Authentic leadership, happiness at work and affective commitment: An empirical study in Cape Verde

Purpose

This study aims to investigate the relationship between perceptions of authentic leadership (AL) and affective commitment (AC) both directly and indirectly through the mediating effect of happiness at work.

Design/methodology/approach

Empirical research has analyzed the data from a questionnaire administered to a sample of five hundred forty-three employees belonging to various public and private organizations in Cape Verde. Structural Equation Modeling was used to test the model.

Findings

It was found that the perceptions of AL explain employees' happiness at work. Perceptions of AL also predict AC both directly and through the mediating effect of happiness at work.

Practical implications

The findings suggest that AL predicts happiness at work, which in turn, explain employees` emotional bond to the organization. These results provide evidence that the quality of working environment created by leaders plays an important role in the extent to which employees develop better emotional bond at work. So, the organizations, particularly in Cape Verde should focus on training leaders with authentic characteristics.

Originality/value

In addition to verifying the direct relationship between AL and AC, this study introduced the mediating effect of the happiness at work, providing a model that depicts the chain effect between AL, AC and happiness, integrating these concepts in a single study.

Keywords: Authentic Leadership, Affective Well Being, Affective Commitment
Article Classification: Research paper

1. Introduction

The continuous challenges and disruptions that organizations have experienced over the last few years require a new management dynamics, where the human resources that integrate them become the main differentiating element. On the other hand, the business world is increasingly competitive and to compete successfully it is critical to recognize the importance of leadership to organizational success. That is, leadership has an essential role in the organizational environment and the style of supervision adopted by leaders can influence, directly or indirectly, employees' attitudes and behaviours. Leadership is defined as an organization management process that consists of providing effective communication, motivation and encouragement to employees to carry out their tasks, which in turn, facilitates the achievement of the objectives outlined (Stoner et al., 2000; Darvish and Rezaei, 2011). However, many leaders have adopted unethical and non-authentic behaviours and the need for other theories such as authentic leadership (AL) has arisen. Such theories are based on the moral character of the leader, concern for others, and congruency between ethical values and actions (Shahid, 2010). The AL consists of the ability of leaders to influence a group to act towards the pursuit of goals, bearing in mind values such as integrity, honesty, a balanced, authentic treatment and a relationship based on transparency (Walumbwa et al., 2008). So, it is necessary to understand how AL influences organizations and, consequently, their employees.

It is important to understand the reality of the country about how leaders can foster the employee's happiness and affective commitment of which, in turn, are central to helping organizations meet competitive challenges and take advantage of the opportunities that arise. In the human resources and organizational behaviour context, there are very few studies on AL in Cape Verde, and this is the first one that relates AL to AC through the mediating effect of employee's happiness. Also, the researchers found three Master thesis that approached practices of Human Resources Management and one of them was about challenges of female leadership in Cape Verde.

According to the International Organization for Migration (IOM), Cape Verde is one of the countries with the largest "brain drain" and more qualified emigration from Africa. The number of cadres leaving Cape Verde is worrying. On the other hand, people who emigrate with intentions to return, in the case of students, also end up staying abroad. For example, among 5,382 Cape Verdean students who attended higher education institution abroad, in the period 1997/98 to 2002/2003, was estimated that about 77per cent not

returned (Cabral, 2009). At the level of the Organisation for Economic Co-operation and Development (OECD, 2009) it is estimated that 11 percent of Cape Verdean emigrants have a higher education level (Panapress, 2010). In view of the above, this study was proposed to understand how leaders can contribute to the return of cadres who graduate in a foreign country since. It is important to realize the extent to which the authenticity of leaders in Cape Verde contributes to people feeling returning to the country and contributing to their development.

