated with innovative work behavior through autonomous motivation, while also showing that participative leadership moderated this relationship. This finding underscores the importance of both individual psychological resources and the leadership context. Importantly for the present study, Subramani et al. (2024) demonstrated in an Indian IT sector sample, that PsyCap components particularly self-efficacy and optimism mediated the link between transformational leadership and IWB, this confirms that PsyCap operates as a meaningful psychological mechanism in Indian organizational context. Similarly, Kumar et al. (2022) found that in the hospitality sector, PsyCap work together with mastery orientation and creative self-efficacy to encourage innovation.

Although these studies provide valuable evidence, most Indian research has focused on specific industries. The present study extends this literature by examining whether psychological capital has an association with innovative work behavior across employees from multiple sectors, providing a broader understanding of its role in the Indian workplace.

Authentic Leadership and Innovative Work Behavior

Authentic leadership, as conceptualized by Walumbwa et al. (2008), represents a positive form of leadership that emphasizes the leader's self-awareness, ethical consistency, openness to diverse perspective and transparent communication with followers. These qualities are theorized to foster the kind of psychological safety and trust that enables employees to take the interpersonal risk inherent in innovative work behavior.

Bai et al. (2022) demonstrated in a Chinese high-tech manufacturing sample that authentic leadership is associated with innovative behavior through proactive personality and work engagement, hence establishing that authentic leadership's effect on innovation is partially mediated by the activation of employee dispositions and motivational states. Brunetto et al. (2023) extended this work to the non-profit sector in Australia, finding that authentic leadership is linked with innovative work behavior partly through employees' psychological capital and their acceptance of change. This study highlights psychological capital as a mechanism through which authentic leadership exerts influence. Indrayanti and Ulfia (2022), working in Indonesian state-owned enterprises, found that authentic leadership is directly related with IWB by promoting trust and collaborative values, this is a culturally relevant finding for collectivist, high power-distance settings that share parallels with the Indian organizational context.

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A notable cross-national multilevel study (Cerne et al., 2013) found that authentic leadership is associated with employee innovative work behavior across samples in three European countries, suggesting a degree of cross-cultural generalizability.

Taken together, this literature suggests that authentic leaders by being transparent, ethically grounded and genuinely open to follower input creates an environment in which innovation can take root. The present study builds on this by testing authentic leaders' direct effect on innovative work behavior in the Indian context, while simultaneously examining its relationship alongside psychological capital in a single model.

The joint contribution of authentic leadership and psychological capital to innovative work behavior

Many previous studies have examined authentic leadership and psychological capital separately as predictors of innovative work behavior. However, only a few studies have examined both factors together in the same model. This is important because authentic leadership and psychological capital are closely connected to each other. Authentic leaders help employees develop positive psychological qualities such as hope, efficacy, resilience and optimism. As a result, both leadership and employees' psychological resources may work together to encourage innovation.

Brunetto et al., (2023) treated PsyCap as a mediator of the AL and IWB relationship, finding that AL influenced IWB partly by building employee psychological capital. The present study takes a different analytical stance, treating both AL and PsyCap as co-predictors to assess whether each explain unique variance in IWB beyond the other, a question which direct implications for practice, since it asks whether organizations should invest in leadership development employee PsyCap development programs or both.

Objectives

Based on the above discussion the present study pursues the following objectives:

1. To examine the relationships between authentic leadership, psychological capital and innovative work behavior among the Indian working professionals.
2. To determine the relative and independent predictive contributions of authentic leadership and psychological capital on innovative work behavior in a combined regression model.
3. To identify which dimension of psychological capital (efficacy, hope, resilience or optimism) has the strongest influence on innovative work behavior.

Hypothesis

Based on the theoretical and empirical review above, the following hypotheses are proposed:

- **H1:** There will be a significant and positive association between authentic leadership and innovative work behavior among Indian working professionals.
- **H2:** There will be a significant and positive association between psychological capital and innovative work behavior among Indian working professionals.
- **H3:** Authentic leadership and psychological capital will each account for unique variance in innovative work behavior when examined together.

