

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**The Impact of Authentic Leadership on
Team Performance with Mediating Role
Creative Behavior and with Moderating
Role of Team Communication Quality**

by

Anum Abdul Qayyum

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

Faculty of Management & Social Sciences

Department of Management Sciences

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This work is dedicated to my caring parents, family and teachers.



CERTIFICATE OF APPROVAL

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Anum Abdul Qayyum

Abstract

The main purpose of this study is to study the relationship between Authentic Leadership on Team Performance with the mediating role of Creative Behavior and moderating role of Team Communication Quality. The data were collected from teams in banking sectors across Pakistan. Based on participative theory, this study examines the relationship between Authentic Leadership and Team performance as it helps to increase both team and individual growth and leads to success. As, it is argued that it also depends on the leaders, if he or she shows Authentic Leadership then it effects the team which have to increase their team performance effectiveness. It is also hypothesized that when there is Authentic Leadership at the workplace, teams are more engaged to deal with this behavior rather than focusing on work which ultimately affects the performance of team. This study is done in the banking sector of Pakistan with the sample size of 364 employees. The questionnaire has been used to collect data. The SPSS has been used to analyze the collected data. Results showed that authentic leadership is positively related to team performance. The findings of this study established that Authentic Leadership has a positive relationship with team performance. Additionally, creative behavior mediates the relationship of authentic leadership with team performance. Moreover, Team communication quality moderates the relationship of authentic leadership with team performance.

Keywords: Authentic Leadership, Team Performance, Creative Behavior, Team Communication Quality .

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Chapter 1

Introduction

1.1 Background of the Study

Research suggested authentic leadership is a specified form of leadership (Luthans & Avolio, 2003). Authentic leaders identified as higher equal of ethical and charismatic character and above mentioned who are “extremely aware of how they think and behave and are perceived by others as being aware of their own and others’ values/moral perspectives, knowledge, and strengths” (Avolio, Gardner, Walumbwa, Luthans, & May, 2004).

In the literature many definitions of authentic leadership measured authentic leadership as positive attitudes, self-consciousness, stable processing, personal transparency, psychological capital, as well as reliable performance (Avolio & Gardner, 2005). Authentic leadership is a powerful developing focus on both ethical growth of the boss then progresses of legitimacy (Avolio & Gardner, 2005). Authentic leaders are the robust awareness of power, understanding, confidence, trust, and attitudes and take action honestly and share their decisions with other employees (Avolio et al., 2004).

Stable dealing gives an affection to measure fairly and to considered of multiple criteria’s and hear to other team members decisions before taking any action and also share their thoughts. Interpersonal transparency illustrates that authentic leaders should give quick and clear personal details to all the members of teams, which include weaknesses, own ethics and problems (Ilies et al., 2005).

In the research it is evident that authentic leadership has the qualities of ethical leadership and all other positive forms of leaderships (Avolio et al., 2004). Authentic Leadership has the possibility to raise our sector innovation by inspiring teams and maintained a potential aspect for the growth and creative abilities which lead to expand the creative and ground-breaking competences and get aggressive power in a industry (Srivastava, Bartol, & Locke, 2006; Li et al., 2014; Yang, 2007 Xue, Bradley, & Liang, 2011). Literature depicts that authentic leadership and team performance has positive relationship with each other (Longe, 2014).

The style of leadership will help to create as well as to continue the atmosphere in which our banking sectors and anthropological measurements are hasten as teams are ever able to cope up the rewards. Authentic leadership particularly reimbursements in creating an atmosphere which will be excellent for performance and clear the enchanting inspiration that expand overall team performance (Longe, 2014). In the literature research depicts that authentic headship have originate a straight knock-on team performance to our sectors (Sofi & Devanadhen, 2015). This style of leadership does inspire the inspiration and innovation amongst on our teams and the teams do perform according to the assumptions of banking sectors.

Authentic Leadership describes that most of the leaders construct their authority on moral based, esteemed, and sincere relationships with their teams. Normally, AL encouraged the honest and trust building between leaders and their teams, which are more required for innovation and creativity (Walumbwa et al., 2008). In case collaborated procedures of authentic leadership are in most of the situations to amend team Performance (Drescher et al., 2014). The great way all of the convincing side of, its team members will accept the managerial self determination to experienced their authentic leadership commitments, distribute our resources, commence the decisions and adjust our work procedures (Kirkman and Rosen, 1999; Manz and Sims, 1987). Team communication quality is defined that communication between our followers is strong, fluent, efficient, smooth, punctual, and absolute (Gonzalez-Roma & Hernandez, 2014), and for more variation we are more attentative to our work schedules. Effective improvements in team communication Quality in employees' Authentic Leadership remains a opposition to efficient workplace team communication and, specially, to teamwork performance (Han &

Beyerlein, 2016). Authentic Leaders or teams will share their goals and cooperate their connections in team mission across space then period, using a variation of some details (Ebrahim, Ahmed, & Taha, 2009).

Authentic leadership impressed their team by engaging to their personality and through using literal and gestured message (Shamir et al., 1993; Rafferty & Griffin, 2004), yet this greet may be low efficient in groups marked through high facts of team Communication Quality (Powell, Piccoli, & Ives, 2004; Cramton, 2001). According to research conducted by Arachchi (2012), Authentic leaders of the organization, taking risks, confess in teams and have faith in teams, highly understanding on their moral values, and are often competent of assembled the energy and required to commute. All have concentration to move on and way out their teams to put more exertion to achieve their frequent goals (Riaz and Haider, 2010).

Team performance will evaluate their banking growth and expansion. It shows how improved banking sectors to achieved its purpose and intentions. The banking sector examined the performance of the bank by checking the performance of their objectives (Otley, 1999). Literature shows high effectiveness about team performance i.e. financial (Parmenter, 2015), teams then individual concerns (Leong et al., 1990), Team knowledge and progressive potential (Parmenter, 2015), recruits (Becker & Gerhart, 1996), excellence (Gosselin, 2005), consistency (White, 1996), group of applications (Lesser & Storck, 2001), IT (Melville et al., 2004), excellence in slog lifetime (Rolstadås, 1998) besides novelty (Rolstadås, 1998).

Firstly, team communication allowed our followers to integrate our debates, discuss our task relevant information e Mannix & Neale, 2005. Authentic leaders must have a direct and indirects paths of communication procedure. Most of the people have difficulty into listening their communication (Clampitt, 2005). According to Witherspoon (1997) in an advanced communication authentic leadership exist to communicate our teams properly and teams grab the new innovations easily and effectively. Organizations have different leadership styles which they opt to get their desirable results. Among all the leadership styles the recommended style that we will communicate more in Authentic Leadership. “Authentic leaders moved as

a role model among team members by sharing creative ideas and knowledge to facilitate working cooperatively and efficiently” (Choi, Kim & Kang, 2017).

Authentic Leaders need to take charge their squads who vigorously pursue toward “alter and improve their work environment” and pursue to advance and “variety things happen” that will be guide to better team Performance (Parker and Wang, 2015; Ghitulescu, 2018; Wihler, et al., 2017). Creativity has to powerful in teams and growth of thoughts about products, their amenities, applications, measures and guidelines which are arbitrated to be innovative and is to be very clearly and useful in their ideas (Hirst, et al., 2015).

Leader has their essentials at all stages of the teams. In the literature it is accepted results that leadership includes to interlinked a structure relationship between leader and team to hold out the demanded outcomes (Burns, 1978; Bennis & Nanus, 1985; Jong and Hartog, 2007). Gill et al., (2006) putative that guidance have expertise to effective outcomes as motivating, encouraging and acknowledged their teams. Leaders motivate their team members and grab their attention to accomplish their goals (House et al., 1999; Dorfman and House, 2004; Javidan and Carl, 2005). Constructive leaders influence on career fulfilment, honest atmosphere, optimistic connections and will be better their team act (Dasborough, 2006; Avolio et al., 2004; Paliszkievicz et al., 2015; Mastrangelo et al., 2014).

1.2 Gap Analysis

This study is trying to fill various contextual and theoretical gaps in literature of Authentic Leadership and Team Performance which were identified by previous literature. Authentic Leadership can create new ideas, Innovations in our organizations. They perceived that because of new innovation and new ideas can create more productivity in their Banking sector and their team performance is getting better.

In our research we used cross sectional study because of limited time constraints. But we suggest that other researcher trying to use the longitudinal study in their research because we focused on team level in banking sector with the Pakistan

and future studies consider multilevel research including textile industries, Private sectors and also focused on abroad.

Gap are identified that behavior of the team members not be authentic because they do not have authority to take their own decision. The current study is conducted to model these all variables by examine that how Authentic Leadership impact team Performance with the mediating role of creative behavior and moderating role of team communication quality. Moreover, the research is very limited in the Pakistani Banking sector in the context of leadership.

Therefore, there is an undeniable need to expand research in this area by using Authentic Leadership in banking sector of Pakistan. Researcher also stated that Authentic Leadership style is dark side of Leadership, and there is some cost associated with such kind of behavior which is Team Performance, and Authentic Leadership in organization pressurize the individuals on their weekly task and work overload (Amabile et al., 2004).

So, team members have put more efforts because of their creative behavior but team communication quality is low so the results of their team performance become zero. Authentic Leadership causes failure or Pressurize for team members and negative consequences between Authentic Leadership demands teams to compensatory efforts due to limited resources. This study is helpful for the employees and managers of the banking sector of Pakistan that how can Authentic Leadership so critical for employee and organizational goals.

An Authentic Leadership enhances growth and it is good for the organization but an employee with this behavior may also lead the organization at greater risk as well. Literature provides evidence of the relationship of Authentic Leadership with team performance but the mediating role of creative behavior in the context of Pakistan will not been studied yet. So, the current study will examine this relationship. In team Communication, the Leaders' abuse their employees, not giving rewards on their works, reminds their mistakes again and again, shows aggressiveness, give false blames and demotivate them. This all create knowledge hiding.

So, this study is trying to fulfill different gaps by exploring the moderated mediation model with impact of Authentic Leadership on Team Performance through Creative Behavior and Team Communication Quality is used to moderate the effect of Authentic Leadership on Team Performance in banking sector of Pakistan.

1.3 Problem Statement

In the Banking sector of Pakistan, managers are concerned to find out the ways to improve the team performance of employees. Current study efforts to solve this problem but identifying the antecedents of team performance.

Research gives less attention on the dark side of leadership it is evident from literature that we should investigate more to find out the consequences. Team communication Quality affects the employees psychologically which reduces the level of creativity. In the Banking Sectors, employees experiencing at workplace because of the nature of the job and there is higher risk to face verbal abuse by their supervisor, ultimately lead towards low level of performance.

Leaders not communicate their task in a authentic way to teams. Teams hesitate to ask openly with leaders. Leaders directly and indirectly pinched their teams. So, team performance going below day by day. In banking sector teams did not communicate directly with leaders. So there is a huge problem in our society. No societal recognition, team morale getting weaker.

There are excess of studies available, which examined various forms of leader styles which make impact on workplace i.e transformational leadership and ethical leadership but no study available on Authentic leadership make effect on Team Performance. The debate remains incomplete unless we do not find when and in what way Authentic leadership effects on Team Performance with mediating role of Creative Behavior and moderating role of Team Communication Quality. For this, Team communication quality is an explanatory path which tries to offer a relationship in presence of Authentic leadership. This study is being addressed by taking a unique context of Pakistan.

1.4 Research Questions

The following research questions are aimed to be answered by carrying out this research:

Question 1:

Does the relationship exist between Authentic leadership and Team Performance

Question 2:

Does the Creative Behavior mediates the relation between Authentic leadership and Team Performance

Question 3:

Does Team Communication Quality moderates the relationship between Authentic leadership and Team Performance

1.5 Research Objectives

Following are the objectives of the study:

Objective 1:

To examine the association between Authentic Leadership and Team Performance.

Objective 2:

To explore the mediating role of Creative Behavior between Authentic leadership and Team Performance.

Objective 3:

To explore the mediating role of Team Communication Quality between Authentic leadership and Creative Behavior.

1.6 Significance of the Study

The Significance of our research that Authentic leaders will show higher “openness to new ideas, contradictory information, and advice” (Tangney 2009), they

affected further sequenced procedure to show information. Consequently, authentic leaders do have a broader or good sort of knowledge and information at their allocation, provide them toward make for us well opportunity in choices and performance will be highly efficient as team members (Fast et al., 2014). It is all of us that authentic boss are grasp as having a forceful effect on group to produce the desired outcomes, with the biased process of information moving as one of the possible prime mechanism of this whole procedure. Authentic leadership are generally understanding their element of contextual manipulating and cooperating with group development at different stages of analysis.

To increase the organizational performance a leader must have the ability to promote creativity and innovation, stimulate the subordinates to challenge their own value systems and improve their team performance. Authentic leadership has the ability to motivate employees and generating positive emotions, the creation of an inspirational vision for the vision and directing followers towards achieving these objectives. Leader communicate in a better way with teams then organizational stability will be better. And leaders deliver their unique ideas in teams and teams will perform better. They want their subordinated to question anything. It is concluded that when the behavior of creative team members is ethical or questionable then it would not be problematic for group fellow to get influenced by those Leaders and fulfill organizational goals.

Recent research will be true considerable consideration to the various associations among Authentic leadership and Team Performance, e.g. group achievement, Team gratification, and banking sectors behavior (e.g., Wang & Howell, 2010; López-Domínguez, Enache, Sallan, & Simo, 2013; Zhu, Newman, Miao, & Hooke, 2013; Tse & Chiu, 2014). Authentic leaders in Pakistani conditions tend to lower their trust. Teams will be provided a collaborative information and being delicate toward members' emotive requirements, authentic supervisor support to bring down the consequence of job conflict and greater their team performance (Eisenbeiss, Van Knippenberg, & Boerner, 2008).

More clearly our research point out to understand how AL impacts on Creative Behavior and Team Communication Quality and then how this variable impacts Team performance. We aspect that our synthesized review leads to a greater

future of leadership, a bonding association among Authentic Leadership and team Performance, and more of the ethical act in decision making and behaviors for both group members yet their future organizations. Authentic Leadership suggest that behavior can inspire employees, yet its effects on team attitudes, can be enabled and build up via certain of the middle procedures, like the making of a team environment that delivers more chances to frequently seek knowledge to learn and procedures of teams' societal recognition by their team members (; Gardner et al., 2005; Avolio et al., 2004).

Activating a stronger influenced on teams' creative behavior because it authorized the good elasticity with the power and influenced the dimensions to method occupation creatively. Optimistic affect expands original performance as it strengthens people capacity thinking besides act reserves (Fredrickson, 2001). Activation optimistic influences encourages the method and broaden or opens persons knowledge methodologies and give inspiration to apply knowledge in new innovations or many ways to adjustable (De Dreu et al., 2008; Baas et al., 2008; Fisher, Ashkanasy, & Rowe, 2012).

Recent research on creative behavior (Kurtzberg, 2005; Hoever, van Knippenberg, van Ginkel, & Barkema, 2012) had been revealed that some group will be high perspective for inspiration if the group followers own or observe high performance, explained as Authentic Leaders contrast in thoughtful styles, information, abilities, morals, and trust between group followers (Van der Vegt & Janssen, 2003; Kilduff, Angelmar, & Mehra, 2000). In our recent study Authentic leaders have the significance of communication between group fellows and promoter the collective individuality in the group as entire. Furthermore, authentic supervisor highlights the team's benefits over their own member's safeties, and encouraged higher promise level to the group. Those supervisors who may resolve relationship between their followers in order to create unique balance within their team. In our research the team members feel team structured, so they have been ready to divide their information, knowledge and ideas with other team members. In general, with the above team-building efforts, authentic leaders can straight affect the relationship with team performance, thus providing the favorable circumstances for knowledge sharing in an indirect manner, which ultimately amend team creativity.