This study also seeks to respond to a call by Avolio and Mhatre (2012) and Gardner et al. (2011) for more investigation into how the leader's authentic behaviors influence the employee's affective attachment. This study investigates how AL predicts employee's happiness at work and AC. At the same time, this study answer to Walumbwa et al. (2011), who argued that little empirical research has been conducted about the mechanisms by which authentic leaders influence follower effectiveness. AC is also relevant at the individual level to the extent that it answers to daily problems at work and in life in general (Sternberg and Lubart, 1999). Happiness at work or simply Affective Well-Being (AWB), in turn, is one of the most important Psychological Well-Being (PWB) indicators (Diener and Larsen 1993) and refers to the frequent experience of positive affect and infrequent experience of negative affect (Daniels, 2000). It is important to investigate how happy the people are in their workplace and how it impacts their AC. This study aims to fill the gap in the literature by showing how AL influences employees' happiness and AC. It intends to perceive the reality of the Cape Verdeans' organizations regarding the employees 'perceptions about their leaders' authenticity and how these perceptions influence their happiness at work and affective connection to the organization. The originality of this study focuses on the integration of these three concepts in a single study, providing a model (see research model in **Figure 1**) that depicts the chain of effects between AL, happiness at work and AC. This is the first study in Cape Verde, although others researchers have investigated AL (e.g., Walumbwa et al., 2010; Wong et al., 2010; Gardner et al., 2011; Rego et al., 2013; Alok, 2014; Agote et al., 2016; Semedo et al., 2017; Otaghsara and Hamzehzadeh, 2017; Ribeiro et al., 2018; Singh et al., 2018; Weiss et al., 2018).

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2. Research Background and Hypotheses Development

Authentic Leadership, Happiness and Affective Commitment

AL is defined as the process that combines the positive capacities of the leader and a highly developed organizational context (Luthans and Avolio, 2003). For Avolio et al. (2004), authentic leaders exhibit some awareness of their way of thinking and acting. The literature reveals that most academic researchers have considered the following dimensions: (1) Self-Awareness - relates to a deeper understanding of their strengths and weaknesses and the multifaceted nature of self. It also implies that leaders are aware of their impact on others, having a sense of how others see them, which indicates constant reassessment by exposure and feedback from others (Kernis, 2003; Walumbwa et al., 2008). (2) Relational Transparency - is one of the fundamental authentic leader's characteristics, especially in the modern society (Luthans and Avolio, 2006). It manifests in behaviours to share information, thoughts and real feelings in interpersonal interaction, avoiding inappropriate emotional expressions (Avolio et al., 2004; Shamir and Eilam, 2005). (3) Internalized moral perspective - this dimension describes the fact that the leader is guided by standards of ethical conduct and acts according to them, ignoring the pressures of the group, organizations and society pressures (Gardner, at al., 2005; Avolio and Gardner, 2005; Walumbwa et al., 2008). (4) Balanced information processing - refers to the degree to which the leader objectively analyses all relevant information before making a decision, there is confident fairness in decision making (Kernis, 2003; Gardner et al., 2005; Walumbwa et al., 2008). AL is a pattern of leader's behaviour that promotes positive psychological outcomes such as an ethical climate, higher self-awareness, and an internalized moral perspective, all of which subsequently produce more balanced information treatment and higher transparency and relational work with followers (Walumbwa et al., 2008). These factors, in turn, contribute to the positive self-development of followers (Walumbwa et al., 2008). The present study suggests that AL promotes positive relationships between leaders and employees resulting in better attitudes, which in turn, can enhance employees' AC. Hence, this study helps to explain this process and aims to contribute to AL development, trying to establish a chain of effects between AL, AWB and AC.

According to Rego (2009a), happiness can be considered as a subjective experience of people to consider themselves happy or not, considering the degree to which they believe