METHOD

Research Design

The present study employed a quantitative, cross-sectional survey designed to examine the relationships among authentic leadership, psychological capital and innovative work

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behavior among Indian working professionals. Data were collected at a single point in time using an online questionnaire administered through Google forms. The survey link was distributed through professional networks and social media platforms including LinkedIn. Although the cross-sectional design does not permit causal inferences, it is well suited for examining association among variable and is widely used in positive organizational behavior research (Avey et al., 2011).

Participants and Sampling

Convenience sampling technique is used to include participants in the present study. The inclusion criteria to be eligible to participate is respondents had to be employed full-time in an Indian organization or an Indian subsidiary of a multinational company and have worked under their current supervisor for at least 6-months.

The final sample consisted of 354 working professionals drawn from five sectors: Information Technology, Government/Public Sectors, Healthcare, Manufacturing and Education. Participants represented diverse demographic backgrounds in terms of gender, age, educational qualification and work experience.

Measures

Authentic Leadership: authentic leadership were assessed using the Authentic Leadership Questionnaire (ALQ; Walumbwa et al., 2008), a 16-item instrument anchored on a 5-point response format ranging from zero (not at all) to 4 (frequently if not always). The ALQ evaluates follower-perceived leader behavior across four dimensions which include self-awareness, relational transparency, balanced processing and internalized moral perspective. A composite authentic leadership score was calculated by averaging responses across all 16-items. It has demonstrated robust psychometric performance across varied cultural and organizational context, with reliability estimates typically ranging from 0.72 to 0.89.

Psychological Capital was operationalized using the 12-item Psychological Capital Questionnaire (PCQ-12), a well-established scale that captures the four HERO dimensions: hope, efficacy, resilience and optimism (Luthans et al., 2007) on a 6-point Likert-type scale. Composite PsyCap scores were calculated by averaging all 12 items. Mean scores for each of the four sub-dimensions were also computed for the exploratory analysis.

Innovative Work Behavior (IWB) was measured using the 9-item scale developed by Janssen (2000), which assesses three sequential stages of the innovation process: idea generation (3-items), idea promotion (3-items) and idea implementation (3-items). Respondents rated each item on a 7-point Likert Scale from 1(Never) to 7 (Always). All the responses of nine-items were averaged to obtain a composite innovative work behavior score. This instrument has been widely adopted in organizational research and has demonstrated cross-cultural applicability (Janssen, 2000).

Analysis

Data were analyzed using SPSS version 21. The descriptive statistics and internal consistency reliability were examined as a part of initial assessment. Then Pearson correlation analysis was conducted to examine the relationships among authentic leadership, psychological capital and innovative work behavior. Simple linear regression analysis was performed to examine the individual contribution of each predictor. Multiple regression analysis was conducted with authentic leadership and psychological capital entered

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simultaneously to assess their unique contributions to innovative work behavior, while variance inflation factors (VIFs) were examined to assess multicollinearity. Finally, an exploratory multiple regression analysis was performed using the four psychological capital dimensions which include hope, efficacy, resilience and optimism, to identify their relative associations with innovative work behavior.

RESULTS

The study included 354 working professionals from five industry sectors in India. Participants represented diverse demographic backgrounds with respect to gender, age, educational qualification and working experience. Detailed demographic characteristics of the sample are presented in Table 1.

Table 1 Demographic Characteristics of the participants (N = 354)

Characteristics	Category	n	Percentage
Gender	Male	192	54.2%
	Female	162	45.8%
Age (years)	20-30	182	51.4%
	31-40	115	32.5%
	41-50	44	12.4%
	51-60	13	3.7%
Education	Diploma	48	13.6%
	Bachelor's degree	197	55.6%
	Master's degree	96	27.1%
	M.Phil	5	1.4%
	Ph.D	7	2.0%
	Other	1	0.3%
Industry Sector	IT/ Software	112	31.6%
	Government/Public Sector	63	17.8%
	Healthcare	54	15.3%
	Manufacturing	54	15.3%
	Education	52	14.7%
	Start-up	19	5.4%
Work Experience (years)	1-3	89	25.1%
	4-6	131	37.0%
	7-10	96	27.1%
	More than 10	38	10.7%