1.7 Definition of Study Variables

1.7.1 Authentic Leadership

Authentic leadership has been defined as coaching programs have high constructive if they took place over a long-lasting period of time and included seminars, Activate the planned events and individual trainings (Cooper et al., 2005; Kets de Vries and Korotov, 2007). Authentic leadership highlights the knowledgeable, acting in accordance with values, Suitable and neutral decision-making and build the relationship on trust (e.g., Ilies, Morgeson, & Nahrgang, 2005).

Authentic leadership influences job satisfaction, positive relationships, trustful environment, sound knowledge management and improved team performance (Avolio et al., 2004, Dasborough, 2006, Mastrangelo et al., 2014; Paliszkievicz et al., 2015).

1.7.2 Team Performance

Freeberg and Rock (1987) define a team in terms of such distinct features as a goal or mission orientation, formality of structure, a requirement for member interaction stemming from task interdependence, and the assignment of special roles to members. Team performance is defined usually in terms of outcomes, although process measures are sometimes included. In addition, most of the experimental investigations have construed team performance in linear ("input output") terms, although some recent work, largely case studies, provides a basis for re conceptualizing the process in nonlinear terms.

1.7.3 Creative Behavior

The definition of creativity in our innovations, the ability to produce different and authentic ideas will be unique creative behavior has been viewed as the creative act, or a set of acts, which is made explicit through behavior. Creative behavior is not submissive; it is action, which leads to a creative output or a solution to

a challenge. Creative behavior is not confined solely to the domain of cognition and thought but rather it is action that yields output that is deemed original and useful (Puccio and Cabra 2011).

1.7.4 Team Communication Quality

Team communication had been clearly explained as to give or take of important details, happening through both verbal and nonverbal (e.g., email, chats) means, between more of the team members (Adams, 2007; Mesmer Magnus & DeChurch, 2009). So, effective Team communication Quality involves more than a simple transmission of information. It also requires that the transmission of information be successful — i.e. that the person sharing the information is successful at conveying it properly, and that the person or group receiving the information is successful at interpreting it properly.

1.8 Supporting Theory

According to the theory, leaders form diverse types of dealings with different groups of subordinates. Groups called ingroups are endorsed by leaders. Members of your group get a great deal of attention from leaders and gain access to your organization's resources. In contrast, other subordinates are classified as outgroups. These people are at a disadvantage by leaders.

As a result, you receive less valuable resources from your readers. Leaders differentiate amid members within and outside the group based on the similarities recognized with respect to personal characteristics like gender, age, and personality. A follower may also be granted status within a group if the leader believes that the person is particularly competent in performing his or her tasks. There are three phases to the leader-follower relationship:

- Role taking: When new members join the organization, leaders evaluate their talents and skills and provide them with the opportunity to establish their skills.

- Role making: Informal and unstructured negotiations take place among leaders and members on work-related elements. Members who resemble leaders are more likely to succeed. If a member betrays at this stage, the individual may be expelled to an outgroup.

LMX theory draws our attention to the importance of message in leadership. Message is a medium for leaders and subordinates to progress, grow and maintain useful interactions. If this message is accompanied by characteristics like mutual trust, respect and dedication, it leads to effective leadership.

Chapter 2

Literature Review

2.1 Authentic Leadership and Team Performance

Authentic Leadership brilliant employees' end results and assemble the performance of the team (Alshammari et al., 2015; Walumbwa et al., 2008, 2010; Avolio and Mhatre, 2012). That results give back in order to enhance the emotional relationships among teams and banking sectors also increased the eagerness to get a better solution to the contests at work which frequently empower the innovative behavior and the exertion to set our targets, thus constructs to improved their team performance. We can say AL encouraged their positive relationships among authentic leadership and teams (George, 2003) that outcomes in order to achieved their behaviors, which in turns to expand the creativity and performance of the team (Karatepe and Aga, 2013; Leroy et al., 2012; Rod and Ashill, 2009).

Authentic leaders are able to involve all team members in decision making procedure by setting moral expectations and this kind of leadership also construct trust among all members of the team (Avolio and Walumbwa 2014). Authentic leaders have behavior of creativity in which they involve all members in decision making process and motivate their members to participate in all activities and knowledge sharing is the key element (Dirks and Ferrin 2001). The relationship of subordinates with the authentic leaders are truthful and pragmatic (Gardner et al., 2005). The opinions and decision associated to work are flexibly communicated to all members and share information clearly and sincerely (Gardner et al.

2005). Therefore, such managers will be able to obtain a private gratitude from their juniors.

They are more likely to promote the sense of their leaders and strong personal identification of self-confidence by personalized their leader's authenticity' worth and trust and by performing according to their desire (Wang et al. 2005), thus promoting the superiority of authentic leader or LMX. Team performance will be reported to these leaders and are willing to soak their alike authentic leadership worth and absorb by their character, suitable besides wanted leadership behaviors in their creativity. In order, the lucidity and well-informed showed by such leaders will assistance team members to reach highly sympathetic of difficult problems are authorized them to organize a different possible alternative to promote their own authentic decision making of their leaders. Authentic leadership is well-known to exceed teams and their own individual interests into team cooperative attention by interactive a collecting dream to their team (Bass, 1985).

According to Authentic Leadership influenced to released their team's growth' aptitude and power, and potential of the team and had to build up their expansion (Luthans & Avolio, 2003; Gardner & Schermerhorn, 2004). As an outcome, teams' self-effectiveness and may have the strong through the effects of self-fulfilling revelation (Gardner et al., 2005; Avolio et al., 2004; Luthans et al., 2007). Authentic leaders have been very good toward their noble and moral values and attempt to achieved the open and cleared relationships (Ilies et al., 2005; Gardner et al., 2005; Kernis, 2003), thereby encouraged their teams' growth and, frequently, have to better their performance. Those procedures are also authorized the authentic leaders have to grow their strong bond that helps them to connect with a subordinate affection, beliefs, and values (Sheldon and Houser-Marko 2001; Sheldon and Elliot 1999). Authentic leadership focus to grow the teams and considering their authentic needs.

In banking sector, leaders have focus on authentic leadership who develop the values in the procedure of the task and concentrate on development of members skills, their competency level and raise their motivation. This leadership style builds a strong bond between members and leader, it also helps to mature their

interests and increase motivation level to build association among them. Authentic leadership help to raise the performance of the team because it exhibits superior leadership (Bass and Avolio, 1994). Leader shows authentic behavior when they want to raise the attention of the team in the work (Bass and Avolio, 1994). This leadership style strengthens the members of the team and help to work beyond the interest of the team. In authentic leadership style there is also the qualities and shadow of charismatic leadership, they also help to inspire their group fellows and motivate them to assist in creativity (Bass & Avolio, 1994). Literature depicts the positive association among authentic leadership and team performance (Wang et al., 2011). This relationship was also examined in the banking sector which gave positive result.

Creative behavior had been their formation of powerful ideas and narrative to complex issues (Amabile, 1983; Sternberg, 1988; Weisberg, 1988). Alternatively, change is the effective accomplishments and attainment of artistic thoughts (Amabile, Conti, Coon, Lazenby, & Herron, 1996). Invention begins with awareness and generation of novel ideas or solutions that challenge past practices and standard operating procedures (LePine and Van Dyne, 1998). Creativity is the key element of the innovation without creative employees' organizations are unable to increase their innovative performance. It is important for the leaders in the banking sector firstly they motivate their members for creativity. Leaders also faced different challenges when team members share information and their ideas with each other (Aris, 2013). Authentic Leadership will exhibit a direct effect of positive direction on team work-life improvement. In the commencement of atmosphere where the leaders listen closely to teams, value their team members' their voice and input, and readily accept team evaluation and their inspection (Rawlins, 2009). Authentic leaders have characteristics that they share knowledge and ideas with the team members and make communication with them.

Different teams with authentic leaders feel connected to achieve their team goals and had to state freedom to do. Literature shows the result that authentic leadership is negatively related to teams' intents to leave and anguish and positively linked to the team performance. Team performance had been referred to team' the straight attainment in active duties in the process of realizing a real result

(Borman and Motowidlo, 1997). Team members will be performed better in their banking sectors and are most likely to execute than the less committed teams as they put extra efforts on the place of their banking sectors to its achievement and relaxed to get its attempt missions and objectives (Jafri and Lhamo, 2013).

In our research suggested that it is necessary to increase products and services and raise innovation level in the organization to achieve the goals (Orfila-Sintes and Mattsson, 2009; Ahmad and Scott, 2014), those teams who are highly achievers are stimulated by their leaders and are creative ones which lead them to innovate their products and achieve excellence (Wong and Ladkin, 2008). By way of an outcome, creative behaviors have been more courtesy in behavioral research (Kim & Lee, 2013; Hu et al., 2009).

The objective procedures of team's innovation and creativity on the other indicator and leadership creative performances, authentic leadership on the other. For example, authentic leader behavior had been positively related to team performance when teams recognized their leader to be a mentor (Jausssi & Dionne, 2003). Zhang and Bartol (2010) founded that the optimistic association among authorized authentic leadership and team performance was mediated by creative behavior and process creative team engagement.

AL esteem concepts had between others conditions, individualism, authentic, servant, authoritative, team, self and transformational leadership, underline that will be a time and place for respectively style to be effective, specified their demands that appear from their members and the circumstances. Lengkong et al. (2018) considered to influence the authentic leadership on individual team performance, and authentic leadership does not affect the performance of teams. Ong et al (2018) conducted research and concluded that the consequence of authentic leadership style on performance. Authentic leadership style does not affect team performance.

Prior research suggest that AL had acknowledged as a behavioral design of leader's creativity, who are emphasized by more level's attentiveness, something's in decision making, and cleared to convey their messages, who monitored the combined alternatives and the growth of their collaborative information at all periods. The

elements of AL are: first and foremost, attentiveness: authentic leaders will be aware of their authentic services and competencies and how much they skillful, and of the results of their activities on their coworker (Luthans and Avolio, 2003; Gardner et al., 2005; Ilies et al., 2005). Second, balanced processing: AL theory submit that authentic leaders are un-biased, overemphasized, or disregard knowledge by seeking and inspecting opinions conflicting toward their own in direction to accurately review entirely the significant information of the data these are considering it (March & Simon, 1958) specifically when procedure self-important knowledge (Tice & Wallace, 2003) previously making a conclusion.

Third, internalized ethical view: the behaviors of authentic supervisors will be conscious, attentive and honest or leading to moral values helping the mutual benefits of the teams, occasionally in direct differ with their personal interests (Avolio & Gardner, 2005). Authentic leaders had to facilitate their members by helping the teams of making the teams more understand the significant of portion one extra besides exhibit the worth of trust to endorse the sharing and discussion the details of knowledge (Avolio & Walumbwa 2014). Therefore, we declare that authentic leaders shape high-quality leader–member relations, because the true self that partly characterize leader authenticity is not declare without others, yet is established in link to others (Sparrowe 2005).

In our research is the detail that Authentic managers also assistances toward expand team performance by taking advantage of their expertise, their vast information around their products and expertise, through explaining team' difficulty with solutions removed from past knowledge, through the growth of products created on their knowledge and through improving their competence in the current innovation actions. In our research improved team performance, authentic leadership grows appropriate association with colleagues and encouraged teams to think beyond their personal needs for classification and team interest (Burke & Collins 2001).

This means our banking sectors adopted learning culture in teams should have the expertise and capabilities in order to produce, achieve and utilize or acquired the knowledge, and change in an individual member as a reflection of acquiring new knowledge and vision (Garvin, 1993). Team performance have been defined as our

banking performance compared to achieve the goals and objective. New banking concepts demanded additional measurement of information in order for leaders to make proper decisions and to properly evaluate team performance.

Chawla & Joshi (2010) Team Performance as recognized and analysis of available and need of knowledge in order to achieved our banking objectives. Authentic Leaders goals to appropriate a banking information for higher capacity, new value and increased competitiveness, and also to encourage the exchange of increased knowledge (Davies, 2000). Which have to increased authentic leaders encompass their team expertise and job-relevant information. Likewise, teams should have to observe authentic leaders as more kind since the supervisor considers teams' viewpoints and concerns (balanced processing) and have ready to portion the significant details and expressed their internal thoughts and feeling (transparency; Avolio et al., 2004).

This leadership style is vastly authentic between their trainers and instructors, if we will review that leadership is natural procedure that commute all that time, and can therefore that is unstructured and will be too strict, we can recognize why our honest supervisor move so keen toward this style. Helping our controversies, past study recommends that authenticity (Buckman, 2014) or authentic leadership (Wang et al. 2014; Hsiung 2012) optimistic allied to team performance. According to Campbell (1990), individual' Team performance denotes to a set of actions and performances in their creativity that more interest to their team' goals. One of the simplest definitions of team performance is "the extent to which a greater job". We sight authentic leadership respectively whole procedure whereby authentic leaders enable about teams build up their motivation.

Because authentic leaders, they have not felt uncomfortable by teams and are further allow a space for team freedom. This does not mean that authentic leaders cache the organizational facts toward additional a team's fragile personality. Such as, authentic leaders seek to give teams trust and build up task-related feedback. Still, because these supervisors are too ready to training what they speak and information our own difficulties in doing so (Ilies et al., 2005; Gardner et al., 2005), their outcomes at team performance and collaborative a team essential satisfaction. Authentic leaders also enhanced a positive team interrelation (George, 2003) and

expand our individual their' positive team's attitude. These types of emotions created the desire to play, adopt unusual thoughts, and be unique (Wright & Cropanzano, 2004).

Authentic Leaders can influence comfort at work, increasing their team members' desire to expand and initiate the innovative ideas, discover new information, and develop their individual potential— thereby inducing workers to be more creative. Authentic leaders are vey to have dept in self-awareness and to trust their own emotions, affections, reasons and morals (Kernis, 2003), thereby exhibit a balanced perception of their own weaknesses and strengths (Walumbwa et al., 2008). Authentic leaders use performance management systems to encourage teams to establish relationships that reach departmental and their sectors boundaries, personal barriers, or capable of being the graded levels (Cross & Cummings, 2004).

To do so, authentic leaders implement performance management systems that have a heavy developmental part and increased the neutral motivation and team performance (Kuvaas, 2007). Authentic leaders will be designed and revised already arranged a performance management system with the specific goal of promoting voice and knowledge sharing. Authentic leaders are inspired teams to engaged and explored the existing as well as new appointment. Those leaders will be energetic and help teams to achieved the unexpected goals (Antonakis, Avolio, & Sivasubramaniam, 2003). "Authentic Leadership lead from the heart and soul. They will corporate, community, and household leaders, official or unofficial, who scrap to put on different hats when it comes to their personality. They had to practice an entire and authentic approach in every domain and at every time" (Marques, 2010).

AL has thus attracted wide attention in recent years (e.g., Semedo, Coelho, & Ribeiro, 2016, 2017; Banks, McCauley, Gardner, & Guler, 2016; Černe, Jaklič, & Škerlavaj, 2013; Hsieh & Wang, 2015; Ribeiro, Gomes, & Kurian, 2018; Avolio, Wernsing, & Gardner, 2018; Leroy, Palansky, & Simons, 2012). Scholars believe that AL impact team' optimistic behaviors and attitudes in their creativity (Avolio & Gardner, 2005), example team democratic behavior, team commitment, and team meeting (Walumbwa et al., 2008) like Avolio, Gardner, Walumbwa, Luthans, and May (2004) discuss that authentic leaders are better to improve the teams'

work attitudes, like team commitment and job satisfaction, which, is successfully, lead to huge levels of team concert.

