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Impact of authentic leadership on organizational citizenship behavior



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Abstract

The aim of this study is to examine the influence of the **Authentic Leadership on Organization Citizen Behavior** in context of different Corporate Sectors. The result of the study provides some guideposts that how much the effectiveness of authentic leadership effects on OCB in Corporate Sectors. This study is designed to examine the effect of authentic leadership on Organizational Citizenship Behavior (OCB), using the convenient sampling technique, the data were collected from 200 employees working in the corporate sectors of Nepal. It was hypothesized that authentic leadership would positively predict organizational citizenship behavior. Furthermore, the results of the study indicated that authentic leadership positively predicts OCB. In addition, further researches were suggested, especially empirical studies could be carried on the relationship between authentic leadership and other variables.

Key words: Organization citizenship behavior (OCB), authentic leadership, leadership behavior.



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CHAPTER 1

INTRODUCTION

1.1.1 Authentic leadership:

Authentic leadership is hard to define because it is a difficult process and it has to remain in touch with the others members of the organization and has to transfer the self-knowledge in others. Authentic leadership can be defined as the one who is well aware of his strengths and weakness and encourages other in participation and doesn't impose his point of view on other members of the organization and team. A good leader develops through a never-ending process of self-study, education, training and experience (Jago,1982). Authentic leadership is very important in all organization due to corrupt cases in the management practices of the organization. Authentic leadership has many positive impacts on the member of the organization. Leadership plays a vital role in boosting and enhancing the employee's behavior. Authentic leadership focuses on the internal qualities of the leader who are able to meet the organizational goals more effectively.



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Developing team spirit among subordinates and inspiring them to achieve targeted goals. He should motivate the employees, externally and as well as internally. It is his responsibility to develop his own support team, He has to get personal but not too much, he should inspire all those around him. A good leader knows his people. A leader acts in a righteous manner to lead his people. He should have judgments to decide best course of action and leadership style for every situation. He needs to have strong convictions.

There are several characteristics of authentic leadership. Some of them are as follows:

1. Good listening skills and steadiness.
2. Good vision and mission of the organization.
3. Focus on the long-term goals of the organization.
4. Clearness about organizational goals. Clear direction.
5. Honesty and unbiased.

According to BILL GORGE, authentic leadership has to define his purpose, most strong values about the right things, has good and dependable relationships with all other members of the organization. He should be clear about his mission and establish his self-values.

There are several traits of authentic leadership. Some of them are as follows,

1. Avoid foiling and anxiety



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2. Power
3. Confidence
4. Compulsiveness
5. Social confidence
6. Hard awareness
7. Interest

A thorough leader practices these abilities and these are the most operative leaders' quality and it results in the success of the organization. Leadership is a set of skills that can be learned by training perception and through practices. Under a process of exercise, instruction, learning and comments, teams or employees can reach organizational goals via extremely well-versed leadership.

A good leader doesn't impose his decision on others. He has the ability to listen to others who are part of the same organization as he in and also who disagrees if opinions aren't favorable for the organization.

Authentic leadership mainly focuses on self-awareness about the moral values of the society. He has the ability to openly share his views and motives to his sub-ordinates that will help in building trust worthy relationships between him and organizational members. Eventually, an employee has the willingness to trust on the leader who depends on all leadership characteristics.

In leadership the most important scale is when his employees follow his clear instructions and follow formal organizational requirements. It is a well-known fact that organization becomes more



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effective through change and innovation. A leader main focus is to support on change. The first main priority of the leader should be the attainment of the goals, tasks and objectives of the organization along with completing basic needs of the employees, broad vision of organization can be achieved successfully.

Authentic leadership plays a vital role in the attitudes and behavioral enhancement of the employees. The authentic leadership concentrates on the internal qualities of the leader while the transformational leadership focuses on how the leaders interact with others for the gain of organizational goals and objectives. The authentic leader has to focus on the moral values of the societies as well. He should never tarnish his image.

There are four major factors of authentic leadership and they are as following:

1. Self-awareness: An Authentic leader has to be self-aware of the emotions, identify motives, feelings, expectations and values. There should be collaboration between all the employees and the leader of the organization to make it easy to achieve all the goals and objectives of the organization.

2. Balanced processing: A good leader has to avoid biasness in decision making. Leader shouldn't avoid or reject any type of information before making any decision. Information should be collected on facts not hearsay.