Note. Values are reported as frequencies (n) and percentage (%). N = 354

Table 2 presents the means, standard deviations, Cronbach's alpha coefficients, and correlations for the study variables. Authentic Leadership was rated at a moderate level ($M = 2.73$, $SD = 0.53$), reflecting the 0-4 response scale of the ALQ. PsyCap scores were above the mid-point ($M = 4.52$, $SD = 0.70$) on a 6-point scale, and IWB was also above the mid-point ($M = 5.20$, $SD = 0.78$) on a 7-point Likert scale. The internal consistency was acceptable to good for AL ($\alpha = .811$), PsyCap ($\alpha = .823$) and IWB ($\alpha = .733$). It is noted that sub-dimension alphas were lower, a well-documented pattern with brief (2-4 item) subscales; the composite scores, which demonstrated adequate reliability, were therefore used in all primary analyses.

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The correlation analysis showed that authentic leadership was positively associated with psychological capital ($r = .680, p < .001$) and innovative work behavior ($r = .510, p < .001$). Psychological capital also showed a strong positive relationship with innovative work behavior ($r = .586, p < .001$). These findings provided initial support for the proposed hypotheses.

Table 2 Means, Standard Deviations, Reliabilities, Correlations Among Study Variables

Variable	M	SD	α	1	2	3
1. Authentic Leadership	2.73	0.53	.811	-	-	-
2. Psychological Capital	4.52	0.70	.823	.680***	-	-
3. Innovative Work Behavior	5.20	0.78	.733	.510***	.586***	-

Note. $N = 354$. α = Cronbach's alpha, M = Mean of the study variables, SD = Standard deviation.

*** $p < .001$.

Because all study variables were measured using self-report questionnaires, Harman's single factor test was conducted as a preliminary assessment of common method bias. The first unrotated factor accounted for 25.28% of the total variance, which is well below the commonly accepted threshold of 50% (Podsakoff et al., 2003). This suggests that common method bias was unlikely to have substantially influenced the observed relationships.

Hypothesis Testing

Hypothesis 1 proposed that authentic leadership would be positively associated with innovative work behavior. Pearson's correlation analysis revealed a significant positive relationship between authentic leadership and innovative work behavior ($r = .510, p < .001$). A simple linear regression further indicated that authentic leadership was a significant positive predictor of innovative work behavior, explaining 26% of the variance. The regression model was statistically significant ($F(1, 352) = 123.71, p < .001$). These findings support hypothesis 1.

Hypothesis 2 proposed that psychological capital would be positively associated with innovative work behavior. Consistent with expectations, psychological capital showed a significant positive correlation with innovative work behavior ($r = .586, p < .001$). Simple linear regression demonstrated that psychological capital significantly explained variation in innovative work behavior, accounting for 34.4% of its variance ($F(1, 352) = 184.34, p < .001$). Accordingly, hypothesis 2 was supported.

Hypothesis 3 proposed that authentic leadership and psychological capital would each make independent contributions to innovative work behavior when examined simultaneously. To test this hypothesis, a multiple regression analysis was conducted with authentic leadership and psychological capital entered together as predictors. The overall model was statistically significant, explaining 36.7% of the variance in innovative work behavior ($R^2 = .367$, Adjusted $R^2 = .363$, $F(2, 351) = 101.64, p < .001$). Both predictors remained statistically significant after controlling for each other. However, psychological capital showed a stronger unique association with innovative work behavior ($\beta = .445, p < .001$) than authentic leadership ($\beta = .207, p < .001$). Variance inflation factors values for both predictors were 1.874, indicating that multicollinearity was not a concern. These findings provide support for hypothesis 3.