The present study to keep the similar line of examination, explore the impacts of discrimination of AL on teams' creativity, both directly and over the mediation of affecting obligation in teams. In addition, authentic leaders will be directed their subordinates' emotions to supervise a pleasant, positive feelings and these pleasant feelings can lead to distinguished their leader's authenticity (Gardner et al., 2009; Humphrey et al., 2008). Authentic leaders' behavior is linked to a variety of affective team performance, cognitive, and behavioral results. They help their teams to become future leaders by acting as their alternate representatives (Burns, 1978). As an outcome, team members have been likely to feel more connected and are willing to engaged a sharing of unique information by useful suggestions so as to give the achievement of common goals (Eisenbeiss et al., 2008).

De Jong and Bruch discuss that through authentic leadership in our banking can be strengthened creating an environment in which teams will be motivated and energized. Those facilitates will be the achievement of team goals and hence to increased their team action (De Jong & Bruch, 2013). Gill et al., (2006) supposed that leadership skills for example motivating, encouraged our teams and acknowledged the people yield for effective outcomes. Leadership had the ability to studied and motivate people within banking sectors (; House et al., 1999; Dorfman and House, 2004; Javidan and Carl, 2005). Efficient leadership effect on group satisfaction, optimistic relations, honest atmosphere, sound knowledge management and enhanced group performance (Mastrangelo et al., 2014; Dasborough, 2006; Paliszkievicz et al., 2015; Avolio et al., 2004). Also, Kashefi et al., (2013) declared that has influence on team performance.

Ahmed and Shafiq (2014) stated that leaders have their own cultures by entirely of its proportions effect changed perception of group performance. Furthermore, Irefin and Mechanic (2014) stated that team performance is improved by team obligation. Hoon Song et al. (2012) decided that a Authentic leadership, including to determine our inspiration and personalized deliberation have been essential for the achievements of a main team concert, in which the team creation and progress of information act as well-meaning. "We believe that teams are involved in when

we see them working hard, putting in extra effort, staying engaged. They truly see up for work. They remain focused on what we are doing. They strive to move their work ahead” (2010, p. 21).

To knowledge the role of Authentic leadership in banking sectors is incomplete without knowing whether and how top management Authentic leadership relates to Team results. Authentic leadership is based on leader-team sharing information according to the will and direction of the authentic leaders, who in return positively reward the efforts of team performance (Riaz and Haider, 2010).

Authentic leadership, in which both leaders and teams had being together by a shared goals rather than individual information, is to made around the idea that leaders support teams to develop their own-support with the goal of alter their teams culture (Sahgal and Pathak, 2007). Authentic leadership refers to the ability of a leader to keep their teams asking to solve the problems, questions and thinking about the daily jobs and responsibilities in teams (Omar & Hussin, 2013). Some leaders funding new addresses, challenge their team beliefs and their worth, and encouraged their teams to trial the leader and our banking sectors also (Parrott, 2000).

In our research have been started to identify the banking sectors benefits of awareness, finding that attention may better everything from communal relationships, elasticity, and task performance (Glomb et al., 2012) to task commitment, enjoyment of teams (Levy, Wobbrock, Kaszniak, & Ostergren, 2012). In LMX, the leader and individual have to inter exchange common trust, loyalty, professionalism, respect, work direction, support and understanding the team worth. Therefore, team will produce more benefits, including effective team communication, access to the leader support, trust, acceptance, deliberation, freedom, and favorable team assignments (Graen & UhlBien, 1995).

According to participative team will be more likely to exchange those benefits with their leaders and banking sectors (Liden, Sparrowe, & Wayne, 1997) in the form of effective team performance. Teams who have to perceive their leader as authentic feel about they will have the benefits of reliable decision-making procedure and results as well as moral and ethical treatment. According to Zangaro

(2001) productive communication is a necessary factor in achieved their team commitment. This means both teams and our banking sectors should appreciate and value each other goals and needs. Individual team member with a high level of courage, enthusiastic and creative. Individuals who are positive about their results to continue the work over their barriers (Kluemper et al., 2009).

Team members have to grab their existing resources for their continued hard work and solved their problems. AL is distinguished by a clear and ethical leader who contributes information in detail and seeks team' input when creation conclusions (Walumbwa et al., 2008; Avolio et al., 2009). The works offerings AL as behavior-based leadership and AL as individual characteristics-based leadership (Tonkin, 2013; Northhouse, 2012).

The most widely investigated leadership style in the literature in relation to these results is authentic leadership, which involves leaders motivating their teams to performed better and beyond their expectations by acting as a positive role model, interactive an attractive idea of the upcoming, inspired individualistic and creative thinking, and being caring and stern (Bass, 1985). Such as Shin and Zhou (2003) reported that authentic leadership was positively related to leaders ratings of teams' creativity in their banking sector, and that this relationship was partially mediated by team creative behavior. This kind of leadership have been functioned when our banking surroundings is unchanging and slowly development. The step towards performance, improvement, and problem solving has picked up exceptionally.

Leaders work with their teams. They had to make sure the agreement among these teams' morals and our sector's desires, with more chances for teams' strength. They will do that because they have to become more attention. They know that hold up for inspiration and independence will prime for better team concert (Williams, 1986). Current supervisors will be able produce greater efficiencies, produce better commitments to participate and to empower their teams (Kennedy, 2010). An authentic leader have their greater discussion by the procedural keep actions of allocate their assets and managed teams to accomplish team task and our sector goals" (Kanungo, 2001). Though it may be efficient to get a better results,

authentic leadership usually lead to team responsive or long term relationships (Zagorsek et al., 2009). The authentic leadership style is valuable in leadership atmosphere as today's teams desire a direct association by their leaders.

H1: Authentic Leadership is positively related with Team Performance.

2.2 Mediating Role of Creative Behavior with Authentic Leadership and Team Performance

Creative behavior take place when a Team maintain a several level of competences related to his or her task. Sharing a lot of suggestions and knowledge they can understand:

- Give authentic materials necessary to illustrate the creativity;
- Giving better knowledge to a employee and
- Energize the individual employees cognitively to motivate them to turn the small ideas into a new idea.

Previous research suggested that For instance, Kim et al. (2009) study showed that Authentic Leaders in Hong Kong have to use a different level of creativity in several banking sectors. Similarly, Li et al. (2017) established that creative behavior in Chinese high school teachers had been a positively related to proactive personality. Because it widens the team thought and action to reserve the positive affect of creative behavior (Fredrickson, 2001, 1998). Optimistic affect expand the corporation through growing a comprehensive substantial offered for clarifying the behavioral elasticity through allowing various comprehensive fundamentals to develop connected (Isen, 2008). Optimistic affect encouraged to activate our approach or examination and provides motivation to perceive the knowledge in flexible ways and newness to opens individuals and learning their opportunities (De Dreu et al., 2008; Baas et al., 2008; Fisher, Ashkanasy, & Rowe, 2012).

Creative behavior have been the procedure to bring out, encouraged and execute a better novel and creative ideas or solutions regarding their products, and procedures (Zhou, 2003; George & Zhou, 2007; Amabile, 1988; Zhou & Shalley, 2003; Shalley, Zhou, & Oldham, 2004). The whole procedure to involved the risk, disagreements, facing problems, disappointments, and moral problems (Tu & Lu, 2013). A positive, pleasant team atmosphere motivate the team to be highly authentic, so leaders will be encourage and to grow a collaborative team climate and positive, fair, and clear communication with teams (; Muceldili, Turan, & Erdil, 2013; Madjar, Oldham, & Pratt, 2002).

Afterwords, Authentic Leaders feel or perceive to demonstrate their ideas and even have to space for disappointment (Alzghoul, Elrehail & Emeagwali, 2018). Creativity and innovation leads to share our knowledge from productivity, which is the means by which teams in banking sectors acquired the most out of gathered knowledge in our banking sectors. Creative behavior of teams contributes in invention, and includes our sectors culture and to identity our policies, their procedures, systems to better their communication, and also other teams (Damodaran & Olphert, 2000; Cabrera & Cabrera, 2005; Davenport & Prusak, 1998). By promoting a creative behavior of team innovation in which teams have been encouraged to offered their suggestions and commute their point of view, innovative leaders will be able to realize the authentic ideas out of their creativity.

Focused to share a “lessons learned” alternatively of “mistakes made” (Teo, 2005) specified the team feelings that their leaders will be agreeable, attentive in others’ feedback, and open to give the conclusion and suspicion. Increased individual member have their competencies and share the knowledge in teams may, in help to turn the oneness and the group, approximately, approved their creative prospective. Hence, the particular competencies and team evolution team to share their knowledge may be important mechanisms interrelation a doubled -focused Team performance and creative behaviors. Creative behavior of Leaders has done these activities, and also to convey new knowledge to the teams, by generating a advanced technologies and by trying to take advantage of new chances in new markets. Possibility to grow a new manufacturing abilities or new abilities in the area

of new technologies, are key to fix them teams potential' abilities, what requires of authentic styles of leadership.

Prior research suggested that team elasticity (Hienerth, Keinz, & Lettl, 2011), teams and elements of team members' (Della Peruta, Holden, & Del Giudice, 2016; Appu & Sia, 2017; Huizingh, 2011), innovative teams (Sia & Appu, 2015; Popa et al., 2017) and contemporary features in teams (Burnswicker & Vanhaverbeke, 2015) have directly influence on innovation in teams creative behavior.

Moreover, the consequence of authentic leaders and their main supervision (West et al., 2003) along by sharing their knowledge (Shujahat et al., 2019; Del Giudice, Della Peruta, & Maggioni, 2015) play dangerous roles in teams revolution. So, information sharing in teams determinations revolution (Lin, 2007; Calantone & Stanko, 2007; Tangaraja, Mohd Rasdi, Ismail, & Abu Samah, 2015; Khedhaouria & Jamal, 2015) and the help of upper management in banking sectors is essential for share their information (Lin, 2007).

In current studies Scholars think that the view point and behavior of a leader and the way of banking sector is accomplished have a main consequence on teams' perceptions and attitudes that create creative behavior of teams (Momeni, 2009). The leader adapts new ways of learning opportunities and creates a supportive climate that forward team's growth (Bass et al., 2003). Previous studies had been founded positive effects of authentic leadership on team related results and performance (Burke, Stagl, Klein, Goodwin, Salas & Halpin, 2006; Bass et al., 2003).

We are studied by Brown, Treviño, and Harrison (2005), the leaders in our banking sector greatly influence the creative work behavior of their teams, where the leaders start their honesty, fairness and principled, use a reward and correction technique and different communication for affecting the creative behavior of the people. In general, the motives of leader development is to grow an individual skills and competencies such as self-analysis and job-related skills. That is how we expert through a careful assessment of strengths and weakness, self-reflection, and training (Day, 2001). Team performance is the complete objects that is accomplished by a certain group (Griffin, 2004). Team performance comprises creative

behavior applicable to production of services and goods (Hughes et al., 2008). Member group performance is significant as it creates the whole sectors performance (Berberoglu & Secim, 2015). This performance outcomes cooperatively from team's capability toward achieving its sectors targets. Bundles of skills to promote applications, like to discriminatory coaching and selective, point to provide the teams a relevant knowledge, competencies, and capabilities.

Encouraged to enhance the proceeding, such as promotion in inside the teams and team appraisals, higher team inspirations to provide additional effort. Opportunity to increase their application, like their work teams and participation in teams, greater chances for team to present towards banking purpose. In our banking side, the effects of authentic leadership and their leadership styles on teams will be the subject of different research in the rare manners as different styles of leadership influenced on teams in several options and in kind of results (Quintana et al., 2015). Leadership is that a leader–team association (Brownell, 2010), team 'present gratification (Rothfelder et al., 2013), job commitment (Pienaar and Willemse, 2008), team performance (Leroy et al., 2012), creativity (Wong and Pang, 2003), creative performance (Slåtten and Mehmetoglu, 2011; Slåtten et al., 2011) and banking performance (Kim & Brymer, 2011). The interaction of team inspection and taking advantage of behaviors, in turn, should foresee the team uniqueness, such that team creativity is the highest when both inspection and taking advantages of creative behaviors are high (Rosing et al., 2011).

In other words, leaders who will be engaged in both opening and closing creative behaviors should be very keen in terms of inspiration and greater levels of survey and forecast the creative behaviors and, in turn, innovation among their teams. Teams judge leaders to be more reliable to the expansion that they believe our authentic leader will deliver something that teams value (capacity), cares about teams' goals (Kindness), and shows stability or supported their worth and behavior (Mayer et al., 1995).

When authentic Leaders are affectively committed to their teams, they keep to grow more creative behavior. Creative Behavior in team encourages to inspired their reporting, even between opposition and minority in teams, it also monitors the teams input to help participative conclusion (Taamneh et al., 2018; Pless and

Maak, 2004). Most of the authors assert that if both innovation and creativity can be helped at diverse levels in the banking different researchers debate that one of the differences among innovation and creativity that we are follow in this research is that creativity will be examined at the oneness level, but innovation is a team and process of banking level or their results (Nijstad & De Dreu, 2002; Amabile, 1996).

It is important to recognize that the relationship of supervisor and subordinate is important because supervisor exert authority, inspiration and control to affect employee's behavior m (Magee & Galinsky, 2008). Team performance is achieved by implementing new ideas at workplace and doing work in groups to share the ideas with each other. We can increase Team performance by generating the idea and implementing it at workplace (Rabia, Afsheen, Tahir & Anis, 2010). Employees share their ideas when they have empowerment to make decisions and autonomy to complete their task in their own way. De Jong (2006) as Creative behaviors of teams directly towards the commencement and deliberate introduction of unique or powerful ideas, procedure, products or policies within a job role, team or banking sector. As considered, a greater number of research education have been found a optimistic associations among team Performance and worthwhile team-level results (like De Dreu, 2007).

The useful and structured thinking to build in the creative behavior in teams implemented to immediately determine the areas that need to focused and fulfilled actions attached towards increasing the regulation and closing the production gaps (Tjosvold et al., 2004). Many of the researchers highlight the role of knowledge management from leaders and its processes to attain the banking competitive advantages (Masa'deh & Shannak, 2012; Altamony et al. 2012; Shannak et al., 2010; Lee & Choi, 2003; Masa'deh, 2012; Gharaibeh, 2013; Shannak, Masa'deh, & Alkour, 2012; Kannan et al., 2013; Masa'deh, 2013; Masa'deh, Shannak, & Maqableh, 2013; Masa'deh, Gharaibeh, Maqableh, & Karajeh, 2013; Masa'deh, Maqableh, & Karajeh, 2014; Shannak et al., 2012).

According to McCleskey (2014) leader-team transformation is allowing the team leaders to achieved and improved their performance goal, emphasis on competence of their teams, accomplished the tasks, keep away the worthless risks, maintain the

present banking sectors situation, influenced teams through predetermined consensus and direct their creative behaviors toward accomplishment of established goals. These are namely highly structured that leaders having well-defined the roles and being well planned; accountability (the degree to which workers feeling responsible for doing their job, reassurance of consideration and people judgment whereby group are made to feel that they are “their own boss”) recompence (workers trust that rewards have been given justly, depending on the quality of work) (Stringer, 2002; Litwin & Stringer, 1968).