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3. Moral perspective: A leader's behavior should be based on the moral and ethical standards.

Moral perspective is a vital code as it increases ethical and transparency. Principle of honesty and fairness will avoid conflicts within the organizations.

4. Relational transparency: A focused leader has to share information openly with all the members of the organization. One of the most important advantage of this relational transparency is to maintain good relationship with all the employees based on sincerity. It is one of the processes for creating trustworthy relationships with the organization to make it effective

1.2 Organization Citizenship Behavior:

OCB is defined as an individual employee's work or behaviors that are in favor of the organization without any reward or any incentive but it enhances the working condition of the organization. It creates efficient performance in the organization. OCB creates many advantages for the organization. The performance of an efficient OCB increases the productivity of the coworkers, retain and strengthen the ability the employees within organization. It enables organization to adapt effective environmental changes and it also able to increase the stability of the organization.

OCB is found related to the employee's loyalty and satisfaction. The behaviors of OCB can be developed through the attitudes, inspiration and personality traits. OCB result can be helpful, caring and cooperation. Through some of the past evidences it is revealed that when the leaders act



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in his own way to achieve the goals of the organization then he is more able to achieve higher level of performances.

The OCB give us two dimensions. One is the INTERPERSONAL DIMENSION and the second is ORGANIZATIONAL DIMENSION. As it is known OCB involves highly in the organizational functioning and goal attainment. The personal traits are the main reason for the occurrence and validity of the display of the OCB. As it is known, high level of OCB refers to high level of organizational effectiveness, efficiency and also adaptability. It is one of the most important elements that affects the government. According to many researches it has been found that the OCB increases the performance, organizational efficiency and the most important being customer satisfaction. There are many different types of OCB such as organizational environment, leadership behaviors and personal characteristics.

The behaviors are categorized into two types, helping behaviors and compliance behaviors. The helping behaviors are those behaviors that are focused on employees. For example, helping the other employees, coworkers in the attainment of different tasks or to remove work overload on others. Compliance behaviors are the behaviors that provides or give benefits to the organization through different ways like through punctuality and slacking. These behaviors are basically known as the discretionary behaviors that are not the part of the job but employees do it for increment in the effectiveness of the organization.



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The **individual initiatives** refer to the communication skills of the employees of the organization. OCB helps to increase the effectiveness of the organization. It also helps in the achievement of the goals of the organization. Through better communication employees can easily achieve the goals of the organization. **Personal industry** refers to those tasks that are not part of the description of the job such as not to miss the work of the organization. The fourth dimension and the last is **loyal booster** which creates and maintains the organization image in front of the others. That is to create the good image by showing the capability and advantages of the organization.

It is known that OCB performs a big role in organizational success and OCB is the main factor for employee's commitment for organizational success. OCB provides many advantages to the organization, such as, it increases the organization productivity through different ways. One being is helping new colleagues or new coworkers when they are faced with difficulties. By attracting or retaining the employees by creating friendly and communicative environment where they have a sense of belonging with the organization. OCB helps to transfer a good way of transferring correct information among them.

In OCB, employees are not expecting rewards from the organization. They do it out of their own personal interests. OCB enhances social environment in the organization. In OCB, employees are involved in taking initiatives. OCB also decreases the costs and increases the profitability (in case of advantages) in the organization to provide it a benefit. The employees are able to enhance the effectiveness of the organization by motivating each other and by helping each other.



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OCB is very important for functioning and in the achievement of organizational goals. The employees do or act in a way in which their leader's acts in a way. The behaviors can be revealed through the attitudes, personality traits and through inspiration.

The concept of OCB is very important in many of the organizations as all the company wishes to have OCB in their organization. It is fixed in the employees. It is very important to maintain the employees' good situation.

- Workers feel their work significant for the organization use.
- Increased job performances.

According to the study OCB indicates to higher value and it also increases the efficiency for the employees. It also one of the reasons for the improvement of the interpersonal relationships and bonus for the organization.

SET AN EXAMPLE, a leader has to participate in the events that are out of the work. He is responsible to carry out organizational plans or he partakes in the plans. If the employee sees their leader in any type of hardship during execution of the plans, then they must assist their leader. They must stand as a family member of the organization. A simple motto is that a family that stands together will eventually win in the end.

