Organizational Citizenship Behavior And Organizational Commitment: Mediating Role Of Authentic Leadership

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Abstract

The main aim of this study was to investigate the relationship between organisational citizenship behaviour (OCB), organisational commitment (OC), and authentic leadership (AL). Furthermore, the main objective of the research was also to investigate the possible mediating role of AL in the relationship between OCB and OC. The data was collected from 370 teachers working at privately-owned institutes of higher education located in the regions of Khyber Pakhtunkhwa, Sindh, Balochestan, and Punjab. The data analysis was conducted with the statistical software applications SPSS and Amos. The hypotheses and research model of 3-factors were assessed through the utilization of correlation and structural equation modelling methodologies. The results of the study demonstrate a statistically significant positive relationship between OCB, AL, and OC. The argument that AL serves as a partial mediator in the link between OCB and OC is supported by the empirical data acquired via the application of structural equation modelling.

Keywords: Organizational Citizenship Behavior; Organizational Commitment; Authentic Leadership; Private Sector Universities; Teachers; Pakistan.

Introduction

Organisations recognise the pivotal significance of their workers in achieving enduring success. The method in which employees interact with their roles, colleagues, and the broader organisation has a significant impact on the success and sustainability of the organisation. Organisational Citizenship Behaviour (OCB) and Organisational Commitment have emerged as two prominent notions within the field of organisational behaviour and human resource management (HRM). These constructs have garnered considerable attention and interest from scholars and practitioners alike. OCB, also known as organisational citizenship behaviour, refers to the voluntary actions exhibited by workers that go beyond their prescribed job duties and contribute to the overall effectiveness and efficiency of the organisation (Organ, 1988). In contrast, Organisational Commitment refers to the emotional attachment, sense of belonging, and allegiance that an employee has towards the organisation (Meyer & Allen, 1991). Both OCB (Organisational Citizenship Behaviour) and Organisational Commitment have been recognised for their positive impact on organisational success. However, the specific nature of their interrelationship continues to be an active topic of research. Gaining a comprehensive understanding of the fundamental

variables that establish connections between these constructs is of utmost importance for organisations seeking to cultivate a workforce that is more actively involved and dedicated.

Extensive study has been conducted to examine the correlation between Organisational Citizenship Behaviour (OCB) and Organisational Commitment. The existing body of literature suggests a positive link between both of these factors (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Nevertheless, there is a lack of comprehensive research on the intricate mechanisms and contextual factors that underlie the effect of Organisational Citizenship Behaviour (OCB) on Organisational Commitment. Authentic Leadership has emerged as a latent mediator that has garnered significant attention from scholars in recent years (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008). The Authentic Leadership idea posits that leaders have the ability to positively influence the attitudes and behaviours of their workers by demonstrating authenticity, transparency, and ethical conduct. However, there is a lack of extensive empirical research that has specifically examined the mediating effect of Authentic leadership in the link between Organisational Citizenship Behaviour (OCB) and Organisational Commitment. Consequently, there is a need for a comprehensive study to address this research gap.

This study intends to focus the aforesaid gap in the literature by exploring the mediating role of Authentic Leadership in the relationship between OCB and Organizational Commitment. The primary objectives of this study are as follows:

- To investigate the relationship between OCB and Organizational Commitment.
- To investigate the relationship between OCB and Authentic Leadership.

- To investigate the relationship between AL and Organizational Commitment.
- To assess the mediating role of Authentic Leadership in the OCB-Organizational Commitment relationship.

This study holds substantial importance not just within the academic community but also for professionals in the field. This study contributes to the extant research by providing insights into the mediating mechanisms that link Organisational Citizenship Behaviour (OCB) with Organisational Commitment. Moreover, this study offers valuable insights for leaders and managers seeking to cultivate commitment and engagement among their workers by understanding the significance of Authentic Leadership. The study's findings will provide guidance for the creation of leadership training programmes and human resources practises aimed at enhancing employee commitment, ultimately leading to enhanced organisational performance.