Leaders will realize how to positively influence the environment of creative performance helpful of innovativeness will create the opportunities for innovation in their teams which, in turn, may improve the performance of banking sectors. Teams who had creative behavior are likely to repetition innovation when they observe strong organizational support (DiLiello & Houghton, 2006). Leaders directly affect individual team feedback by cooperating with teams (Wu, Tsui, & Kinicki, 2010). A leader may construct distinguished feedback as an outcome of real changes in how that boss performs toward individual group or over distinction in how teams observe the leader’s performance (Wu et al., 2010; Henderson, Liden, Glibkowski, & Chaudhry, 2009).

In its widest sense, Team performance represents new ideas in a creative way and operation of a new idea in a specific societal context with the purpose of carrying different reward (Crossan & Apaydin, 2010). The shared awareness through creative behavior of differentiated knowledge among team members is likely to enhance team performance and creative efficacy (Cheng & Yang, 2014). Authentic Leaders depends on team processes of interaction and coordination to integrate, share, and full of creative behaviors.

Damperat et al. (2016) demonstrated that individual creative efficacy directly influences team-level creative efficacy. Communication and coordination among team members are considered different ingredients to exaggerate the team performance. Moreover, García-Guiu et al., (2015) noted that Authentic leadership is optimistic associated to workers’ workplace identification. One of the cause authentic leaders are intelligent to proceed a optimistic work environment is that of their direct teamwork, capability to interpret vision and mission with meaning

that permits groups to grow a sense of determination in what they prepare (George & William, 2003).

The implications of creative performance is to produce innovative outcomes and assistance to the organization. Creative behaviors of teams' goals to making new products and services are comprised some behavior (Scott & Bruce, 1994). Workers who have extremely concerned in evolving their personal skills may support grow the skills of their own group members, as authentic leaders encourage cooperative vision. Complete the advance of skills, workers share their personal information and try to obtain their group information, thus growing their innovative problematic resolution skills.

Creativity of team suggests the acceptance, generation, and implementation of different notions, methods, products, here, Team get performed and restore workers essential inspiration to share their information and expertise progress (Vandewalle, 1997; Dweck, 1986). Considerable amounts of research had been supporting the idea that individuals team members emotions are related to their work performance (Lofy, 1998). By communicating and promoting collective vision and values, team-focused authentic leaders help team members understand that individual inputs of useful knowledge and information will be valuable to team goal accomplishment. An authentic leader converts the group intelligent in such a way that they accept the vision of the banking sectors if that vision was their own. This Leaders encourages workers to overwhelmed their personal interests and try for the cooperative aim.

Group performance as for the degree towards which as group donates to banking sectors efficiency, assumed the hopes allied by his/her job role. Collectively the authenticity of leaders that employees should have direct implications for team performance (Hoxha, 2015). Trmal, Bustamam, and Mohamed (2015) prove this assertion by noting that authentic leadership is effective because it drives changes in creative behavior which leads to the achievement of our banking goals. Those ideas had been worked successfully sufficient to be viewed valid. Those are valid to be skilled to new members as the proper way of perceiving, thinking, and feeling in relation to those problems (Schein, 1985). Teams culture is the illustration of the collective values, beliefs, and principles of team members. It is a produce of factors

including history, product, market, technology and strategy, type of employees, management style, with national culture (Needle, 2004). Santangelo and Pini (2011) implied a optimistic association among workers' capabilities, learning and improvements in current products and processes. These are the two support of team knowledge, what makes banking sector to accomplish improvements and change the organization in a core of continuous improvement. Both Authentic leadership and team learning are key processes in generating innovation for our banking sectors (Aragón-Correa et al., 2007), because of fact that the procedures of decisions-taking, problem-solving and running improvements developed in them, increase them to edition to new changes and develop innovative behaviors so that improve effectual performance.

In our research, the Performance Behavior of Creative Teams has begun to provide compelling evidence that teams can have a significant effect on performance, morale, job satisfaction, engagement, and performance. commitment and loyalty, employee attitudes and motivation, turnover, organizational commitment, and attraction efforts. and retain talented employees (e.g., Weiner, 1988; Denison, 1990; Fisher, 2000; Rollins & Roberts, 1998; Marcoulides & Heck, 1993;). Efficient habit of leader's creative performances may outcome in higher team satisfaction and productivity which may then rise the efficiency of both the leader and the team (Erkutlu, 2008). They had also met the common goals and objectives by using mutual and organizational skills such as communication, deputation, decision-making and negotiation (Yvonne du Plessis et al., 2003).

Performance is defined as all activities that teams involved to achieve their commitment toward achieving organizational goals and objectives (Kocak, 2006). In certainly, all organizations whether they are, private, public, profitable or nonprofit able have goals and objectives. Therefore, Team performance can be defined as work behavior that is related to achieve their organizations' goals and objectives (Campbell, 1990). Researcher such as Schermerhorn (2000; Mumford et al., 2002). Leadership plays a key role to increase organizational creativity (Amabile et al., 2004), yet driving innovation projects (Bossink, 2007; Stoker et al., 2001), and implementing innovation projects and control resistance (Gilley et al., 2008). According to Bel (2010), most leadership styles can have different features of worker

engagement and commitment, thereby affecting the innovation management environment. A more recent method to structuring this problem is excellence among different phases or stages of innovation, such as perfection among creation and achievement (Anderson et al., 2004; Amabile et al., 1996) or the choice among development, conceptualization and commercialization (Stemberg, Kaufman & Pretz, 2004). In 2004 Bommer said accent that authentic leadership is supportive, flexible and open change in the banking sector. Similarly, Emery and Barker (2007) informed that authentic leadership style has the ability to expand the team performance. Equally, Erben and Guneser (2008) the outcome to expose that team creativity stages has grown through applying the authentic leadership style. We have researched started with an inspection of authentic leadership creative behaviors and team performance and from a boss (Basu & Green, 1997). That study was the impact of leader help of the team's creative conduct (Janssen, 2005), the part of leaders on group creativity in their conduct (De Jong & Den Hartog, 2007) and the association among authentic leadership and Creative behavior (Pieterse et al., 2010; Gumusluoglu and Ilsev, 2009). The essence of AL is the expression of a higher vision of teams to be energetic about aim and have to achieved them. Therefore, it stimulates group cognitive capability to perform in new behaviors (Gumusluoglu & Ilsev, 2009; Bass, 1985; Wang et al., 2014). Gumusluoglu and Ilsev (2009) defined AL as "creativity in enhancing forces", which effort by the encouraging teams, AL has a key part of creating new ways of working. They are excited, have sense of determination, and will recognize the offering that come with being a leader. They had to take care enormously for another, yet also make sure that will be take care of themselves and engaged in renovation.

There will be a transformative component in authentic leadership, for the reason that these leaders motivate their teams to accomplish aims that will be considered impossible earlier (Goleman et al., 2002). Although the literature on addition will be secure to emphasized attached more than uniqueness, leader have creative behaviors of specific value for uniqueness (e.g., what an individual brings to the work in team group that others do not have in common with him/her, including identification and overlooked are equally important. We are encouraging various presents to the working in team and helping team members have fully offer their

unique talents and outlook to enhance the work of the teams are creative in their behaviors to specify value for uniqueness.

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H2: Authentic Leadership and Team Performance mediates the relationship between Creative Behavior.

2.3 Authentic Leadership and Creative Behavior Moderates the Relationship between Team Communication Quality

Leadership communication is an important component of the internal communication system of an organization (Whitworth, 2011). Various leadership types have

been recognized in the management and literature, and these comprise transformational, authentic, ethical, servant, transactional, and comprehensive leadership types (Bass, 1990; Luthans & Avolio, 2003; Brown, Treviño, & Harrison, 2005; Werder & Holtzhausen, 2009; Aldoory & Toth, 2004). Teams communication has been comprise as a communication in the context of internal communication, characterized by the focus on confidence, integrity, openness, relationships, horizontal communication, feedback, adequacy of information, employee-centered style, tolerance for disagreement, and conference” (Grunig, 1992).

Prior Research recognized optimistic connections among team communication and employee outcomes, like employee communication behavior, organizational identification and job satisfaction (Jo & Shim, 2005; Shen & Kim, 2012; Kim & Rhee, 2011; Smidts et al., 2001; Grunig et al., 2002). The literature has recommended many aspects that effect the system of internal communication, like structure, organizational culture, organizational leadership and diversity in the organization (Grunig et al., 2002).

Men and Stacks (2014) claimed that authentic leadership is frequently “accompanied by open communication, disclosure, and the expressions of one’s true and genuine thoughts and feelings. With the goal of establishing enduring relationships with followers, authentic leaders truly care about the employees’ well-being”. Team Communication quality is positively impact on individual employee’s task. Successful Authentic Leaders can motivate Teams to work effectively (Igbaria and Tan, 1997; Ein-Dor & Segev, 1978). Many of the prior research group communication has positively related to authentic leadership and team Performance. Nonetheless we studied that Team Communication Quality is had no effect to related with Authentic Leadership and Team Performance.

Those ideas have been working efficiently is sufficient to be viewed genuine and, therefore, those are valid to be trained to new worker as the authentic technique of observing, feeling and thinking in relation to those difficulties (Schein, 1985). The ideas have been explored of team performance is associated to the growth of banking sector (Ahmed & Shafiq, 2014). Team performance comprises productivity, efficiency, quality, innovation and effectiveness (Tangen, 2004). They locate themselves to make well informed choices by inspiring teams to different point of

view and by joining those point of view into their making the decision procedure (Avolio, Reichard, Hannah, Walumbwa, & Chan, 2009).

In our research we explored that team communication had negative effect but after analysis we realize that the team communication quality had no effect on authentic leadership and team performance. The reason behind Most of the employees are not directly communicate with Leaders of the organizations so Lack of communication are directly affect to their Performance. We researched that Leaders are pressurize our team members on their given task to fulfill on given time so many of the individual members are not communicate in teams because of their bad communication quality on their Leaders. But there is no effect of Team communication in Leadership qualities. And most of the team members do not grab the new innovations and technologies in Organization.

There is no existence to communicate with other team members about the new innovations. So their results are not affected the team performance because team communication quality is not existing. There is effect on Team Communication Quality has been exposed to impact an worker's stage of work motivation job satisfaction and commitment (Orpen, 1997; Gregson, 1991; Varona, 1996). There is existence of communication that may reason absenteeism, burnout, stress, low feedback and a higher turnover rate for workers (Ahmad, 2006).

The "team" consists of employees with whom the boss works towards a common aim. In the broadest sense, this would be the entire banking industry, although leaders often have a further direct team with which they cooperate more often. One of the supports of the association among the leader and his immediate followers is belief (McHale, 2012). Likewise, the leaders of an effective team communicate clearly and often, to verify knowledge sharing and effectual decision-making. A group leader ensures that procedures go smoothly without having to make all the decisions alone.

H3: Authentic Leadership and Team Performance had null effect on Team Communication Quality.

Following hypotheses are developed:

H1: Authentic Leadership is positively related with Team Performance.

H2: Creative Behavior mediates the relationship between Authentic Leadership and Team Performance.

H3: Authentic Leadership and Team Performance had null effect on Team Communication Quality.

2.4 Research Model

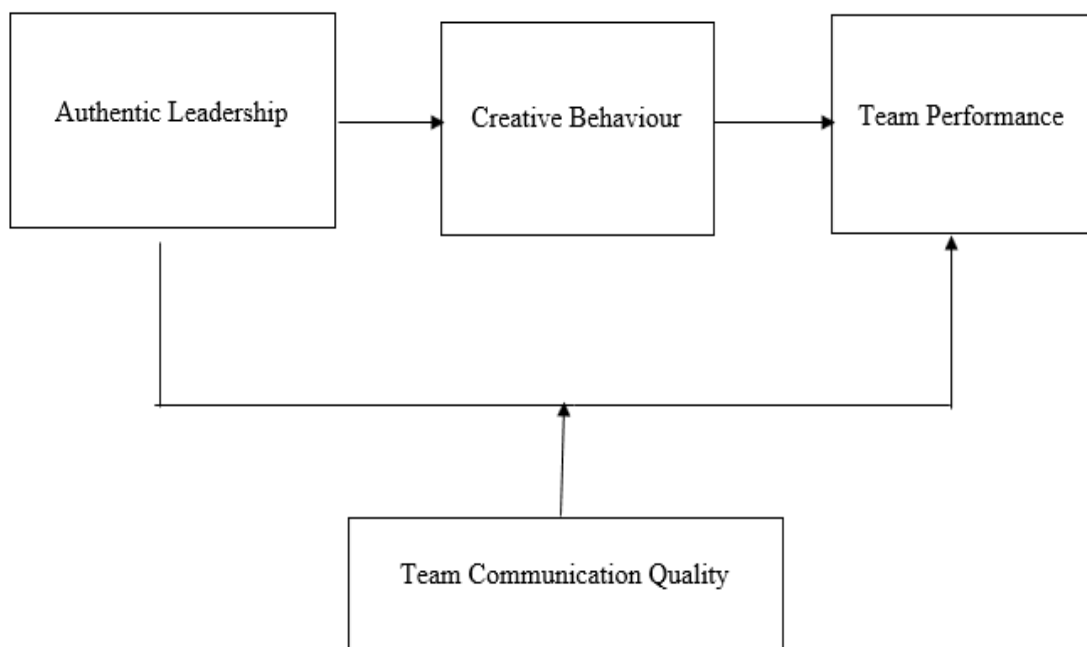


FIGURE 2.1: Research Model

Chapter 3

Research Methodology

3.1 Introduction

Research methodology have discussed in that section. Here, we have to discovery the effect of Authentic Leadership on Team Performance with mediating role of Creative Behavior and with moderation of Team Communication Quality.

In research methodology we can conduct the study enterprise, data collection procedures along with population and Sample and Instrumentations etc. are discussed. In this chapter they also select, process and examine the method. It allows the reader to assess validity and reliability of the study.

This chapter contains information regarding population, sample and procedure, data collection technique, and method of study.

3.2 Research Design

Research design is away which is proceeded in research and gives the directions about how a Research should be ready and about which individual employee will be the respondents of study, which techniques shall be used for data analysis and which procedure is authentic for data collection. This type of exploration is depended on primary data and can be named as causal research.

3.2.1 Type of Study

This investigation is utilized to highlight the effect of Authentic Leadership on Team Performance with mediating role of Creative Behavior and with moderation of Team Communication Quality and for this, Explanatory study is the research design which generates the operational definition and focuses on the problem in detail. This study is quantitative based on the designed questionnaires by using five-point Likert Scale that ranges from strongly disagree; disagree; neutral; agree to strongly agree. A “Likert Scale” is a psychometric scale that is commonly involved in the research. In the current research we used cross sectional study.

3.2.2 Unit of Analysis

The unit of analysis for our study is individual in banking sectors. Unit of analysis is the key part of our research. It is defined as the significant part of research is an object or individual that is under appraisal. Every employee of the organization is known as unit and considered unit of analysis. Unit of analysis is a person or individual, business, any organization and nation. We can say that unit of analysis is the tool to collect data through which we can reach to the desired results. At micro level we emphasis on the individual as a unit of analysis on the other hand at macro level we focus on the groups.

The main focus of our study is to investigate the consequence of Authentic Leadership on the Team performance at micro level, so our unit of analysis is the employees of organizations related to banking industry from Rawalpindi and Islamabad. In banking industry our targeted organizations are Finance, HR and Sales departments of public and private organizations.