Goals and objectives are clarified in an inspiring way for the employees so that they are driven as a workforce for the company.



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Hence, OCB helps to work in an effective manner where the leader will be able to provide them a positive community and pacified environment in which the task can be achieved in a healthy way.

The examples of OCB are as follows,

- Helping one another as a team
- Avoiding preventable conflicts
- Voluntaries for extra job activities

There are five common types OCB Organ:

- **Altruism:** The employees help others without an expectation of returns. A simple selfless act.
- **Courtesy:** The polite behavior or tranquil, good thoughts towards other members of the organizations with the aim of avoiding problems that are related with organizational work or task accomplishment.
- **Sportsmanship:** A fair environment to work without having to blame one another when stress or difficulties arise. Work as one and protect one another when situations arise. No blame games.
- **Conscientiousness:** This is very calm process based on accepting and following the rules of the organizations that are necessary for an organization to do work. Accomplish work thoroughly in a dutiful manner.



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- **Civic virtue:** It is a behavior that are represented by the members of the organization on how they promote the company outside. It is dedication by all members of the organization for its welfare as a community within or outside the organization.

4.1. Research Question

Is Authentic Leadership positively linked with organization citizenship behavior in an organizational setup?

1.6. Problem Statement:

This study identifies that in an organization many objectives cannot be achieved due to the lack of better communication between leaders and the employees. Therefore, there is a need to focus on this research area.

1.7. Scope of Research:

The scope of this research is enormous to start and to lead a business, it is important to see how a leader can affect an employee in the organization. The employees of an organization are willing to follow and quality in the leader who can affect the moral of the individuals in a team. This research shows the extent of the effect a leader can have.



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CHAPTER 2

LITERATURE REVIEW

2.1 Authentic leadership:

Authentic leadership centers on oneself and assumes that doing as such is valuable to others since it gives an authentic precedent. In fact, it does, in any case, is it precedent moral? Housing notes, “Genuine pioneers embody high good principles, honesty, furthermore, trustworthiness and bona fide leaders recognize their own restrictions and weaknesses and are hence more averse to receive a guarded attitude about the organizations problems” (Housing, 2012).

A few examinations appeared 65% of the achievement of an association of the difference is dictated by the leaders (Bass, 1990). For the style of authority, most past examinations concentrated on magnetic administration, transformational authority. Avolio has portrayed transformational leaders as the individuals who can be counted to do the correct decision and have exclusive expectations of moral conduct practices reliable with the disguised good point of view of real authority, although few scholars have questioned the moral and ethical part of the transformational administration. Therefore, Bass and Steildmeier presented the term authentic to recognize the difference between pseudo and authentic transformational authority. (Walumbwa,2008).



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Authentic leadership, 2003, True North, reflects four focal topics:” bona fide working of individuals (1) self-getting, (2) receptiveness to impartially perceiving their ontological substances e.g., assessing their alluring an unwanted self- view point, (3) Activities, and (4) direction towards relational connections “

In addition ,these topics are reliable with their idea of credibility as enveloping four key parts (1) mindfulness (i.e. ,information and trust in one’s musings ,sentiments ,intentions and qualities) (2) fair-minded preparing (i.e., objectivity about the acknowledgment of one’s certain and negative characteristics);(3) conduct (i.e., acting dependent on one’s actual inclination’s ,qualities ,and needs as opposed to just acting to satisfy others ,secure rewards ,or dodge disciplines);and (4) social directions (i.e., Accomplishing and esteeming honesty and transparency in one’s posy connections ; Kernis ,2003;Kernis and Goldman ,2006).. Wicpoor, Seconder, and Schriesheim (2005) enunciated a portion of the zones of the theoretical equivocalness (e.g., Dimension of examination) and forewarned researchers to maintain a strategic distance from the entanglements experience in progressing earlier initiative hypothesis via cautiously characterizing, estimating and thoroughly exploring the build.