Exploratory Analysis of Psychological Capital Dimensions

An exploratory multiple regression analysis was conducted to examine the relative contributions of the four dimensions of psychological capital to innovative work behavior. The overall regression model was statistically significant ($R^2 = .363$, Adjusted $R^2 = .356$, $F(4, 349) = 49.82$, $p < .001$), indicating that the four PsyCap dimensions jointly explain 36.3% of the variance in innovative work behavior. Among the four dimensions, optimism emerged as the strongest unique contributor ($\beta = .313$, $p < .001$), followed by hope ($\beta = .222$, $p < .001$) and resilience ($\beta = .113$, $p < .034$). In contrast, efficacy did not make a significant independent contribution controlling for the remaining PsyCap dimensions ($\beta = .083$, $p = .155$). These findings suggest that optimism and hope may be particularly important psychological resources for promoting innovative behavior among Indian working professionals. However, because this analysis was exploratory and the PsyCap subscales consisted of a small number of items with relatively lower reliability, these findings should be interpreted with caution and confirmed in future research.

Table 3 Multiple Regression of Psychological Capital Dimensions Predicting Innovative Work Behavior

PsyCap Dimensions	B	SE	β	p
Efficacy	0.072	0.051	0.083	.155 (ns)
Hope	0.225	0.055	0.222	<.001***
Resilience	0.103	0.048	0.113	.034*
Optimism	0.237	0.044	0.313	<.001***

Note. $N = 354$, B = unstandardized coefficient; SE = standard error, β = standardized coefficient.

*** $p < .001$; * $p < .05$; ns = not significant

DISCUSSION

The findings of this study indicated that both authentic leadership and psychological capital are positively associated with innovative work behavior among Indian working professionals. When examined together, both variables remain significant, suggesting that each contributes uniquely to employee's innovative behavior. Together, they explain 36.7% of the variance in innovative work behavior, highlighting the importance of both employees' psychological resources and the leadership environment in fostering innovation.

These findings have important theoretical and practical implications. They contribute to the growing literature on positive organizational behavior by demonstrating that innovation is influenced not only by employees' internal psychological strengths but also by the quality of leadership they experience. At the same time, the findings provide practical insights for organizations seeking to build a more innovative workforce by investing in both leadership development and employee psychological resources.

One of the key findings of this study is that psychological capital showed a stronger relationship with innovative work behavior than authentic leadership. Psychological capital explained a large portion of variance in IWB then authentic leadership when examined separately. Even when both variables were included in the same regression model, psychological capital showed the stronger standardized association with Innovative Work Behavior, indicating that employees' psychological resources may be more closely related to innovative behavior in the present sample, while authentic leadership continued to make distinct and significant contribution.

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This finding is consistent with the principles of positive organizational behavior (Luthans, 2002), which emphasize that positive organizational psychological resources such as confidence, resilience, optimism and hope help employees take initiative, persist despite challenges and engage in behaviors that involve uncertainty and risk such as innovation. The finding also agrees with previous research. Blasco-Giner et al. (2023) reported that psychological capital promotes innovative work behavior by enhancing employee's autonomous motivation. Similarly, Subramani et al. (2024) found that PsyCap helped explain the relationship between leadership and innovative work behavior among Indian IT professionals. Together, these studies and the present findings suggest that while leadership remains important, employs own psychological resources may be the more immediate driver of innovative behavior in the Indian workplace.

An important finding of this study is that authentic leadership continued to show a significant relationship with innovative work behavior even after accounting for employees' psychological capital. This suggests that authentic leaders make a unique contribution to employee innovation beyond the psychological strengths that employees already possess. This finding is consistent with previous research. Bai et al. (2022) reported that authentic leadership promoted innovative work behavior by increasing employees' proactive behavior and work engagement. Similarly, Brunetto et al. (2023) found that authentic leadership remained positively related to innovative work behavior even after considering the role of psychological capital.

One possible explanation is that authentic leaders create a work environment where employees feel comfortable expressing new ideas and trying different approaches. By being transparent, ethical, self-aware and open to employees' opinions, authentic leaders build trust and psychological safety. As a result, employees are more willing to share creative ideas, experiment with new solution and take the risks that are often necessary for innovation. Together, these findings suggest that while employees' psychological capital is a strong personal resource, authentic leadership provides a supportive environment that further encourages innovative behavior. Therefore, both employees' internal psychological resources and the leadership environment play complementary roles in promoting innovation at work (Brunetto et al., 2023).