3.2.3 Research Philosophy and Quantitative Research

As we know population is huge and they cannot measure whole Population, that's why quantitative approach is used by researchers and also appreciated. Taking sample from some population which represent the whole Population. Therefore,

in this study quantitative approach has been used and we collected quality data to connect variables with each other and represent the nature of the connection between variables which used in this study.

3.2.4 Time Horizon

Saunders and Lewis (2012) introduce two kinds of research studies based on time frame. These are longitudinal and cross-sectional study. In cross sectional study we collect data once and in longitudinal study data had collected over short and long period. using one of the methods according to situation of COVID- 19. In the current research used cross sectional study. In this study simple random sampling technique will be used to save time. Data collected from employees working in banking sectors of Rawalpindi and Islamabad both in private and public. As banking industry organizations mainly required innovation or creativity in their services. Initially we collected 384 responses. The sample of the study represents all the employees of Pakistan belong to Banking industry.

3.2.5 Population

Population is defined as:

”A complete set of elements (persons or objects) that possess some common characteristic defined by the sampling criteria established by the researcher.”

The population of our research is the organizations belonged to Banking industry. Data collected from employees working in both in private and public organizations. Our aim is to collect data from employees working at different positions under the supervision. We collected this data because of communication impact on team. Collected data from Finance, Sales departments situated in Pakistan and Islamabad, it includes National bank of Pakistan, Bank Al Habib, Bank Al falah, Askari Bank, Faysal Bank, MCB Bank, Summit Bank, Bank of Punjab etc. Structured Questionnaires were distributed and ensured the confidentiality. We make sure that the information given by the participants are used only for research purpose. Questionnaires were distributed manually to obtain correct data.

3.2.6 Sample

The important tool of analysis is the sample used in the research. Sample is also known as subset of the population. Sample is the participants who participate in the study from the selected population, these participants demonstrate the whole population rather to reach every person of the population. The sample of the study effect the reliability and validity of the research. We use convenience sampling technique. In the current study the sample size was 384 which investigates the results main key of Authentic Leadership on Team performance with the mediating role of Creative Behavior and moderating role of Team Communication Quality. Survey questionnaires will be distributed in different Sectors of Rawalpindi and Islamabad.

We used a structured questionnaire by using a “5 points Likert Scale” that ranges from strongly disagree; disagree; neutral; agree to strongly agree. A “Likert Scale” is a psychometric scale that is commonly involved in the research. In the current research, we used convenience sampling technique. Convenience sampling technique is a collection of samples that is close to hand.

3.2.7 Data Collection

In the current study we used survey method for data collection. Due to COVID-19 it was difficult to collect data manually but to obtain the genuine data, I made struggle and follow SOPs though it was time taken. To target the maximum respondents are time taken and need a lot of exertion. I also used personal references from family and friends to collect data from the organizations that are not allowed the outsiders. Data Collection source was the main key to collect the data that I have used for structural questionnaire as an instrument of data collection.

3.3 Sample Characteristics

In the current study, the demographic variables include gender, age, education and experience of the respondents.

3.3.1 Gender Distribution

TABLE 3.1: Gender Distribution

Gender	Frequency	Percent	Cumulative Percent
Male	205	55.4	53.4
Female	179	46.6	100
Total	384	100	

The given table shows the gender differentiation of male and female in the sample. In this study first priority is to give gender fairness but it was observed that the ratio of males is significantly higher than the ratio of female employees.

Table 3.1 illustrates the ratio of gender distribution from the sample. It is clearly shown that the rate of male respondents is 55.4% and female respondents are 46.6%. It shows that the male employees in the Banking sector are more in numbers than the female.

3.3.2 Age Distribution

In this study, age range was used for respondents because of their ease. Some respondents do not want to disclose their age information.

TABLE 3.2: Age Distribution

Age	Frequency	Percent	Cumulative Percent
18-25	77	20.1	20.1
26-33	157	40.9	60.9
34-41	88	22.9	83.9
42-49	39	10.2	94
50 and above	23	6	100
Total	384	100	

The above table depicts the percentages of the age ranges from the sample. The table shows that 20.1% were the younger ones that have age range 18-25. 40.9% defendants were age 26-33 years. The age range of 34-41 were 22.9%. 10.2%

respondents were having age range from 42-49 years. 6.0% respondents were old ones that have age range 50 and above.

From this table we concluded that maximum number of respondents belong to the age range of 26-33. And the minimum number of respondents have age range 50 and above which have percentage rate 6.0%.

3.3.3 Education

Education is the most important element and major contributor of the success and prosperity of any nation because it gives new pathways of growth. It is significant component of the demographics.

TABLE 3.3: Education Distribution

Education	Frequency	Percent	Cumulative Percent
Matric	13	3.4	3.4
Inter	17	4.4	7.8
Bachelors	127	33.1	40.9
Masters	159	41.4	82.3
MS/ M.Phil.	65	16.9	99.2
Phd	3	0.8	100
Total	384	100	

The table 3.3 depicts the Education distribution of the sample. In the above table, it is noticed that the 3.4% of the employees were qualified matric level. 4.4% of the respondents were having inter degree. 33.1% of the defendants did bachelor. It is shown that greater number of the respondents have master degree and the percentage of master's employees are 41.4%. 16.9% of the plaintiffs were having MS/ M.Phil and the lowest number of employees were qualified PHD degree. The PhD level of employees has 0.8% So, it is concluded that most of the employees working in the Banking sector have master degree.

3.3.4 Experience

To get the information about the experience of the employees, various time periods are set out to get the accurate information and get how much knowledge they have in their field by experiencing.

TABLE 3.4: Experience

Experience	Frequency	Percent	Cumulative Percent
< 5	56	14.6	14.6
01-04	138	35.9	50.5
4.1-7	81	21.1	71.6
7.1-10	51	13.3	84.9
10.1-13	49	12.8	97.7
13.1 -16	1	0.3	97.9
16.1-Above	8	2.1	100
Total	384	100	

The given table demonstrates the experience range of the sample. It depicts that 14.6% of the employees working in banking industry have less than 1 years of experience. 35.9% of the respondents have experience of 1-4 years. 21.1% of the people were having experience of 4.1-7 years. The experience range of 7.1-10 years include 13.3% individuals. 12.8% of the persons were having 10.1-13. The experience range of 13.1-16 years include 0.3%. The experience range of 16.1 and above years of experience is 2.1%. The table illustrates that greater number of defendants have less experience and the lesser number of employees that is 4.4% have more experience in the field.

3.4 Description of Variables

3.4.1 Scales /Measurements

Data was gathered through questionnaires which was designed from different sources of questionnaires. Questionnaires were distributed manually by visiting

the organizations and used personal references in the organizations where outsiders are not allowed or due to the situation of COVID-19. Collecting data by visiting the organizations are somehow gathering the accurate data. Though it was time taken and sometime respondents were not willing to fill the form.

Measurement was done on the basis of five point Likert scale to gather the responses with 5 = strongly agree, , 4 = agree, , 3 = neither agree nor disagree , 2 = disagree and 1= strongly disagree.

3.5 Research Instrumentation

Total 384 questionnaires were distributed among the employees. Few of them are partially filled and some filled with same pattern. The language of the questionnaires was in English and also dictate to help the employees.

We used a structured questionnaire by using a “5 points Likert Scale” that scope from strongly disagree; disagree; neutral; agree to strongly agree. There is total 53 questions in the questionnaire having 5 sections. Sections include demographics, Authentic Leadership (Independent variable), Creative Behavior (Mediator), Team Communication Quality (Moderator) and Team performance (Dependent Variable). All the questions in every section are collected from original source of the scale and these are used in the papers of high impact factor journals.

In the demographic section it includes gender, age, education and experience of the participants. All the information of the participants is kept confidential and ensure that this information is only used for research purpose. The already developed scales by well recognized researchers have been used in this study. The nature of all the items comprised in the questionnaire is such that all the variables including Authentic Leadership, Team Performance, Creative Behavior and Team Communication Quality. To be filled by employees of Private Companies.

3.5.1 Authentic Leadership

Authentic leadership was measured using the 16-item authentic leadership confirmed in Studies 1 and 2. Avolio, B. J., Gardner, W. L., & Walumbwa, F. O.

(2007).

Items 1 and 6 were subsequently deleted from the final scales and are shown in italics. Response choices are: (5) Agree strongly, (4) Agree; (3) Neither Agree nor Disagree; (2) Disagree; (1) Disagree strongly. Abbreviations used are: (S) = Self-Awareness, (R) = Relational Transparency, (M) = Internalized Moral Perspective, and (B) = Balanced Processing. Instructions given respondents in organizations usually include the definitional statement, "Please note that the term 'leader' means your immediate or direct supervisor."

3.5.2 Team Performance

Van Scotter, James R., and Stephan J. Motowidlo (1996), "Interpersonal Facilitation and Job Dedication as Separate Facets of Contextual Performance", *Journal of Applied Psychology*, 81, 525-531. 17 Items scale Response choices are: (1) Disagree strongly; (2) Disagree; (3) Neither Agree nor Disagree; (4) Agree; and (5) Agree strongly.

3.5.3 Creative Behavior

George, Jennifer M., and Jing Zhou (2001), "When Openness to Experience and Conscientiousness Are Related to Creative Behavior: An Interactional Approach.", *Journal of Applied Psychology*, 86, 513-524. 13 items scale Response choices are: (1) Disagree strongly; (2) Disagree; (3) Neither Agree nor Disagree; (4) Agree; and (5) Agree strongly.

3.5.4 Team Communication Quality

Stewart, Katherine J., and Sanjay Gosain (2006), "The Impact of Ideology on Effectiveness in Open Source Software Development Teams", *MIS Quarterly*, 30, 291-314. 3 items scale scale Response choices are: (1) Disagree strongly; (2) Disagree; (3) Neither Agree nor Disagree; (4) Agree; and (5) Agree strong.

TABLE 3.5: Instruments

Sr. No	Variables	Source	Items
1	Authentic Leadership (Independent Variable)	Walumbwa et al. (2008)	16
2	Creative Behavior (Mediator)	George, Jennifer M (2001)	13
3	Team Communication Quality (Moderator)	Stewart, Katherine J (2006)	3
4	Team Performance (Dependent Variable)	Van Scotter (1996)	17

3.6 Research Ethics

Ethics deals with the moral principles. In research ethics it is the moral practice which guarantees the ethical behavior of research process. In the current study, it is ensured that research is done under moral principles. When data was gathered from the respondents, first the research drive was explained to them. The confidentiality of all participants was preserved. After getting the prior consent, it was secure and not share any information with other person. For the collection of accurate data, it was assured to give time to the respondents so that they are able to give right answers of the given questions. While collecting the data it was ensured not to reveal their answers to their supervisors and it will not affect their jobs. In this study, some respondents did not fill the form properly or did not give attention but did not loom the perpetrators either physically or emotionally.

3.7 Data Analysis Techniques

Total 384 questionnaires were filled by the respondents. After the collection of data, it is analyzed through SPSS (Statistical Package for the Social Sciences).

Statistics will be used to do the corresponding analysis. Following are the procedure used in the analysis: First questionnaires were sort out and choose the questionnaires that were filled properly. In the software we added all the questions and special codes were allotted to differentiate with one another. After adding all the responses in the software, first frequency distribution was intended. After it the next step was to measure the descriptive statistics. Correlation analysis was led to check the relationships of variables. Regression test measured the link between the variables. The next step was to conduct Process Macros of Preacher and Hayes to measure the relationship between mediation and moderation. With the help of regression and correlation analysis, it was proposed that the given hypothesis is rejected or accepted.

3.7.1 Data Analysis Procedures

Data will be examine using SPSS and following procedures will be stand out:

- Descriptive statistics
- Correlation Analysis
- Regression Analysis

Chapter 4

Data Analysis and Discussion

4.1 Data Analysis

We measure descriptive statistics, mean value, standard deviation, correlation analysis, regression analysis, mediation and moderation analysis, descriptive of every hypothesis with their statistic output, The summary of all hypothesis with detail of acceptance and rejection of individual hypothesis and also comprise the detailed discussion.

4.2 Descriptive Statistics

Descriptive statistics is around a mathematical explanation of numbers of all the variables in a authentic way like Authentic Leadership, Team Performance, Creative Behavior and Team Communication and clarify about their values.

In that we include at least minimum values, maximum value, standard deviation, mean and total sum of individuals outcome. Standard deviation of variables clarified about the variation of replies from people from their mean values.

Mean value of each variable expresses us about the average of outcome. Whole of the variables of our study were measured on 5-point Likert scale that ranges from 1-5, where 1 shows strongly disagree and 5 shows strongly agree. Descriptive

statistics point out the important statistical points and existing the total result of data. Mentioned the under table we described few numbers that denotes the entire data. Descriptive statistics of the represent variables in show below Table below.

TABLE 4.1: Descriptive Statistics

Variables	N	Min. Value	Max. Value	Mean	Std. Dev.
Authentic Leadership	384	1	5	3.4681	0.39477
Team Performance	384	1	5	3.5565	0.99302
Creative Behavior	384	1	5	2.5248	0.39172
Team Communication Quality	384	1	5	3.1814	0.60777

The above table show of descriptive statistics total number of columns 6 which are shown where first column expresses around the names of the variable, and second column expresses the sample size o of research, third column is tells about the minimum value consider in the reply of the particular variable, fourth column comprise describe max value gather during the reply of that variable, fifth and sixth column is express about the mean of the statistics and calculated of standard deviation of the collected data respectively.

The lowest value of Authentic Leadership is 1.25 and highest value is 4.50 of a independent variable. Team Performance has the lowest value of 1.35 and highest value of 4.82 of a Dependent variables in present study. Creative Behavior has the lowest value of 1.38 and highest value of 4.54 of a , Team communication Quality has the smallest value of 1.33 and largest value of 4.67 is a moderator variable in the present study.

The dependent variable of Authentic Leadership has the value of mean is 3.4681 with standard deviation of 0.39477. Team Performance expressions the value of mean is 3.5565 and standard Deviation of 0.99032. Creative Behavior has the value of mean is 3.5248 and standard Deviation of 0.39172. Team Communication Quality has a value of mean is 3.1814and Standard Deviation of 0.60777. This

type of examination was slow on the entire feedback which we composed in the information gathering procedure and select for this study. 384 total replies were chosen for the analysis.

4.3 Correlation Analysis

Correlation analysis shows the connectivity among variables. This analysis tells us about the power and right path of the association. In this examination more than two or more variables are interconnected. The main aim of correlation analysis is to discover that all variables are vary from each other. When we discuss about optimistic correlation it elaborate the level in which variables increase or decrease in associated shape. In the case of negative correlation if only one variable increase than other one will decrease. We can use pearson correlation analysis for calculation of correlation coefficient its expressions that the interdependency between variables. Limited range of correlation coefficient lie within -1.00 and +1.00. -1.00 shows perfect negative correlation between variable and +1.00 shows perfect positive correlation between variables. When the value of correlation ranges from -1.0 to -0.5 its considered good/strong correlation. And when value of correlation ranges from -0.5 to -0.3 or 0.3 to 0.5 its considered as moderate correlation and when the value of correlation ranges from -0.3 to -0.1 or 0.1 to 0.3 its considered weak correlation and when the correlation among variables is zero it means there is no correlation illustrations between variables.