All the more as of late ,Yammarino ,Dionne ,Sehrices Heim, and Dansereau (2008) inspected the writing from a memo ,staggered point of view ,taking note of a few deficiencies ,for example ,a fundamentally pioneer driven center working at the individual dimension of investigations ;they likewise give explicit suggestions to propelling AL hypothesis at and over the ones ,dyadic,



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gathering and authoritative dimensions of analysis. thin, (2003) required another kind of veritable and qualities-based initiative legitimate administrations (AL)

The synchronous expansion of specialist and academic compositions has produced a few contending organizations of AL that have made perplexity about the build envisioning these issues. Cooper, Scandura and Schriesheim (2005) explained a portion of the territories of theoretical uncertainty (e.g., dimension of examination) and advised researches to maintain a strategic distance from the traps experienced in progressing earlier authority hypothesis via cautiously characterizing, estimating and thoroughly exploring the development. All the more as of late, Yammarino, Dionne, Schriesheim, and Dansereau (2008) analyzed the writing from a meso, staggered point of view, noticing a few weaknesses, for example, an essentially pioneer driven center working at the individual dimension of examination; they additionally give explicit proposals to propelling AL hypothesis at and over the individual, dyadic, gathering and hierarchical dimension of investigation. The main endeavor to officially characterize and operational the develops of administration realness and initiative in-authenticity as such was made by Henderson and Hoy (1983) shows, these creators see authority credibility as enveloping three parts: (1) acknowledgment of individuals hierarchical obligations regarding activities, result and slip-ups. (2) Then on-manipulation of subordinates. (3) The notability of the self over job necessities. administrations in authenticity includes low dimensions of these segments i.e., an absence of responsibility control of subordinates and remarkable quality of job over self.



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Despite the fact that the parts covered to some degree to the components of validness defined by Kermis and Goldman (2006) they likewise seem, by all accountants to be frustrated with different develops, for example injurious supervision (Tepper ,2007), authorities governmental issues (Ferris and Kecmar, 1995) and responsibility (Hall, Blass, ferries and massengle 2004). Of the three measurements proposed, remarkable quality of self over job comes nearest to the way of thinking rely on origination of realness, as it “alludes to the propensity to carry on in an authentic way generally unconstrained by conventional job necessities. Such an individual is seen as being genuine and authentic “(Henderson and Hoy 1983).

Avolio and Gardner (2005) have demonstrated positive effect of credible leaders and supporters on continued execution Shamir and Eilam (2005) advance a biographies way to deal with legitimate initiative improvements after first explaining their utilization of the terms genuine leader, bona fide initiative , and legitimate leader advancement ,Shamir and Eilam depicts how leaders biographies give understanding into the implications they connect to life occasions to control devotee’s and thus to create themselves over long run through reflection . In that capacity, a leader biography mirrors the level of self-information, self-idea clearness, and individual job mergers the person in question encounters and furnishes adherents with prompts for evaluating leader validness. Shamir and Eilam finish up with a fascinating talk of the ramification of the biographies approach for the investigation and advancement of bona fide leaders.

Miche and Gooty (2005) investigate the impact of qualities and feelings on leaders ‘legitimacy in particular ,they affirm that self-other worldly qualities (e.g., widespread qualities ,for example,



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social equity ,fairness, and broad mindedness., kind hearted qualities , for example ,trustworthiness , reliability and obligation) and positive other –coordinated feelings (e.g., appreciation, altruism , gratefulness , and worry for other people and assume a basic job in the rise and advancement of genuine administration Miche and Gooty’s focal proposal is that positive other- coordinated feelings e.g. appreciation and gratefulness , will inspire true leaders to act in manner that reflects self-otherworldly qualities for example geniuses and devotion and uniformity . in late of developing exact proof of the significant of such feelings to initiative procedures.

Henderson and Hoy (1983) “Authority geniuses is along these lines characterized as the degree to which subordinates see their leaders to show the acknowledgment of authoritative and moral obligation regarding activities, results, and slipups; to be known controlling of the subordinates; and to display remarkable quality of self over job. Administration in authenticity is characterized as the degree to which subordinates see their leader to be ‘passing the buck ‘and accusing others and conditions for mistakes and results; to be manipulative of subordinates; and to exhibit a remarkable quality of job over self “

Bhindi and Dunigan (1997) in their article contend for legitimate authority dependent on : validness which involves the disclosure of the real self through important connections inside hierarchical structures and procedures that help center , not worthy qualities ; purposefulness ,which suggests visionary administration that takes its vitality and wearing from the well-meaning plans of current authoritative individuals who put their brains ,essences into molding a dream for the future ; a recharged pledged to other worldliness , which requires the discovery of the soul inside every



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individual and festivity of the mutual significance, with motivation behind association; an irresponsibility to the sentiments, yearnings necessities of others.