or not. The importance of investigating it, from the perspective of some authors (Fredrickson, 2003; Wright and Cropanzano, 2004), is due to the fact that happiness at work is associated with better organizations functioning and higher performance. For Daniels (2000) and Diener (2000), happiness is a multidimensional construct with the following components: (1) AWB; (2) competence; (3) aspiration; (4) autonomy and (5) integrative functioning and satisfaction. This research focuses on one of them, the AWB. Daniels (2000) proposes that the AWB in the workplace refers to the frequent experience of positive affect and infrequent experience of negative affect. AWB is one of the most important PWB indicators (Diener and Larsen 1993) and have bipolar dimensions: anxiety–comfort, depression–pleasure, boredom–enthusiasm, tiredness–vigour, and anger–placidity. Some authors have been working on this topic, for example, Rahimnia and Sharifirad (2015) found that AL is a predictor of employee well-being, and the attachment insecurity has a mediator role in this relationship. Qian et al. (2016) proposed that feedback-seeking behaviour could be promoted by AL through a mechanism of cultivating the employees' positive emotions. Semedo et al. (2017) found that perceptions of AL predict employees' creativity through the mediating role of AWB.

The organizational commitment represents a part of the range of topics studied in the organizational context because it has significant influences on individual results that later translate into results that are advantageous for organizations. Meyer and Allen (1991) developed a multidimensional model of organizational commitment by integrating into three components: (1) affective commitment, (2) normative commitment, and (3) instrumental commitment. Normative commitment is defined as a sense of loyalty and a moral obligation to continue in the organization. That is, it corresponds to the link that is based on the employee's sense of obligation to the organization. The instrumental commitment represents the awareness of the costs associated with leaving the organization, expecting performances that do not go beyond what is strictly mandatory. AC, in turn, refers to the emotional attachment that employees demonstrate to their organization (Meyer and Allen, 1991). In order to be employed in the organization, it is also necessary for employees to have a strong affective connection. In other words, an employee who believes in organization's values, that is affectively committed to it, likes to be part of it (Allen and Meyer, 2000). That is to say that, strong emotional bond to organizations cause a decrease in intentions to leave the organization and in actual abandonment (Meyer et al., 2002; Griffeth et al., 2000). AC appears to be negatively related with turnover intentions (Mehmood et al., 2016). Of the three components, AC is

what presents more appropriate responses for the individual's behaviour in the organization. Some authors, such as Meyer et al. (2002) and Rego et al. (2013) have focused on the main causes and consequences of AC.

Authentic Leadership and AWB

Leadership is considered to be a predictor of employee's well-being (Snyder et al., 2002; Rahimnia and Sharifirad, 2015). Similarly, AL seems to be positively related to employee's well-being. That is, when employees perceive leader's authentic behaviours, they tend to feel happier at work (Ilies et al., 2005). According to these authors the four AL dimensions (self-consciousness, relational transparency, internal moral perspective and balanced information processing) influence positively the employees' happiness.

Here should be mentioned authors such as Agote et al. (2016) who found that AL perceptions promote followers' trust and emotions during change processes, or Skakon et al. (2010) and Audenaert et al. (2017) who holds that employees with a good relationship with their leader through good emotional support and a relationship based on trust will be more satisfied with work and less emotionally exhausted or AWB. Audenaert et al. (2017) still showed that the high-quality relationship between the leader and followers is related to AWB namely job satisfaction and emotional exhaustion. According to these authors, this relationship is mediated by psychological empowerment and moderated by employment relationship. This finding leads to the rationale that authentic leaders are more likely to experience unconditional trust in their interaction with followers by providing them, among other values, trust and well-being (Ilies et al., 2005). The most hopeful people tend to achieve their goals better, which in turn has a positive impact on their well-being and self-assessment (Snyder et al., 2002). Also, Bailey and Snyder (2007) and Ciarrochi et al., (2015) have shown a positive relationship between hope and subjective well-being. That is to say, through their behaviours authentic leaders can influence the employees' emotions of as well as the workplace emotional climate (Dasborough and Ashkanasy, 2002), indicating that higher perceptions of authentic AL stimulate higher experiences of AWB at work.