The exploratory analysis of the psychological capital (PsyCap) dimensions revealed some interesting patterns. Among the four dimensions, optimism and hope showed the strongest positive association with innovative work behavior (IWB). Resilience also made a small but significant contribution, whereas efficacy did not show a significant independent association after the other PsyCap dimensions were considered. These findings differ somewhat from earlier studies, which have often identified efficacy as the strongest psychological resource for promoting creativity and innovation (Tierney & Farmer, 2002). However, because the present analysis was exploratory and the PsyCap subscales contained only a small number of items, these results should be interpreted with caution. One possible explanation is that optimism and hope may be particularly important for innovation because they help employees remain positive and motivated when working on uncertain or challenging task. Employees who are optimistic are more likely to believe that their efforts will lead to successful outcomes, while those with higher levels of hope are better able to identify alternative ways of achieving their goals when they encounter obstacles (Snyder, 2000). Resilience may also support innovation by helping employees recover from setbacks and continue pursuing new ideas. The non-significant finding for efficacy should not be

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interpreted as evidence that confidence is not important for innovation. Rather, it is likely that efficacy shares considerable overlap with the other PsyCap dimensions, reducing its unique contribution when all four dimensions are entered into the same regression model. Therefore, the findings from the sub-dimension analysis should be viewed as exploratory and interpreted alongside the stronger evidence obtained from the overall PsyCap construct. The findings of the present study are broadly consistent with previous research examining the roles of authentic leadership and psychological capital in promoting innovative behaviour. Similar to Brunetto et al. (2023), both AL and PsyCap were found to be significantly associated with employees' innovative behavior. However, the two studies differ in their analytical approach. While Brunetto (2003) examined PsyCap as a mediator between authentic leadership and innovative work behavior, the present study examined AL and PsyCap as independent predictors in the same regression model. The finding that both variables remain significant suggests that each contributes uniquely to innovative work behavior, indicating that leadership and employees' psychological resources complement rather than replace one another. The present findings also extend the work of Bai et al. (2022). Their study suggested that the influence of authentic leadership on innovative work behavior operated through employees' proactive personality with work engagement. In contrast, the present study found that authentic leadership maintained a significant direct association with innovative work behavior even after controlling for psychological capital. This suggests that authentic leaders may influence employee innovation through their leadership behaviors such as being transparent, ethical and supportive and also by strengthening employee psychological resources. Overall, the findings reinforce the view that organizations seeking to promote innovation should invest in both leadership development and employee psychological development, as each appears to make a distinct contribution to innovative work behavior.

Limitations and Future Research

This study has several limitations that should be considered when interpreting the findings. The cross-sectional design does not allow causal conclusions to be drawn future longitudinal or experimental studies are needed to better understand the direction of the relationships among authentic leadership, psychological capital and innovative work behavior. All the variables were measured using self-report questionnaires, which may increase the risk of common method bias. Future studies could strengthen the findings by incorporating supervisor ratings of innovative work behavior or other objective measures of innovation. Although participants were drawn from multiple industry sectors, the use of convenience sampling and the relatively young sample may limit the generalizability of the findings. Future research should also consider probability-based sampling techniques and examine whether these relationships differ across industries, organizational settings or employee demographic groups. Finally, the present study focused on the direct relationships among the study variables. Future research could examine the underlying mechanism through which authentic leadership and psychological capital influence innovative work behavior by testing mediating variables such as psychological safety, work engagement or creative climate. Longitudinal studies and structural equation modeling may provide a more comprehensive understanding of these relationships.

CONCLUSION

This study examined the roles of authentic leadership and psychological capital in explaining innovative work behavior among Indian working professionals. The findings showed that both variables were positively associated with innovative work behavior and

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continued to make significant independent contributions when examined together, with psychological capital showing the stronger association. These findings highlight that innovation is influenced by both employees' internal psychological resources and the leadership environment in which they work. For organization, this suggests that developing authentic leaders while also strengthening employee psychological capital may help create a more innovative workforce. Overall, the study contributes to the growing literature on positive organizational behavior by providing evidence from the Indian context and offers a foundation for future research on the factors that encourage innovation in the workplace.

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Conflict of Interest

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