TABLE 4.2: Correlation Analysis

Variables	AL	TP	CB	TCQ
Authentic Leadership	1			
Team Performance	0.370**	1		
Creative Behavior	.505**	.394**	1	
Team Communication Quatity	0.391**	0.306**	0.426**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

4.4 Regression Analysis

The model of mediation tries to interpret the whole process in our study and elaborate the observed research due to interlink among dependent and independent variable through the relationship of mediating variable. For the analysis of mediation software named SPSS was used and preacher and Hayes method was utilized in present study. The present study has used perceived Creative Behavior mediator as the medium between independent variable Authentic Leadership (IV) and dependent variable Team Performance (DV).

4.4.1 Simple Regression

Hypothesis 1: Authentic Leadership is significantly and positively affecting Team performance.

In the simple regression, we have to check the relationship between one independent and one dependent variable. Authentic Leadership is independent variable in the study and Team performance is dependent variable. With the help of below table, we will check the acceptance and rejection of the study.

TABLE 4.3: Simple Regression

Predictor	Team Performance		
	Coefficient	SE	P
Authentic Leadership	0.5008	0.0438	0.000

The stated hypothesis is that Authentic Leadership positively affect on the Team performance. In the above table the value of coefficient is .5008 and SE .0438 which is in positive shows that the relation is proved and the value of p is .0000 which depicts it is significant.

The table 4.4.1 illustrates the values which justifies the first hypothesis. The positive value of the coefficient shows the positive association among Authentic Leadership and Team performance. So, the hypothesis of dependent variable and independent variable is accepted.

4.4.2 Regression Analysis for Mediation

Hypothesis 2: Creative Behavior mediated the association among Authentic Leadership and Team performance.

To test the third hypothesis, we conducted regression analysis of mediation. This test is to check the relationship of Creative Behavior as a mediator between independent and dependent variables which are proactive personality and innovative performance. The mediation analysis was conducted by using Model 4 of Andres F. Hayes Process macro.

Direct Effect of X on Y

TABLE 4.4: Regression for Mediation 1

Effect	SE	T	P	LLCI	ULCI
0.5767	0.1336	4.3172	0	0.314	0.8393

The **Table 4.4** depicts the direct outcome of independent variable on dependent variable. The value of effect is 0.5767 and p is 0.000 which shows that this relationship is significant. The value of least limit confidence interval is 0.3140 and the value of upward limit confidence interval is 0.8393 both are positive values or in same direction which shows that the relationship of mediator Creative Behavior among Authentic Leadership and Team performance is significant.

Indirect Effect of X on Y

TABLE 4.5: Regression for Mediation 2

Effect	BootSE	BootLLCI	BootULCI
0.3525	0.0829	0.1931	0.5222

The table 4.5 illustrates the values which shows the mediation effect of Creative Behavior among Authentic Leadership and Team performance. The values of bootstrap forecast the significance because both values are in positive. The lower limit value is 0.01931 and upper limit value is 0.5222.

Hence with the direct and indirect effect of regression analysis of mediation satisfied the third hypothesis which was stated that Creative Behavior mediates between Authentic Leadership and Team performance.

4.4.3 Regression Analysis for Moderation

The regression analysis for moderation was carried out by Process Macro model 1 by Andrew F Hayes. In the research model, the moderator acts as a catalyst which makes the relationship between predictor and creation strong or weak.

Hypothesis 3: Team Communication Quality moderates between creative Behavior and Team performance such as in the presence of Team Communication Quality the relationship of Authentic Leadership with Team performance will be weakened.

TABLE 4.6: Regression for Moderation

	Coefficient	SE	T	P	LLCI	ULCI
AL	1.2724	0.4055	3.138	0.0018	0.4752	2.06
TCQ	0.9825	0.4921	1.9964	0.0466	0.0148	1.95
Int_1	-0.1837	0.139	-1.3218	0.187	-0.04569	0.08

The table 4.7 shows results between the relationship of variables independent variable and dependent variable in the presence of moderation. In the table AL stands for Authentic Leadership which is independent variable and values show the effect of Team performance on Authentic Leadership. The value of p is 0.0018 which shows that the association among Authentic Leadership and Team performance is significant. In the given table the TCQ is the Team Communication Quality which is the moderator in the research . The value of p is 0.004 that express the significant relationship.

The values of interaction term (Int_1) shows the existence of the moderator. In front of In_1 the value of p is also 0.001 which shows that relationship of moderator is significant with the independent variable and dependent variable. The coefficient value is -0.1837. It is in negative which tells us that moderator has negative effect.

Additionally, the value of lowest limit is -0.04569 and the value of upper limit is 0.8. both the values are in the same direction which justifies the existence of the moderator.

The table 4.6 justifies the hypothesis no 4 which tells that in the presence of Team Communication Quality the association among Authentic Leadership and Team performance will be weak.

4.5 Summary of Hypothesis

TABLE 4.7: Summary of Hypothesis

Hypothesis	Description	Results
H1	Authentic Leadership significantly and positively affects Team performance.	Supported
H2	Creative Behavior mediated the relationship between Authentic Leadership and Team performance.	Supported
H3	Team Communication Quality moderates between Authentic Leadership and Team performance such as in the presence of Team Communication Quality the relationship of Authentic Leadership with Team performance will be rejected.	Rejected

From the given table it is shown that all the hypothesis are accepted. So, our study is authentic that Authentic Leadership has optimistic effect on Team performance and Creative Behavior mediates among them and Team Communication Quality acts a moderator.

Chapter 5

Discussion and Conclusion

5.1 Discussion

In discussion, the result of the research is also concluded. It contains the discussion about the research hypothesis and discuss whether the hypothesis is accepted or rejected. It also includes the theoretical and practical implications of the research, effectiveness of the study, future direction and limitations of the study. All these elements help for further research in this area. In this chapter the conclusion of our study is also present.

The key reason of our research is to explore the link of Authentic Leadership and Team performance with the mediating role of Creative Behavior and the moderating role of Team Communication Quality. Authentic Leadership is the independent variable of our study and Team performance is the dependent variable. For this study, banking industry was selected to collect the data.

The research was conducted in Sales and Finance departments of public and private organizations of Rawalpindi and Islamabad. The main conclusion of the study is that Authentic Leadership in Managers help to enhance the Team performance. But both independent and dependent variable also has effect of mediator and moderator. Creative behavior gives positive result between the relationship of Authentic Leadership and Team performance. On the other hand, Team Communication Quality has negative impact and it makes the relationship weak. With

the help of different techniques of the analysis, all the hypothesis are proved and accepted.

5.2 Hypothesis 1: Authentic Leadership Significantly and Positively Affects Team Performance

Hypothesis 1 tells the relationship between Authentic Leadership and Team performance. It depicts that Authentic Leadership gives benefit to increase the Team performance and has positive effect which also increase the stability of the organization. The first hypothesis was accepted. Our result is aligned with the literature, in the literature this relationship also proves that Authentic Leadership gives positive effect and create the environment which enhances the performance of the organization. The first and foremost purpose of leadership is to generate and alternate actions, while the foremost function of our leaders is to produce order and consistency to our banking sectors (Northouse, 2013).

Additionally, research indicates that positive emotions to inspire innovation by ready to produce the authentic responses that motivate creativity (Isen, 1999). The Authentic leader focused on the challenges of the teams and helps them to become more independent free and knowledgeable". Omollo (2015), team performance of employees motivation is a variable that is able to influence performance positively and significantly. In addition, in line with Siregar (2016), which states that authentic leadership had a motivation and has a positive effect on team performance. Leader-employee change based leadership in-which leader exchange our benefits or discipline for the task performed with the team, and in remit expect the capacity, efforts and devoted from the team (Naidu & Van der walt 2005).

Regarding skill-enhancing to execute, Leaders encouraged the training venture to shape mutual commitments among our banking sectors and teams (Rode et al., 2016; Aycan, 2005), although training will be more effective and there is no evidence provided.

Mostly, authentic leadership, as a “style of leadership that change teams to stand above their arrogance by change their attitude, determination, concerns, evaluate and motivating them to perform good. Authentic leadership have advised to an attitude by which leaders will approached teams to identify with different activities and intensions and to perform past assumption. Authentic leadership plays a vital role in causing alternate changes will be necessary for effective leaders. As suggested by Kim (2014), “authentic leaders have the ability to improve banking sectors through their vision for the future, and by illuminate their vision, they can authorized our team to take responsibility for achieving that vision.”

Finally, the authentic leaders are compatible that moral and ethical standards will combine with exposure to make group wise like fairness, consistency and justice etc. (Colquitt et al., 2007). Authentic leader’s shows creative conduct, make attractive conclusions, and divide the entire story beyond the conclusions they make (Avolio et al., 2004). Authentic leadership should increase a leader’s credibility, and actual verification cares this assumption (Wong & Cummings, 2009). The team likes to goal up to date techniques of doing thing. Each team member is lead into discussions. Leadership is the skill to impact over others, encouraged, motivate and direct the activities to achieve the team goals.

Leaders may achieved the desired goals from their individuals by acquired the suitable leadership style according to the situation. Authentic Leadership (AL) to inspire innovative ways of doing things among their employees. Authentic leadership involves the boss developing team performance instead of motivation, encouraging awareness and entitlement, which can benefit the development of innovation in work behavior. creation. Authentic leaders are more likely to inspire innovative work in creative behavior because they directly influence team creativity and performance, facilitating and encouraging trust factors. their.

Authentic leaders significantly influence group performance because authentic leaders foster a team culture characterized by favorable emotions and mutual trust. The researchers stress the importance of trust in leadership-team relationships, especially in motivating them to perform work that is far from expected. In their banking sectors can be encouraged by Authentic leaders, where teams to take

actions to create and implementations to new notions over innovative creative conduct. A sole philosophy in banking sectors could be recognized over the abilities of authentic leaders who forced the team to push themselves to creative conduct. This study is based on Participative theory which explains that if Leaders give full path to employees to take their decision. Participative theory shapes their working environment which gives benefit. Our study helps the teams working in the banking industry because in this sector creativity is the key element to get success. This sector demands the individuals so that they exert their full effort and are able to get desirable performance. Organizations should give training sessions to their employees to make them productive and encourage the employees who are capable by giving them bonuses and appreciation rewards.

Creative behaviors in team ones show high confidence level, high self-esteem and participate voluntarily. Authentic Leaders have good nature and they are polite with others, these teams are compassionate. They share the knowledge at large and supportive to their subordinates and colleagues, Authentic Leaders are keen to help and encourage others. Authentic Leaders have high interpersonal skills and aptitude which help them in their Teams career growth. Authentic leadership always produces positive team outcomes. In our research of Authentic leadership, Berkowitz (1953) studied the manufacturing conference to boost the creative behaviors among team members.

Authentic leadership, had a sole fact that arises the boss preparedness toward permit leadership expert near the group (Hoch, 2013). The group members' will to acknowledge the chance to simultaneously prime their peers (DeRue, 2011). Creative performances that increased change in team performances through inspiring them to do things differently than to research, giving individual team' area for independent thinking pattern, acting, and supporting group attempts to contest the rank quo (Rosing et al., 2011). When leaders will explain that they understand their own strengths and points, clearly convey their ideas, sharing information openly, showing the unity among faith and onions. Their movements and encouraging workers to express their replacement comments. Or opposite (Walumbwa et al., 2008), workers are to find that they have the full control of the knowledge they essential to solve the issues (Tapscott & Ticoll, 2003). About the impact

of authentic leadership, research display group to grow assumption rewards they receive in exchange for the response to the authenticity of the leader (Tracey & Hinkin, 1998).

Authentic leaders serve significant innovative roles in the sense that they advance new notions from the approach stage of growth and marketing stages (Sternberg et al., 2004, Wong, 2013) And spend a significant time to discuss detailed technical and design issues (Male & Tatum, 1989). In the case of innovation, the study will especially emphasize the importance of training and exercise to ensure that group are on the right track (Muéthel & Hoegl, 2010).

When leaders provide self determination to their teams and grow when leaders offer self determination to their teams and grow in the banking sectors, then teams prepared to receive their duty and authority to accomplishing the common goals for refining the group performance. It is claimed that authentic leaders admire are responsible to others people, and also assess their teams' concert, which produces a sense of clearance. Therefore, AL encourages with consent their teams to take part in decision-making procedures and achieve the position by shared value and integration. The literature in the banking sectors, then teams ready to accept task and powered towards to achieve the collective goals for improving team performance. In our banking sectors that needs to develop unique must acknowledged the team to be inspired, because every team creativity leads our banking sectors to success. So, leaders in any sector are extremely trained and they have the power of engaging their teams in the complex task and scheming policies, which makes an effective employed atmosphere to encourage their teams. Also, Friedrich et al. (2010) argument that the significant of rewards in motivation by supervisors, thus creating a association among authentic leadership and team performance. Furthermore Daft (2001), founded that leader recognize their teams' desires and plan exchange procedures built on these desires. According to Lornikova et al. (2013), authentic leadership "is associated with a leader's environmental power and is characterized by creative behaviors design at actively structuring their followers' work by providing smooth directions and expectations regarding keeping with instructions". These are the valued visions about unsuccessful effects, mostly with regard to high level conflict aptitudes, and interesting

information. In current research, they accomplish that authentic leadership appears to be added applicable for motivate creativity and generating notions than for helpful innovations.

When employees feel this job is right and can fulfill their life goals, high motivation will appear to improve team performance. This research is supported by our studies. A leader who put in a Authentic leadership style are able to motivate others to see the future with confidence, project an ideal vision, and will be able to communicate a vision that can be achieved (Syaifuddin, 2016). Meanwhile, authentic leadership is where a leader encourages his follower to work by providing resources and rewards in return for motivation, productivity, and task achievement. Strong culture will be encouraged teams to have high motivation levels of team motivation to work ideally. Team performance of employees culture is the values and beliefs held by an organization, the stronger the culture is believed by members of the organization, the greater the performance of its teams. Creative behavior in employees are always wanted to come to work, want to be part of a team at work, are most interested to help each other at work, supporting others at work, trying efficient hard working in their work, and contributing more in their sector. Authentic leaders may benefit from training and development in authentic leadership styles proven to enhance performance in banking sectors.

Omar, Anuar, Majid & Johari, (2012) the reputation of the Authentic leadership is growing because of its results, lowered worker's absence and improved the team's performance. Yurchisin, Park and O'Brien (2010) teams who are highly accomplished better perform and stay longer with the banking sector. We expected that authentic leadership happens of a team's companions increase the teams' identification the leader, but the data will be matched with our expectation. That outcome will expose that a team's identification with the leader is primarily a dual reply, influenced most of the individual characteristics of the leader and team such as personality (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2011).

Authentic leaders may have to convince their teams' recognition by easy and always showing their own values, which permits teams to acknowledged that they will share near the ethics with the supervisor or to adopt that they want to imitate the leader's standards (Avolio et al., 2004). The values allied with authentic

leadership are usually think about to be regulating and enhancing (Gardner, Avolio, Luthans, May, & Walumbwa, 2005). Therefore, that they will show to make the leader appear an naturly exemplary person with whom a team would want to recognized (Luthans & Avolio, 2003). Authentic leadership increases employees' creative behavior. Specifically, authentic leaders will be very creative in proceeding risks (Covin & Slevin 1988; Chen 2007). They guide their followers in perform productively (Gupta et al. 2004). Authentic leaders interconnect with teams to fulfill inspired accomplishments (Chen 2007). They have the authority to assure that the concluding are proficient of being inspired (Tierney & Farmer, 2002). Teams get highly attached to the banking sectors in a determined domain.