Authentic Leadership and Affective Commitment

The leadership styles were shown to have significant relationships with AC (Hashim et al., 2017). Also, AL seems to relate with AC. Previous research on these essential terms comes in different forms. For example, Gardner et al. (2005) and Kernis (2003) have reported that the authentic leader's behavior embodies principles and values that strive to achieve and maintain open and authentic relationships. Also, Milic (2017) showed that the perceptions about AL abilities moderately and positively influence employee's AC. When employees perceive greater authenticity by the leader, they develop a stronger emotional bond. Some others scholars reveal that the quality of the exchanges between employees and their leaders are predictive of attitudinal job outcomes like AC (e.g., Gertsner and Day, 1997). That is, being authentic leaders endowed with behaviors based on moral principles, values and beliefs, they can influence the emotional bond that the employee has to the organization to which it belongs (Walumbwa et al., 2008; Leroy et al., 2012; Rego et al., 2013; Alshammari et al., 2015; Semedo et al., 2016; Ribeiro et al., 2018).

AWB and Affective Commitment

One of the hypotheses proposed in this study is related to the fact that the employees' happiness in the workplace can exert a positive influence on their AC. Other authors also argue that, when employees feel happy at work, is probable that they develop positive attitudes toward the organization namely better affective organizational commitment (Meyer and Allen, 1993; Lilius et al., 2008). Gavin and Mason (2004) suggested that happiness at work may lead employees to experience work as meaningful, thus assuming work as a mission rather than as a "job", which in turn makes them more affectively attached to their organizations and more committed to improving organizational performance (Wright and Cropanzano, 2004). Happiness at the workplace also seems to influence employees creativity and individual performance (Semedo et al., 2017), job satisfaction (Diener et al., 1985), emotional stability of workers (Fordyce, 1988), among others. Some studies, namely Amabile et al., (2005), Mohd Hassan (2010), Humborstad and Perry (2011) and Tarcan (2013), also showed that there is a positive linear correlation between employee's happiness and their AC.

If, on the one hand, employees need to be affectively committed at work to perform the better role and to present better results (Semedo et al., 2016), on the other hand, this affective attachment at work can be provided by AL (Hashim et al., 2017). However, it is proposed that this relationship can be both directly and indirectly through the mediating

role of affective well-being. In view of the above, it is believed that if perceptions of AL influence AWB and AWB influences AC, then AWB likely mediates the relationship between AL and AC.

When employees perceive that their leaders are self-aware of attitudes, openly share information, has a high standard for moral and ethical conduct and analyses all relevant data before coming to a decision, they feel happier at work (Ilies et al., 2005) that consequently, increases their AC. Through their positive emotions and better working climate, authentic leaders provide more AWB at work (George, 2000; Dasborough and Ashkanasy, 2002), which in turn increases their emotional attachment to the organization (Amabile et al., 2005). According to Gavin and Mason (2004), the employees' perception regarding the authenticity of the leaders can stimulate their positive emotions which, in turn, intensify the emotional attachment to the organization. Also, Abdullah et al. (2017) proved that workplace happiness was able to act as a significant mediator in the relationship between transformational leadership and affective commitment. So, it is proposed that affective well-being mediates the relationship between AL and AC.

According to theoretical and empirical evidence above, the followings hypotheses are proposed:

H1: Employees' perceptions of AL positively influence their AWB.

H 2: Employees' perceptions of AL positively influence their AC.

H3: Employees AWB positively influences their AC.

H4: AWB has a mediating effect on the relationship between perceptions of AL and AC.

3. Method

Sample and procedures

The study was carried out in Cape Verdean organizations on the islands of Santiago and São Vicente and 543 employees participated. Of these 56% were female, the average age was 33 years old, 59.7% held college degrees, 80% belonged to the service sector of areas such as consulting, teaching, commerce and tourism. 53.6% were in the public sector. 32% of the organizations represented had more than 100 employees, 21.2% had between 51 and 100 employees and only 10% had between 1 and 10 employees. After the first

contact with the organizations' leaders, and if the answer was affirmative, the person responsible for each work team and/or department was identified and the permission for a researcher to distribute the questionnaire to some random employees was given. The questionnaires were accompanied by a letter explaining the purpose of the research and assuring maximum confidentiality of data and anonymity of the participants. Some instructions on how to complete the questionnaire were provided.