Leader part rate (LMX) is the social trade between the leaders and gathering individuals and accentuation on LMX make loud significant exchange base issues, including monetary trade. In view of social trade hypothesis, LMX hypothesis predicts that the more prominent and apparent estimation of substantial and impalpable wares that can be traded the higher and nature of the LMX relationship commodities that are traded between a leader and a gathering part shift from material assets and data to enthusiastic help.

Individuals in a solid LMX relationship become faithful to a leader and feel committed to react to any help. This prompts more OCB. Solid LMX connections help keep up positive working connections among gathering individuals, encourage viable coordination, increment bunch cohesiveness, and increment citizenship conduct (Starlicki and Latham Liden Maslyn, and Jordan Et Al brought up that LMX legitimately expanded OCB, affirming the social trade hypothesis of Blau and Seers Et Al. Those individuals would in general direct their proportional endeavors to the wellspring of the advantage that they have gotten.

In spite of the fact that there has been a lack of exact work connecting administration conduct to LMX improvement, late investigations feature a positive connection between administration practices, for example, transformational or moral authorities and devotee expression of LMX (Gu, 2015; Walumbwa et al. 2011; Wang et al. 2005) trade (LMX) as well as by elevating their mental strengthen, characterized as a person's inspiration to perform assignments. Albeit such systems



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have been proposed as potential clarifications for the impact of hiring authority on devotees 'OCB in the surviving writing analyzed in a solitary report.

2.3 Organizational Citizenship Behavior:

Organ, 1983, just because proposed association citizenship practices (OCB) idea, which originates from Barnard (1983's) "Ability to participate" and Katz (1964) on the successful association needs inventive rouse thinking past required practices. Katz (1964) declared three practices in article "The Motivational basis of Organizational Behavior".

1. Encourage their workers to enter the association and stay in the association.
2. Employee must work in a solid way, and accomplish the perquisites.
3. During the time spent achieving authoritative objectives, a few practices past the job necessities are demand.

The initial two acts are the job of the worker, while the third is additional job conduct past the association necessities. Such practices are viewed as the compelling worker of the association task. However frequently well on the way to be overlooked by the association and authority. Organ and his associates have formed this demonstration into authoritative citizenship conduct.

All the more as of late, the meaning of OCB has been extended to incorporate not just the classifications of unselfishness (helping practices pointed legitimately at explicit people) and summed up consistence (principled execution for the benefit of the association) yet in addition the



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classes of Politeness, sportsmanship, and city ethicalness (Podsakoff et al. 2000). Numerous scientists inspect five classifications of relevant execution: volunteering for exercises past and individual's formal activity desired; steadiness of eagerness; help to other people; following principle and methodology; and straightforwardly upholding and guarding association destinations (Organ, 1997) as identified with character factors, persuasive premise, hierarchical help. Furthermore, Lam Et Al. (1999) gave significant understanding with respect to apparent limits between in-job and additional job conduct, further explaining what practices comprise hierarchical citizenship conduct.

Hierarchical citizenship conduct keeps on being of considerable enthusiasm to scientists and professionals (Le Pine Et Al., 2002). Representative Job recognitions can't be disregarded with regards to clarifying and foreseeing authoritative citizenship conduct (OCB; Morrison, 1994) Furthermore, it is required for hypothetical incorporation of existing ways to deal with clarifying the impacts of OCB within hierarchical settings, representative convictions about job commitments are probably going to be molded not just by the formal jobs they are appointed and the social trade commitments they have acknowledge yet in addition by the citizenship- type role that workers relate to and consider themselves to be possessing (Farmer, Tierney, and Kung-Mcintyre,2003; Finkelstein and Penner,2004; Kidder and McLean parks, 1993, 2001).

As a rule, at that point, OCB progressive towards becoming job characterized when role identity convictions grow to incorporate citizenship practices (Morrison, 1994; Kidder, 2002) and as



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sentiments of obligations regarding citizenship commitments increment (Morrison and Phelps, 1999; Pearce and Gregerson, 1991).

Morrison (1994) contended, and detailed discoveries appearing that workers are bound to perform OCBs when they consider such to be as in job as opposed to extra role.