5.3 Hypothesis 2: Authentic Leadership and Team Performance mediates the Relationship between Creative Behavior

Hypothesis 2 explains the association of Authentic Leadership and team performance through mediator. Creative behavior is the mediator which proved the relationship that if Leaders are Authentic and he or she also has empowerment then both elements will able to upsurge Team performance. Creative Behavior also increases the trust level and employee is more willing to make their work creative which results increase in team performance. Creative Behavior also gives make the employee punctual and ethical because he or she have eager to work. Results indicated that when the Managers are the sole creative behavior in the group, the group are more Authentic and more productive than when group members engaged in Authentic leadership.

An Authentic leader have to communicate by providing easy and simple path and authorized followers to perceive the cultural rules and assumption within the team. Mostly creativity occurs in teams; while many individual and team-level issues influence creativity, an understandable formulation of work tasks is necessary for together individuals and teams (Woodman, Sawyer & Griffin, 1993). They describe the circumstances and necessary for success and encouraged team

participation to achieve team goals. Teams will be accountable for their work, and use performance observation with the importance of management (e.g., commend, training, providing the support) to strengthen team performance. Creating a plan to attain the vision, they diagnosed the problem and develop a strategic plan with assessable milestones to address them. Creativity as team behaviors that give rise to ideas that are novel and useful. Whereas creativity had been disclosure of novel notions (Beesley & Cooper, 2008), invention in creativity needs the application of those novel notions (Robinson & Beesley, 2010).

Authentic leadership and novelty environment, have led to creative behavior to explore the direct consequence of management on team creativity over contemporary climate (Wang and Rode, 2010; Wang et al., 2013). Recent research on creative behavior. (Kurtzberg, 2005; van Knippenberg, van Ginkel, & Barkema, 2012) had exposed that any group can have huge possibility for group fellow to maintain or perceived greater creativity, comprise as supposed variation in thinking knowledge, styles, competencies, beliefs and core values, among group fellows (Van der Vegt & Janssen, 2003; Kilduff, Angelmar, & Mehra, 2000). Thus, teams had approached in the decision-making procedure and consultation, promote, openly speak and execute our creative notions (Dorenbosch, Engen, & Verhagen, 2005).

Creative behaviors will be directed towards the commencement and planned their introduction of new and useful ideas, procedures, products, or processes within a work in team role, group or organization. These creative ideas will be contrast from cultural ideas that prove our work setting. According to Burns (1978) that authentic leadership style brings significant change in the banking sectors by powerful and inspiring their teams. Moreover, this style of leader moves and encouraged their teams in the banking sectors; it helps to improve the courage and our high morale among the team and increases team commitment toward our banking sector.

Consequently, in the setting of innovation, teams essential the support of our bank work setting (De Jong & Den Hartog, 2010). Authentic leader leads to communicate an opening vision that will be focused on observation and had to evolve a advanced innovations. The second things is an authentic supervisor will be interconnect their vision that motives to achieve a specific goals. This research

will focus on group performance for better results. West and Farr (1990), team performance can be comprised as a team's capabilities to raise the new and native notions with the skills had to put these notions into work for the better results.

Creativity will be in the mainly comprised as the growth of unique and probably valuable notions, practices, processes products and procedures (West and Farr, 1990; Amabile, 1988, 1996; Shalley et al., 2004; Mumford and Gustafson, 1988). Creative behavior outcomes had create a useful idea of our generation, effective in mostly competitive task and processes work-related motivation (Amabile et al., 1996). Specifically, those notion producing and balanced in our procedures should have developed by authentic leaders of the sectors give the task and possibility to generate quality results (Amabile et al., 1996). Vein, Connelly and Kelloway (2003) said that information sharing of authentic leaders are considered a key advocates in shaping a unique banking sectors, but the characters that will be promoted or discouraged the knowledge sharing had been badly understood and studied.

Another measure of leader-facilitate the innovation are the efficacy of the individual or team to be creative (Farr & Ford, 1990). In fact, research founded that Leaders determined individuals to take initiative and execute higher efforts to implement the change. Therefore, team acquired various benefits, including efficient communication, approach to the leader support, trust, approval, consideration, freedom, and beneficial team assignments (Graen & UhlBien, 1995). We focused on perceptual commitment as a result because this is considered as an important prediction of productive team behaviours and creative behavior and team performance (Steijn & Leisink, 2006; Gould-Williams & Davies, 2005; Kim, 2005; Meyer, Stanley, Herscovitch & Topolnytsky, 2002).

Encouraging Motivation provides a support of comforts and take challenges for team to achieved the set desired goals, whereas, conceptual incentives for team to be highly unique and innovative in their problem-solving competencies. Authentic leaders set their relationships with teams very high in preference and illustrate individualized consideration in meeting their needs for approval, their rewards, increased self-efficacy and personal growth. When leaders will exhibit that they

knowledge and their personal weakness and strengths , clear understanding their notions, openly to share important knowledge, show higher level of stability among their actions, and inspired teams to voice their substitute or opposite thinking (Walumbwa et al., 2008), team members had more likely to recognized that they have sufficient control the knowledge they required for issue solving (Tapscott & Ticoll, 2003).

Individuals will be committed to their leaders are more likely to be better performers than the less accomplished teams as they put more effort in the name of their sectors towards its success and try to achieve its goals and missions (Jafri & Lhamo, 2013). Yukl (1989) perceive the main motivation of Authentic leadership research in the imagination of an appropriate style to alter the banking sectors. In a previous research, authentic leadership is also the most efficient researched leadership style with regard to innovations and change. Bass (1990b) highlight the essential to work on aim jointly and to keep the teams of unceasingly updated.

Howell and Higgins (1990) set up a relation among authentic leaders and “champions” that visualize and motivate others, have astonished identity, know exactly what happens, and able to take risks. By giving inspiration from the leadership as well as the important values of the organization, encouragement that is able to motivate, establishment to know the issues from a distinct positions, and having a concerned for all of them in the banking sectors can affect team performance improvement. Authentic leadership have the ability to bring about new things in the banking vision, strategy, and culture. Whereas authentic leaders are more willing to maintain stability in the organization rather than advance new things. This means that all team must be creative in behavior and their work and this will improve performance, in this way the productivity and effectiveness of the banking sector as a whole can be increased.

To increase the team performance, leadership is a large enough influence to creative behavior in teams to work. One of them is authentic leadership. Authentic leadership style has a role to provide greater positive efficiencies to their followers so that they are motivated to do more than expected (Syaifuddin, 2016). Farid et al., (2014), stated that there is a significant positive relationship between authentic leadership and team performance.

Ullah et al., (2018), also stated that the authentic leadership style is able to influence creativity in teams by inspiring our followers. As the quality of leadership styles is proven to facilitate exchange, better individual dedication and team performance, and better overall team performance and approaches in every position, discuss over the leadership have the ability to teach their teams will be produced their importance within our research. Authentic Leaders goals to utilize a banking information for more efficient productivity, knowledge is understandable and increased more competitiveness, and have to encouraged the exchange of implicit knowledge (Davies, 2000).

Creative behavior is willing to accept our banking goals and values with teams to put more energy for the success of team goals (Bateman & Strasser, 1984). Many researchers have been studied teams dedication in most of the areas on examining the relationship of team motivation and team commitment. Also, an authentic leader supports creativeness of their staff as a person who achieved highly performance by repeated change and renewal (Burns, 1978). That kind of leaders are creative behavior in innovative and capable of creating a unique atmosphere for their teams when providing rather than teams reacting only when they have to (Avolio and Bass, 1990). That is, teams' efficient must help by AL behaviors that also helps to modernize leaders and in banking sectors (George, 2003; Avolio and Mhatre, 2012).

Thus, AL endorses optimistic attitudes towards creative performances of team's performance. Work in team members who are authorized as an outcome of feelings have included are likely to engaged in behaviors that reflect participation and imagination, eventually have improving team performance. We have intimate the successive creative behaviors as the work-focused leadership behaviors of teams and their initiating behaviors & authentic leadership. Task-focused of authentic leadership in their creative behaviors have aim at increasing the work commitment and teams involvement of the overall team members organization and on defining the team structure and as long as the assets will be necessary for work accomplishment. The commencement of creativity in their behavior described the extent to the leader performs the management characteristics of planning, organizing, controlling and pressing their assistance for invention (Nealey & Blood,

1968). Creative behaviors are “those who will focus on the motivation of teams recompense through rewards or discipline, clarifying for their teams the kinds of rewards that should be expected for various creative behaviors” (Goodwin et al., 2001).

In this study, authentic leadership authorized one of the more important variables a team leader can directly communicate by team members to improved goal achievement (Dionne et al., 2004; Chi and Huang, 2014; Toor and Ofori, 2007). Traditionally, a best team performance atmosphere to explored and to raise the individuals’ impact on the business as well as the effect of their actions, procedures tools and techniques that enhanced our teams’ success (Ahadzie et al., 2008). Therefore, any policies and implementations that are appointed by the organization as a way to better their teamwork activities may have positive influence on complete project performance.

However, the previous study on teamwork will exposed that there is none specific quality dimension of team performance success for group actions (Guzzo & Dckson, 1996). This research directs how to replace the social circumstances, carry creative behavior structures, generates situations that enable individual creativity (Khazanchi & Masterson, 2011). The correlation as a main feature of the societal conditions impact on creativity. Creative on behavior propose that the structure of an people connections affects her/her volume to operate unique notions (Burt, 2004). Modern, innovative sectors are always to know different about energizing individual and team creativity (Chen et al. 2013; Anderson et al. 2014; Shalley et al. 2004).

Present studies in our research suggested that through their different style of leadership, Leadership have to encouraged or to constraint the individual and group creativity (Mumford et al. 2002; Mainemelis et al. 2015). However, how leaders lead in our current banking sectors will be changed (like Uhl-Bien et al. 2007), Proceed in the disclosure of more ambitious styles of leadership are applied to determine the creativity.in this study, we add to some knowledge of the authentic leadership-creativity in their behaviors of connection (Shin 2015; Renko et al. 2015) by research how leader effects worker and group creativity in our banking

sectors. To survey the association amid authentic leadership and creativity in their behaviors in their banking sectors and we follow the agreement (Ajzen 2005).

This is when our approach and behaviors of teams will be directed towards the constant targets the authentic leaders that are real designer (Antonakis & Autoio 2006), teams 'sense of similarities with the leaders (i.e. begin to changes, more risk and being start to take exception) may guide to an more desire to participate in imaginative to determined goals and results (Uhl-Bien et al. 2014; Koseoglu et al. 2017; Van Knippenberg and Hogg 2003; Gupta et al. 2004). Exactly, in the explosive occupational circumstances of innovation, an authentic leader, contradictory many of the kind of leaders, Specially highlight the opportunity identification and discharge as significant team goals (Renko et al. 2015; Gupta et al. 2004). With considered the time driven behavior, an authentic leader concentrates on creating the chances (Schumpeter 1934) and/or point out the opportunities (Kirzner 1973) to highly developed great things through innovation. Given the explanatory role of banking creativity for team survival and abilities, researchers have to examine the impact of leaders on creative results of our team.

However, research to date has focus first and foremost on these good-researched of leadership methods advanced in the 1980s and 1990s, like transformative and/or appealing leadership (; Gottfredson and Aguinis 2017; Behrendt et al. 2017), which gives the long description of teams creativity for time identification and taking advantages (e.g. Rosing et al. 2011). Different searches of the influence of these leadership styles on creativity propose will be particular and efficient leadership style to hold the creativity helps chance recognition and taking advantage in the present atmosphere. Creative behaviors in research is not concerned with unique creativity but with collaborative contexts in which leaders and teams interact in the creative process. Oldham and Cummings (1996) stated that teams show high creativity when manage in an inspiration and understanding manner.

Here, it is essential to differentiate between the concepts of creativity and innovation. Creative behavior represents 'the creation of unique and compatible suggestions in any state', while 'revolution will be the prospering execution of innovative design inside an banking sectors' (Amabile, Conti, Coon, Lazenby, &

Herron, 1996,). Based on this sub structure of estimation, the employee will efficiently organized and accept to take exception the particular personal goals that may lead to better team performance through increased their motivation (Manz and Sims, 2001; Manz and Neck, 2004). These sectors frequently strive to better teams' capacities to improve their help for banking exchange (Choi, 2011). Teams switch when they observe that the aim of exchange creativity will achieved (Orth, 2002). Important behaviors have their team's action that are focused at keeping employee's association with banking sector. They called as keeping as the important behavior. Two concepts of creativity which explore the impact of a creative behavior and Team performance.

The consequence of AL on one's companion is likely to interact the employee in team results through their creative behavior. Creativity indicates that teams have to study from seeing others and the team can interact persons by favorably strengthen some actions (Bandura, 1971). However, Authentic leaders encouraged their teams' participation in creative tricky resolution and innovative behaviors by helping confidence (Gupta et al. 2004). So, teams will be more possible to feel confident producing sole idea. Eventually, to perceive attainments (Gupta et al. 2004), authentic leaders assistance teams in their own growth to enable the achievement of their team members (Renko et al. 2015). Therefore, teams members might experience own achievements and sight themselves as being accomplished to show their creativity. Leaders will display thier behaviors, to study, support, and lead the group (Vaill, 1996), and inspire them to grow their team members (Crant, 2000; Bindl & Parker, 2010; Hollander, 2009; Shore, Randel, Chung, Dean, Ehrhart, & Singh, 2011).

5.4 Hypothesis 3: Authentic Leadership and Team Performance had Null Effect of Team Communication Quality

In hypothesis 3, the relationship of Authentic Leadership and team performance is studied with the assistance of moderator that is Team Communication quality. In

this study, after analyzing the data we come to conclusion that team communication quality had no impact on the relation but this study is in Pakistani context, it may vary in different culture and country. Though the analysis proved the existence of the moderator. So, team communication quality makes the relationship will be rejected.

Team Communication Quality had no effect for the organization because there is no involvement in verbally abuse which discourages the Employees motivation level. Due to the team communication with supervisor or managers, there is no effect on behavior at workplace and effect on the achievement. In Team communication quality the employees and they are not able to compete in the industry. Our hypothesis is rejected by the literature.

Literature also shows that no effect of team communication in employees on different outcome variables. Leaders should have ethical conduct with their subordinates and create the trustworthy relation. As this study is based on Participative theory which tells us that extrinsic motivation is important for the organization because it helps to motivate the employees. In team Communication, the Leaders' abuse their employees, not giving rewards on their works, reminds their mistakes again and again, shows aggressiveness, give false blames and demotivate them. This all create knowledge hiding.

In particular, Strachota et al. (2003) initiate that worker who willingly quit the own job because they were dissatisfied with their leaders' support and worried about this lack of communication. In addition, trust among workers is also believed to be a vital variable associated to retention goals (Gregory et al. 2007). As our hypothesis 3 is supported and it is evident from the literature that team communication has negative effect on the relationship of Authentic Leadership and team performance. Team Communication Quality effects the wellbeing of the employees and discourage them. But this effect may be different in different cultures but our results illustrate that Team Communication encourage the deviant behavior of the employee. From the above results it is found that team communication directly effects on employee mental ability and employee is not enthusiastic to work motivated which decreases the team performance.

5.5 Theoretical Implications

The theoretical implications of the study includes that Authentic Leaders behaves generous towards the concerns and needs of their followers and they are more productive towards innovative and new ideas. They want their subordinated to question anything. It is concluded that when the behavior of creative team members is ethical or questionable then it would not be problematic for group fellow to get influenced by those Leaders and fulfill organizational goals. Authentic Leaders exhibit fair and creative behavior. So that the team members or employees mostly remain happy and cause productivity in organizations.