Operationalization of variables

It should be emphasized that these three constructs were developed in different cultural contexts of Cape Verde. However, according to Hofstede framework, there are similarities between the Cape Verdean and Portuguese cultures and characterized them identically. In the Portuguese context, there are several studies on AL, being the most recent the study of Ribeiro et al. (2018). As for the other two variables, also been tested in Portuguese context, namely by the authors Rego et al. (2009; 2013), Ribeiro et al. (2018) and others.

Authentic leadership

The measurement instrument used to operationalize AL was constructed based on the four dimensions (self-awareness, relational transparency, internalized moral perspective, and balanced information processing) measure developed and validated by Walumbwa et al. (2008). AL measure contains 16 items that are measured on a five-point Likert scale (1: Never, (...), 5: Often, if not always). Some examples of items: Self-Awareness – "my leader wants to obtain information (feedback) from people to improve the working relationships between them". Relational Transparency - "my leader encourages all people to say what they think". Internalized moral perspective - "my leader asks me to take positions according to my core values." Balanced processing - "my leader analyses relevant information before making a decision". The data were subjected to confirmatory factor analysis (CFA). From the first order CFA, it was seen that the factor loading range was between 0.64 and 0.81, and from the Cronbach alphas it was seen that the dimensions were greater than 0.8, thus demonstrating factorial validity and reliability of measures. In the second order CFA, the results do not differ much, experiencing the same factor loading, Cronbach alphas and fit indices. However, from the first order CFA, it was found that the four dimensions of AL are highly correlated, which indicates the existence of a

latent variable or factor (Marôco, 2014). Thus, AL is deemed a second order variable as suggested by Walumbwa et al. (2008).

Affective Well-Being

The AWB was measured with the Daniels' instrument (2000), covering the five dimensions mentioned above and fifteen items. Rego et al., (2009) used it in the Portuguese context. Participants are asked to think about their feelings over the organization and to answer on a five-point scale (1: never, (...) 5: always). In the First order CFA, it is observed that the factor loading range between 0.58 and 0.82 and in the Cronbach's alphas the dimensions are greater than 0.8, thus revealing factorial validity and reliability of measures. The fit indices suggest that the model fits very well with the data. Then, the study tests a Second order CFA where the five AWB dimensions load on a higher AWB factor and the results do not differ much, experiencing the similar factor loading, Cronbach's alphas and fit indices. However, in the First order CFA, it was found that the five dimensions of AWB are highly correlated, which, in turn, indicates the existence of a latent variable or factor (Maroco, 2014). The commonalities among the five AWB components justify considering AWB as a second-order construct, instead of considering their components separately (Rego et al., 2010).

Affective commitment

AC was measured by the six items of the Meyer et al. (1993) scale. Employees were asked to indicate the extent of their agreement with the statements presented by using a five-point Likert scale (1: Strongly disagree, (...), 5: strongly agree). Sample items: "I really feel the problems of this organization as if they were my own", "This organization has great personal meaning for me." The results of the CFA show the reliability and factorial validity of the measures (Cronbach's alpha is 0.8, and factor loading range from 0.59 to 0.85, which are higher than minimum value recommended by Hair et al., 1992).

Reliability, Validity and Common Method Variance

To test the measurement model, the CFA was initially conducted. It was then conducted on the structural model and included all the variables within it. The indices were adjusted

(e.g., $\chi 2$ /gl =1,7; RMSEA=0,03; GFI=0, 89; CFI =0,94 and TLI=0,94). The alpha values are all above 0.7 and the composite reliability (CR) is equal to or greater than 0.7. These data have convergent validity, the average variance extracted (AVE) is greater than 0.5 (**Table 1**). All the items were related to their specific constructs. The outcome measures seem to be reliable according to Hair et al. (2005). Discriminant validity is shown because all the correlations between constructs are significantly below 1 and all the squared correlations are smaller than the AVE. That is, the constructs differ from the others. To minimize the risk of common method variance we used some procedural techniques proposed by Podsakoff et al. (2003). These being: (a) the total respondents were guaranteed anonymity and confidentiality of information collected and were told that there were no right or wrong answers; (b) there was randomness in the ordering of multiple items; (c) we did not use scales with bipolar numerical values or assign verbal designations for the midpoints of the scales. Harman's single factor test (1967) was also carried out. A principal component analysis (unrotated solution) on all the variables revealed seven factors with eigenvalues greater than 1. They accounted for 59% of the total variance, the first of which explained only 26% of the variance. This method shows there are no problems with common method variance.