Interestingly, Tepper Et Al. (2001) contended that the impacts of reasonable supervisory treatment on worker OCB are most grounded when representatives see citizenship conduct as optional as opposed to required, that is, workers who characterized OCB as extra role (i.e., more prominent job prudence) would participate in more OCB when they are dealt with decently and less OCB when procedural equity is seen as being low. Research has uncovered those workers has ads because devotees to go past their activity job to display hierarchical citizenship conduct (OCB).

(Earhart 2004; Hunter et al., 2013). There has been that as it may be constrained examinations of the general significance of the distinctive psychology forms fundamental this relationship at the individual dimension of investigation.

What's more, there has been a deficiency of research on the limit states of the connection between workers authority and work results. For instance, al is it exploratory work has started to take a gander at the connection between adherent character measurements and worker administration (Reed 2005).

Organ and Konovsky characterized five sort of citizenship conduct:

1. Conscientiousness: going admirably past the required dimensions of participation, reliability, housekeeping, preservation of assets, and matters of inward support.

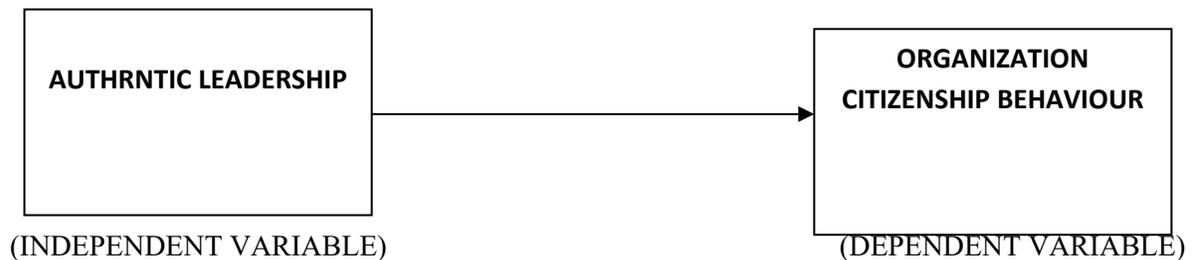


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2. Civic righteousness: dependable, productive inclusion in the political procedure of an association, including communication suppositions, going to gatherings, and keeping side by side of issues that include the association.
3. Courtesy: signals that help other people keep away from an issue, for example, checking preceding focusing on an activity that will influence them (giving notification ahead of time to individuals who need such data).

2.4 Research Model:





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CHAPTER 3

METHODOLOGY

3.1 Population

In this study, data from 200 employees was collected who are working in different organizations in Nepal namely Gabionet Environmental Solution Pvt,Ltd and BLC Enriching Life Pvt Ltd.

3.2 Materials and Methods

For this cooperate sectors were given certain questionnaires to help focus and boost participation of their employees. Before the collection of data, permission from the managers of the corporate sectors was taken.

3.3 Research Design (Type of Study)

Qualitative form of research is applied for this research. A set of self-managed questionnaires were distributed to all the members of the organizations by using the convenient sampling methods.



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3.4 Scales and Measures

The Questionnaire of Authentic Leadership is by Walumbwa, Avolio, Gardner and OCB by Lee.K

In our questionnaires, the second part of our thesis is OCB and OCB is measured by an 8 scale items

3.5 Duration of study

First it was calculated that the period of the study will take 3 months but it is elastic to add 2 week or so. The study affected by lockdown due covid 19.

3.6 Sample size

A size of almost 200 employees that are working in different corporate sectors of Nepal was taken.

3.7 Sampling Techniques

The data will be collected from the employees of the corporate sectors and organizations to rationale for which the data is collected is easy and convenient **Sample selection.**

- All the employees who are solving the questionnaires have had the working experience from 1 to 5 years at least.



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- All the employees who have the experience of less than 1 year was not considered for the questionnaire.
- The respondents must have 1 to 5 years of experience.
- The employees who have less than one year experience was not considered.

3.8 Procedure (Data Collection):

As it is mentioned previously that the data is collected from the staffs of different corporate sectors and organizations of Nepal via emailed questionnaires. This questionnaire included different aspects of an individual's demographics plus his/her socioeconomic status with an inclusion of the skills and qualities a person possesses which might influence the leadership qualities of that person and the impact that person might make on others.