Authentic leadership will help the making of an positive attitude, it has to be companion through another leadership potentials to ensure our banking change effectively (Nadler & Tushman, 1990; Bass, 1985). Through survey results, this research explored the association among Authentic Leadership and Team Performance over Creative Behavior and Team Communication Quality within Banking Sectors of Pakistan.

It has strengthened the view that Team Performance is positively influenced of Authentic Leadership which results in Creative Behavior. While Authentic Leaders try to control team attitudes and lead to positive work behaviors such Team Performance and Creative Behavior. Yet in the presence of Team Communication Quality as a moderator the relation among Authentic Leadership and Team Performance had no effect whereas it was observed that Creative Behavior mediates among Authentic Leadership and Team Performance. Cerne et al. (2013) comfortable examination AL positively impact on employee's creative behavior and team performance. Rego et al. (2012) described that the AL expects team innovation, equally directly and via mediators.

Therefore based on these arguments it is validated that with the moderation of Team Communication Quality had no relation among Authentic Leadership and Team Performance and strengthen the association with Creative Behavior. Conclusively, it is stated that in the presence of team communication quality in employees are no significance on Authentic Leadership and Team Performance. Most

of the organization's had supportive innovative climate can positively influence an employee's creative and innovative behavior (Jung et al., 2003). Teams have effectively developed innovative environment are reveal to the strategies and performs that welcome the appearance of new notions (CharbonnierVoirin et al., 2010). A main implication of this reserach is that authentic leaders are aware of their direct effect on followers' voice perceptions. Cerne et al. (2013) are suggested that support for innovation plays a significant mediating role of creative behavior among teams. Previous studies have established a relationship between the efficiency of innovation and the level of innovation performance of team products (Alegre, Lapiedra & Chiva, 2006). However, present study considers the influence of organizational effectiveness on successful innovation. Gist, Stevens, and Bavetta (1991) founded that the self-aware does indeed, relate to performance.

5.6 Managerial Implications

Our findings are having some managerial implications. First of all, Authentic Leadership was established to simplify and facilitate the Team Performance of the employees. This research is supported by our studies. The openness of information accessible to all members of the bank is an important point in strengthening the culture. The participation of all members of the bank in team information and achievement of team goals can help improve team performance with respect to work quality and work completion timelines.

It's very important for the managers to recognize that, how to encourage Team Communication Quality in their team members of an organizations. We recommend in the study, that the managers should promote other positive leadership styles in their employees by highlighting availability, openness as well as the accessibility for creating the conditions for their employees in an organization for its success. The majority of workers in this part are also unfortunate with their salary, the volume of work load, and the absence of a reward system for acknowledged quality work (Kovačević et al., 2012). Moreover, it is basically very important for the leaders to initiate and socialize the training programs to develop team communication quality in our team members.

5.7 Limitations

Following recommendations are proposed to management of Banking Sectors of Pakistan based on results of this study:

The research has little methodological strength that raises the self-assurance in the results. First of all, we collected the data from employees of few banking sectors of Pakistan only because of time constraints. These strengths reduce the potential effect of common methods and single source bias.

Some other limitations are also highlighted. Second limitations is, our small sample size, because of time issue, creates barriers and issues for simplifying the findings of this study. So we advise to conduct the further studies with larger samples along other countries and thirdly, from other sectors of Pakistan, other than the Banking Sectors. We believe that there are other many sectors in Pakistan, where Authentic Leadership causes organization failures or Pressure for team members. Those sectors needs to be explored. In organizations bad quality of products will impact on team performance because of their Authentic Leaders they do not communicate properly about new ideas and innovations in organizations. We are choosing in our research the whole banks in Pakistan. We are focusing on Sales, Finance teams. Most of the team members can't handle the pressure of their leaders. And these team members have bad communication quality and they adversely affect their team performance.

Fourthly, we investigated in what way Authentic Leadership can affect Team Performance with the mediating role of Creative Behavior. The studies in future should explore the added mediating pathways among Authentic Leadership and Team Performance. One prospect is to study the role of individual level behavior. Forthcoming guidelines beyond this research could comprise difficult further consequence variables like organizational citizenship and satisfaction. Coming research might consider the enclosure of the objective procedures of group performance, like client satisfaction, sales performance, given that the research at hand was only able to determine proxy events of group performance, built on outside scores. Moreover, the external rationality of the results in this study is limited because we

select a sample from Pakistan only. In studies there is lack of studies on team communication quality. We give the path of future researchers to explore the negative consequences of leaders because they didn't noticed the team creative ideas. Suggest that Authentic Leadership impact on team performance and mediating role of creative behavior and moderating role of work engagement on teams Because in work engagement they explains about their positive conduct individual enterprise including from the group level view. In future studies we recommend that creative behavior is optimistic allied to job satisfaction and commitment (Castro and Martins, 2010; Bhaesajsanguan, 2010). So, that results of the positive employee well-being. So, generalizability of this research can increase, if scholars can repeat this study in a diverse culture or context. Fifth we collected the data from Pakistan, future research can also collect the data from abroad.

5.8 Future Studies

In future studies we recommend that creative behavior is optimistic allied to job satisfaction and commitment (Castro and Martins, 2010; Bhaesajsanguan, 2010). So, that results of the positive employee well-being. So, generalizability of this research can increase, if scholars can repeat this study in a diverse culture or context. We collected the data from Pakistan, future research can also collect the data from abroad. Authentic Leadership impact on team performance and mediating role of creative behavior and moderating role of work engagement on teams Because in work engagement they explains about their positive conduct individual enterprise including from the group level view. In future studies we recommend that creative behavior is optimistic allied to job satisfaction and commitment. We collected the data from Pakistan, future research can also collect the data from abroad.

5.9 Conclusion

Our research study has to establish an influence of Authentic Leadership on Team Performance. The study aims at has considering the association among Authentic Leadership and Team Performance in Pakistan Banking sectors. The data

was collected from employees employed in the banking based sectors of Pakistan and their Leaders through questionnaires for measuring the extent that Authentic Leadership positively impact on Team Performance through a mediating role of Creative Behavior and moderating effect of moderation of Team Communication Quality. I used already developed questionnaires by well - known researchers in order to collect my data because of time constraints, I was unable to developed my own questionnaire and also because developing own questionnaire is quite a tough job. So 384 questionnaire were distributed, and these were used for analysis, because this questionnaire consists of the most authentic information required to carry out our analysis.

Our Study expends the proposals of scholars (like George et al., 2007) that previous research suggest that AL is a way to accomplish positive outcomes over its capability to restoring creative thoughts and affective commitment all of which combine to better people performance. AL endorses improve workers' result and therefore the organization's production (Avolio & Mhatre, 2012; Alshammari et al., 2015; Walumbwa et al., 2008, 2010) had collected data from Organizations, Sport teams. Authentic leaders that carefulness about mind and try to be reasoned all the time, carry and make using operative ways easy for teams to solve their issues (Bolt, 2000; Dessler, 2004; Colquitt vd. 2005) But this study that AL has a positive influence on team performance, because they we had to collect the data from banking sector of Pakistan, where mostly authentic Leadership styles are conducted. Current research brings in the Pakistani manufacturing sector found optimistic impact of leaders' improve to encouraging conduct on willingness for change. The affiliation was mediated by creative behavior (Adil, 2014). On our research felt to test the association among authentic leadership and team performance involving a sample from Pakistan.

In our research the role of mediation with creative behavior are indicated as a mediator among Authentic Leadership and Team Performance. While moderation of Team Communication Quality has also been discussed which buffers the relation between Authentic Leadership and mediation with Creative behavior in a way that when moderation of Team Communication Quality is higher than they will experience high level mediation with creative behavior and when lesser

amount of moderation of Team Communication Quality is experienced than lesser amount of Creative Behavior is experienced by the individuals. Mainly Authentic Leadership was explored to authentic analyzation that its potential impact on Team Performance and creative behavior was also explored and statically analyzed in this research. The leader's wish to create a intelligence of ownership in the decision-making procedure underscores this model. They gave optimistic outcomes in participatory leadership theory. Positive: Genuine leadership leads to good decisions, understanding of decisions by managers, development of decision-making ability over the organization, higher motivation, conflict resolution, team development and job satisfaction.

According to results, it was in a detailed observation that these both of the variables have significantly positive relationship with each other. Along with this, conservation of Participative theory was used to analyze the interrelation of Team Communication Quality as an impact on Authentic Leadership and Team Performance. For this, the results showed that Team Communication acts as a moderator among Authentic Leadership and Team Performance, Questionnaire was used to analyze the data and was distributed in Pakistan Banking Sectors to collect data. Because in Banking sectors of Pakistan, Authentic Leadership is faced by team members as the leaders bound to work hard in order to satisfy the clients and they show the shady side of leadership and its allied immoral performances have the chance toward arise (Brown & Mitchell, 2010). So Banking sectors is chosen in order to conduct this research. The major contribution of this study is to show the bad side of Leadership that is Authentic Leadership and how it impacts on Team Performance. In our study of Literature we observed creative Behavior as a mediator among Authentic Leadership and Team Performance Along with the moderation of Team Communication Quality as a moderator between Authentic Leadership and Team Performance. Hence this study is a major contribution towards the literature of Authentic Leadership. Team Communication Quality is the recent variable and has not much literature, so these outcomes give path to further explore this variable.

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Appendix-A

Questionnaire

Dear Respondent

Dear Respondent! I am a student of Capital University of Science & Technology (CUST) Islamabad and doing this survey as I am working on my thesis entitled **“The impact of Authentic Behavior on Team Performance with Mediating role of Creative Behavior and Moderating role of Team Communication Quality”**.

These questions require answers based on your experiences in your current job and university. Your answers will be kept strictly confidential and will be used only for research purpose. Your identity will be not disclosed on this document so kindly give an honest opinion to make this research unbiased.

You are requested to take 15 minutes out of your busy schedule to fill this questionnaire. Although you are not bound to answer these questions and at any point in time, you can quit answering but still I will be privileged by your opinion in this research work. If you need findings of this research, please order a copy at anum.qayyum012@gmail.com Once again thanks for your precious time and cooperation

Regards,

Anum Abdul Qayyum,

MS Research Scholar,

Capital University Science and Technology, Islamabad.

Section 1: Demographics

Gender	1- Male 2- Female
Age(years)	1 (18-25), 2 (26-33), 3 (34-41), 4 (42-49), 5 (50 and above)
Qualification	1 (Matric), 2 (Inter), 3 Bachelors, 4 (Masters) 5, (MS/M.Phil.), 6 (PhD)
Experience(years)	1 (Less than 1), 2 (1-4), 3 (4.1-7), 4 (7.1-10), 5 (10.1-13, 13.1-16), 6 (16.1 and above)

Section 2: Authentic Leadership

Keeping in view your employer, please indicate the extent of your agreement and disagreement by ticking the appropriate option.

Strongly disagree – 1 , Disagree = 2 , Not disagree/neither agreed = 3 , Agreed = 4 , Strongly agreed = 5.

Sr. No **Items**

1	My leader solicits feedback for improving his/her dealing with others.	1	2	3	4	5
2	My leader clearly states what he/she means.	1	2	3	4	5
3	My leader shows consistency between his/her beliefs and actions.	1	2	3	4	5
4	My leader asks for ideas that challenge his/her core beliefs	1	2	3	4	5
5	My leader describes accurately the way that others views his/her abilities.	1	2	3	4	5
6	My leader admits mistakes when they occur.	1	2	3	4	5
7	My leader uses his/her core beliefs to make decisions.	1	2	3	4	5

8	My leader carefully listens to alternative perspectives before reaching a conclusion.	1	2	3	4	5
9	My leader shows that he/she understands his/her strengths and weaknesses.	1	2	3	4	5
10	My leader openly shares information with others.	1	2	3	4	5
11	My leader resists pressures on him/her to do things contrary to his/her beliefs.	1	2	3	4	5
12	My leader objectively analyzes relevant data before making a decision.	1	2	3	4	5
13	My leader is clearly aware of the impact he/she has on others.	1	2	3	4	5
14	My leader expresses his/her ideas and thoughts clearly to others	1	2	3	4	5
15	My leader is guided in his/her actions by internal moral standards.	1	2	3	4	5
16	My leader encourages others to voice opposing points of view.	1	2	3	4	5

Section 3: Team Performance

Keeping in view yourself, please indicate the extent of your agreement and disagreement by ticking the appropriate option.

Strongly disagree – 1 , Disagree = 2 , Not disagree/neither agreed = 3 , Agreed = 4 , Strongly agreed = 5.

Sr. No	Items					
1	This team is supervised by other team members that I've supervised before	1	2	3	4	5
2	The overall level of performance that I have observed for this team member is outstanding	1	2	3	4	5

3	My personal view is this team member is that he or she is very effective	1	2	3	4	5
4	Overall, I feel that this tea member has been effectively fulfilling his or her roles and responsibilities	1	2	3	4	5
5	This team member praises other team members when they are successful.	1	2	3	4	5
6	1	2	3	4	5	
7	This team member say things to make others feel good about themselves or the teams.	1	2	3	4	5
8	This team member encourages other to overcome their differences and get along.	1	2	3	4	5
9	This team members treats fairly.	1	2	3	4	5
10	This team member helps other in the team without being asked.	1	2	3	4	5
11	This team member plays close attention to important details.	1	2	3	4	5
12	This team member works harder than necessary.	2	3	4	5	
13	This team member ask for challenging assignments within the team.	1	2	3	4	5
14	This team member exercises personal discipline and self-control.	1	2	3	4	5
15	This team members takes the initiatives to solve the task-related problems.	1	2	3	4	5
16	This team member persists in overcoming obstacles to complete a task.	1	2	3	4	5
17	This team member tackles difficult work assignments enthusiastically.	1	2	3	4	5

Section 4: Creative Behavior

Keeping in view yourself, please indicate the extent of your agreement and disagreement by ticking the appropriate option.

Strongly disagree – 1 , Disagree = 2 , Not disagree/neither agreed = 3 , Agreed = 4 , Strongly agreed = 5.

Sr. No	items					
1	Suggest new ways to achieve goals and objectives.	1	2	3	4	5
2	Comes up with new and practical ideas to improve performance.	1	2	3	4	5
3	Searches out new technologies, processes, techniques and Product ideas.	1	2	3	4	5
4	Suggest new ways to increase quality.	1	2	3	4	5
5	Is a good source of creative ideas.	1	2	3	4	5
6	Not afraid to take risk.	1	2	3	4	5
7	Promotes and champions ideas to others.	1	2	3	4	5
8	Exhibits creativity on the job when given the opportunity to.	1	2	3	4	5
9	Develops adequate plans and schedules for the implementation of new ideas.	1	2	3	4	5
10	Often has new and innovative ideas.	1	2	3	4	5
11	Comes up with creative solutions to problem	1	2	3	4	5
12	Often has a fresh approach to problems.	1	2	3	4	5
13	Suggest new ways of performing work tasks.	1	2	3	4	5

Section 5: Team Communication Quality

Keeping in view yourself, please indicate the extent of your agreement and disagreement by ticking the appropriate option.

Strongly disagree – 1 , Disagree = 2 , Not disagree/neither agreed = 3 , Agreed = 4 , Strongly agreed = 5.

Sr. No	Items					
1	People on this team answer each other's question in a timely manner.	1	2	3	4	5
2	Team member responses to each other questions are correct and useful.	1	2	3	4	5
3	People on this team answer each other's questions in a thoughtful manner.	1	2	3	4	5