4. Findings

Descriptive statistics, Cronbach's alpha and bivariate correlations for all study measures are presented in **table 1**. All the variables seem to correlate positively with each other. AL is positively correlated with AWB and AC. There are also positive correlations between employees' AWB and AC. Amos 21.0 was used to perform CFA and SEM to test the proposed hypotheses. Final results are presented in **table 2**.

Table 1 approx here

There is a positive relationship between AL and AWB. The results seem to indicate that AL has a positive influence on AWB (β= 0.49, p <0.001). Thus, H1 was supported. As the literature suggests, the results of this study show that in fact, the employees' perceptions regarding their leader authenticity, makes a positive explanation of their

affective commitment. This finding suggests that authentic leaders play an essential role in creating positive and appealing organizational context, which makes their followers happier.

The positive relationship between AL and AC proposed on H2 is supported. The perceptions of AL seems to have a positive effect on AC (β= 0.18, p <0.002). AL seems to influence employees' affective connection with the organization where they work. That is, the employee's affective attachment seems to be stronger when he/she thinks his/her leader acts authentically.

AWB seems to have a positive and significant effect on the employees AC (β= 0.24, p = 0.001) that support H3. This result goes to the suggestion of the literature, showing that when people are happier at work, they feel more emotionally committed to the organization. About the role of AWB between AL and AC, the results of the mediation test show that perceptions of AL predict 18% of the unique variance of AC (β= 0.18, p <0.002), which satisfies the first condition for mediation. Perceptions of AL predict 49% of AWB (β= 0.49, p <0.001), thus, the findings also support the second condition for mediation. The AWB also predicts employees' AC (β= 0.24, p =0.001). In addition to the conditions for mediation listed, the test proposed by MacKinnon et al. (2002) was carried out. Each unstandardized estimate, corresponding to a mediating relationship, has been divided by the respective standard error. The final results were always above 1.96 (first relationship - AL and AWB: 0.28/0.04 = 7; Second relationship - AWB and AC: 0.26/0.07= 3.71). Thus, the partial mediating effects are significant supporting H4. These results confirm what was proposed previously by showing that employees AWB, is one of the mechanisms by which the perceptions of AL influence their AC.

5. Discussion and Conclusions

This study examined how perceptions of AL predict employees' AC both directly and through the mediating role of AWB. Through their characteristics, authentic leaders promote employees AWB, which what seems makes them feel more strongly connected to the organization. These results coincided with those of studies by Gavin and Mason, (2004) and demonstrated that employees feel more affectively committed to the organization, when they perceive certain characteristics among their leaders, such as self-awareness, relational transparency, an internal moral perspective, and the balanced

processing of information. Similarly, when they have positive emotions at work, it seems that employees develop strong ties with the organization. The findings reveal a partial mediation of AWB in the relationship between the perceptions of AL and AC (this mediation is possibly partial because other mechanisms can influence the relationship). In others words, perceptions of AL can stimulate employees' happiness at work, which in turn, increases their AC to the organization. Other studies have also reached this conclusion showing that the authenticity of leaders is an important factor to promote employee' AWB, which consequently, increases affective commitment to the organization (e.g., Gavin and Mason, 2004; Abdullah et al., 2017). In other words, when employees feel well treated by the leaders and the organization where they work, they view work not as a duty, but they feel pleasure to realize it and develop positive emotions. These positive emotions awaken them the desire to reciprocate the affection given. As mentioned above, the characteristics of an authentic leader, particularly self-consciousness, innovative cognitive style and intrinsic motivation are factors that influence the employees' emotional attachment to the organization (Yan Zhang *et al*., 2011), that may be through AWB.