3.9 Data Analysis Procedure

Measurement of authentic leadership with the 16-item scale was established. OCB with the 8-item scale was measured. Usage of 5 points likert scale for analyzing of data (strongly agree=5, Agree=4, Neutral=3, Disagree=2, strongly disagree=1) was undertaken.

For the detailed procedure, foremost an analysis of the scope of the research and the target population was conducted. Then questionnaire was implemented which were sent to different organization to question different individuals in different departments to prevent biased results.

Confidentiality of each individual was considered with extreme care.



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3.10 Description of Participation

Age, gender and socioeconomic status of each individual was considered along with work experience within the organization, prior experiences and educational status was also added.

CHAPTER 4

RESULTS

4.1 Descriptive Statistics and Correlations:

The descriptive table (Table 1) revealed medium levels of authentic leadership perceived by the employees in their leaders, with relational transparency being the authentic leadership component that obtained the highest scores ($M=2.39$, $SD=0.92$) and self-awareness the lowest ($M=2.08$, $SD=0.93$). With regards to the employee 'CCBs, somewhat higher values than the mid-point of the scale was obtained, with higher values for the OCB ($M=2.74$, $SD=0.60$) than for the OCB ($m=2.39$, $SD=0.87$). Next the correlations between the variables of the study were calculated, obtaining significant and positive relationships among the four dimensions of authentic leadership, and between them and the employees' OCBs, with higher correlations between the authentic leadership components and the OCB than with the OCBs (Table1)



	M	SD	1	2	3	4	5
1. Self-awareness	2.08	0.93	–				
2. Balanced processing	2.13	0.96	.79**	–			
3. Moral perspective	2.37	0.97	.71**	.71**	–		
4. Relational transparency	2.39	0.92	.77**	.74**	.77**	–	
5. OCBI	2.74	0.60	.25**	.29**	.31**	.31**	–
6. OCBO	2.39	0.87	.40**	.40**	.46**	.48**	.49**

** p<.01

Self-awareness: In the above conducted research, each individuals IQ and EQ were taken as self-awareness. Were they observant of their behaviors on how it affects their decisions? A mean of 2.08 while the standard deviation was 0.93 in the above study.

Balanced Processing: Balance in work and environment, social skills and time and quality of work an individual possesses is extremely important. In the study conducted the mean lingered around a value of 2.13 and the standard deviation to 0.96. A leader should not be biased in any of its decisions and hence it is important to see this aspect.

Moral Perspective: The descriptive analysis of the date showed that the mean value was 2.37 and the standard deviation was 0.97. Moral prospective greatly influences how an individual reacts to



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different situations and hence forth it was important to get the analytics of this aspect. All the decision that are made should be ethical. In situation of crisis, it is important to be as clean as possible and to tackle all these things.

Relational Transparency: The mean value for relational transparency was 2.39 and the standard deviation was 0.92. The “P” of these observations showed the data to be statistically significant.

OCBI: It’s the capacity an individual has that benefits the entire project. Regarding this, the data collected shows the mean value of 2.74 and the standard deviation of 0.60.

OCBO: It was also collected and it showed the mean value of 2.39 and the standard deviation of 0.87.

4.2Regression Analysis:

The results concerning the OCB (see Table2) showed an initial model that corresponds to the control variables, in which their predictive capacity was non-significant, and that the employees’ social-demographic variables and the organization variables did not affect the employee’ OCB. The second model, corresponding to authentic leadership, only introduced authentic leaders’ relational Transparency. The value R^2 increased significantly with regard to the first model and indicated that relational transparency had a positive impact on employee’ OCB.



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<i>Table 2</i> Regression analysis of authentic leadership on OCBI		
Predictors	Model 1	Model 2
	β	β
Block 1		
Gender	.05	.08
Age	.08	.07
Studies	.07	.04
Job tenure	.04	.01
Time with leader	-.13	-.13
Size of organization	-.03	-.01
Type of organization	-.03	-.04
Block 2		
Self-awareness		–
Balanced processing		–
Moral perspective		–
Relational transparency		.34**
	–	$\Delta R^2 = .117^{**}$
	$R^2 = .026$	$R^2 = .143$
	$F = .773$	$F = 27.049^{**}$
Note: – Means variable not included in the model ** $p < .01$		

Multiple liner regressions were conducted in SPSS (22) to test the main hypotheses. The results in Table 3 present the effects of the control variable (age and job experience) and the independent



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variable (authentic leadership) on the dependent variables (OCB). The results presented in Table 3 reveal that authentic leadership is positively and significantly associated with OCB ($\beta=0.273, p<0.001$), there upon supporting the main hypothesis.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Results Explanations & Conclusion:

In this study, it was investigated the positive effect of authentic leadership on employees' OCB in the context of the small and medium organization in the developing country of Nepal was investigated. Positive association between authentic leadership and OCB was found. The theoretical and practical implications of the study are discussed below.