6. Theoretical Contributions and Implications for management

The findings suggest that AL promotes positive relationships between leaders and their followers (George, 2003) that result in better attitudes, which consequently improve their behaviors. In other words, AL predicts employees' AC. Moreover, the results show that this impact can be direct and mediated by AWB. Authenticity may enhance the employee's positive emotions to develop their organizational commitment. This study responds to a call by researchers who have argued that more empirical research is necessary to understand the mechanisms through which AL influences effective employees' responses and also contributes to expanding the nomological network for AL (Avolio and Mhatre, 2012). The results support a theory and new empirical research, suggesting that leader's authentic behaviors may play an essential role in the extent to which employees develop better emotional bond at work. It is appropriate to underline that constructs like AL and AWB are underexplored in the literature whereby they deserve additional attention from both researchers and practitioners. This study seeks to contribute to AL investigation, namely in the different context and revealing consideration for the academic community, but also for the business community, particularly in what concerns

the introduction of potential corrective actions given the relevance of this type of leadership in improving individual and organizational performance.

The overall findings of this study contribute to a better understanding of the relationship between AL and employees' emotional bond and positive emotions. The findings suggest some guidelines for organizations and leaders. This study suggests that the organizations in Cape Verde to bet on the selection of authentic leaders and to invest in training programmes to sensitize leaders. The study also warns of the importance of authenticity in leadership, the leadership development programmes that are not very common in Cape Verde such as coaching and its development, mentoring programmes, business schools, executive education programmes, or other forms. The Cape Verdean organizations should focus on leaders who value self-awareness, transparency in their relationships with others, display an internal moral perspective, and demonstrate balanced processing of information, to guarantee good results at the individual level and, consequently, at the organizational level. Also, these organizations should bet on their leaders, which can promote employees' happiness as well as their affective relationship with the organization, and as a way to avoid brain drain and attract their best cadres. The leader, in turn, must act in a trustful, honest, respectful and courteous way, cultivating their credibility, thus enhancing employees´ AWB, which in turn, boost their AC. Leaders must understand the importance of positive relationships with employees, since the quality of relationships may be an essential determinant of success. Both organizations and leaders must inspire confidence, act genuinely and enhance ethical aspects of its relationship with the followers. They should also invest in the employees' AWB as being an important factor for them and consequently for the organizations. Organizations should strive to create and maintain AWB in the workplace to increase AC. Since Cape Verde is a country with many weaknesses and opportunities, the organizations must invest in their human resources, guaranteeing the best talent retention through more genuine and positive leadership.

7. Limitations and Recommendations for future work

This study presents some limitations in methodology, which indicates opportunities for future research. The first limitation has to do with the fact that the study focuses on just two of the islands of Cape Verde, as it was not possible to conduct fieldwork covering all the islands due to the distance between them. Thus, opportunities to collect data from the

other islands exist, thereby widening the picture. Another limitation of this study is that it is based on a cross-sectional data collection. This provides an opportunity to conduct an additional investigation considering a longitudinal data. Future studies may test if the empirical findings of the present research replicate in other cultures and types of institutions, considering that, this study comes from a single culture and work in Cape Verdean organizations. The study contributes to the organizational studies literature, as it examines the influence of AL on employee behavior. The non-inclusion of moderating variables in the study can also be considered a limitation. Future studies should investigate whether potential moderators such as age, organizational tenure, job satisfaction, organizational identification in the relationship between these variables. In addition, the influence of organizational culture could be explored in the relationships found in this study by future research. Lately, some studies focus on the relationship between AL, diversity and inclusion and gender difference. It would be interesting for future studies try to understand how these relationships operate. Also, it would be interesting to perceive other antecedents of AC, for example, individual characteristics, organizational justice and also their consequents, namely, performance, turnover intentions and turnover. Future studies can also investigate more causes (e.g., workplace spirituality) and consequences (e.g., turnover, burnout and emotional exhaustion) of happiness at work. Finally, it would be interesting to see if employees' affective well-being, influence the leader's behaviours leading them to exhibit higher levels of authenticity.

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