In addition, drawing on the social exchange theory, an employee who perceives leadership behavior as fair is more likely to exceed his/her formal duties by exhibiting behaviors that ultimately benefit the whole organization. The addition of social exchange theory makes a significant theoretical contribution to the psychological literature, as it is widely used to explain the studied relationship.



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5.2. Practical Implications, Limitations and Future Research Directions:

This study has several practical implementations. First it is found a positive effects of authentic leadership on employees' OCB. As leadership plays a significant role in nurturing and boosting employee's attitudes and behaviors in the workplace, organizations should focus more on leadership behavior.

Moreover, the study will assist future researchers in further examining the relationship between authentic leadership and OCB.

Future Suggestions:

The current study also has several limitations and future suggestions. First, the cross-sectional study design was applied for data collection; to avoid the uncertainty of a causal relationship. Future research may apply a longitudinal study design to this studied model. Second, the current study is limited to only one sector, so it is suggested that the study be extended to another workplace setting. Third, this study was conducted in Nepali context; future studies should be conducted by examining the model in other developing to increase the findings generalizability. Finally, future research is encouraged to consider other organization variables such as happiness, work ethics and psychologies wellbeing while focusing on authentic leadership and OCB.



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Appendix A – Questionnaire

Appendix

Dear Respondent,

I am a student of Bangkok School of Management, Bangkok Thailand affiliated with European Global School (EGS) - Paris, and doing this survey as I am working on my thesis entitled

“The Impact of Authentic Leadership on organizational Citizenship Behavior”

These questions require answer based on your experiences in your current profession. Your answers will be kept strictly confidential and will be used only used 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 fill this questionnaire with your honest responses. Although you are not bound to answer these questions and at any point in time, you can answer. It will be a privilege to know your opinion in this research work.

Once again thanks for your precious time and cooperation.

Sincerely,

Anud Man Joshi



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PERSONAL INFORMATION

1. In what age group are you:

- 19 and under 20-29 30-39 40-49 50-59 60+

2. Gender:

- Male Female

3. In terms of your current occupation, how would you characterize yourself:

- Administrative Assistant Journalist Secretary Academic Professional
 Technical expert Student Designer Administrator/Manager
 Other, please specify: _____

4. Nationality:

- Nepali Thai



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QUESTIONNAIRE

5. Strongly Agree 4. Agree 3. Neutral 2. Disagree 1. Strongly Disagree

Authentic Leadership Questionnaire

S#	Question	5	4	3	2	1
1	My manager seeks feedback to improve interactions with others					
2	My manager accurately describes how others view his or her capabilities					
3	My manager says exactly what he or she means					
4	My manager admits mistakes when they are made					
5	My manager demonstrates beliefs that are consistent with actions					
6	My manager makes decisions based on his or her core beliefs					
7	My manager solicits views that challenge his or her deeply held positions					
8	My manager listens carefully to different points of view before coming to conclusions					



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9	My manager encourages everyone to speak their mind					
10	My manager tells you the hard truth					
11	My manager displays emotions exactly in line with feelings					
12	My manager asks you to take positions that support your core values					
13	My manager analyses relevant data before coming to a decision					
14	My manager makes difficult decisions based on high standards of ethical conduct					
15	My manager knows when it is time to reevaluate his or her position on important issues					
16	My manager shows he or she understands how specific actions impact others					

OCB Scale

S#	QUESTION	5	4	3	2	1
1	I help others who have been absent					
2	I willingly give my time to help others who have work-related problems					



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3	I adjust my work schedule to accommodate other employees' requests for time off					
4	I go out of the way to make newer employees feel welcome in the work group					
5	I show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations					
6	I give up time to help others who have work or non-work problems					
7	I assist others with their duties					
8	I share personal property with others to help their work					