The emergence of the notion of authentic leadership may be attributed to the domain of good organisational behaviour, which has been prompted by the rise in instances of unethical management practices, general misconduct in management, and organisational scandals (Walumbwa et al., 2008). During the early 2000s, the emergence of ethical wrongdoing and corporate scandals prompted scholars such as (Luthans & Avolio, 2003) to propose the concept of authentic leadership development (Avolio, Gardner, Walumbwa, Luthans, & May, 2004; Gardner, Cogliser, Davis, & Dickens, 2011; Luthans & Avolio, 2003). The term may be defined as an individual who possesses self-awareness, motivates the involvement of others while respecting other perspectives, and behaves in accordance with their own emotions and convictions (Walumbwa et al., 2008). The

construct in question has four distinct components, namely "self-awareness, internalised moral perspective, balanced processing, and relational transparency" (Avolio et al., 2004; Gardner et al., 2011; Luthans & Avolio, 2003). Authentic leaders are characterised by their self-awareness, emphasis on the growth of their subordinates, commitment to their development, and ability to apply their acquired knowledge and skills in the process of fostering growth (Neider & Schriesheim, 2014). According to the study conducted by Walumbwa et al. (2008), authentic leadership is characterised by leadership behaviours that are focused on fostering positive development, establishing an ethical climate, enhancing positive psychological capacity, promoting self-awareness among subordinates, maintaining transparency in relationships, utilising information processing in decision-making, and embodying a deep understanding of morality.

Organisational citizenship behaviour (OCB) refers to behaviours exhibited by employees that go beyond the prescribed job responsibilities, considering the long-term sustainability of the organisation. OCB entails actions that surpass the legally defined job description and duration, as employees voluntarily contribute their time and effort without expecting any immediate rewards. Furthermore, OCB involves employees refraining from exploiting their work for personal gain and acting independently from the reward-punishment system established by the organisation (Schnake & Dumler, 2003; Yperen, Berg, & Willering, 1999). As to the findings of Organ (1988), Organisational Citizenship Behaviour (OCB) encompasses five distinct characteristics.

Civic virtue refers to the behaviour of employees who actively contribute ideas and effectively communicate them in support of organisational interests. These individuals also demonstrate a proactive engagement with the organisation, adhere to organisational policies, and regularly monitor organisational changes (Organ, 1988). Altruism refers to the act of considering the needs and well-being of others, and providing assistance to colleagues in completing their unfinished tasks. According to Allison, Voss, and Dryer (2001), individuals that exhibit altruistic behaviour actively assist their colleagues in resolving various work-related challenges. Conscientiousness refers to the sense of duty that employees have to adhere to their designated working hours, engage in work-related activities beyond regular working hours, complete assigned tasks within specified timeframes, and minimise the duration of breaks (Organ, 1988). Sportsmanship refers to the ability to endure and navigate through challenging circumstances inside an organisation, without expressing discontent towards the working environment. It entails displaying tolerance towards colleagues and actively avoiding engaging in negative behaviours (Organ, 1988). Courtesy refers to the act of preemptively alerting individuals about potential issues, educating stakeholders about decisions made, and providing advance notice to relevant parties of circumstances that may impact the work of colleagues (Çetinkaya & Çimenci, 2014).

Organisational commitment refers to the psychological attachment and loyalty that individuals develop towards their employing organisation. It encompasses the extent to which employees identify the construct that underlies an individual's psychological attachment to an organisation is referred to as organisational commitment, which should not be conflated with the factors that lead to commitment or the outcomes that result from it (O'Reilly & Chatman, 1986). According to Kelman (1958), commitment may be determined through three fundamental bases: compliance, identification, and internalisation. Compliance can be understood as the employee's adherence to the

organisation for instrumental purposes, such as the expectation of specific rewards. On the other hand, identification refers to the employee's attachment to the organisation, driven by their desire for affiliation with the organisation. Lastly, internalisation refers to the alignment between an individual's personal values and the values upheld by the organisation (O'Reilly & Chatman, 1986). The discussion around the relationship between commitment and organisational citizenship behaviour (OCB) is hardly addressed in academic literature. In their study, (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002) discovered a significant correlation between emotional and normative commitment and several measures of organisational citizenship behaviour (OCB), specifically in terms of affective commitment, normative commitment, altruism, and compliance. The components of OCB have a significant impact on organisational commitment. According to Podsakoff et al. (2000), the influence of the helpful factor is observed in its direct impact on emotional commitment and its indirect impact on normative and continuity commitment through its influence on loyalty and individual initiative. This study also elucidates the correlation between sportsmanship, organisational loyalty, individual initiative, organisational compliance, and normative commitment. In addition, the factors of sportsmanship, organisational loyalty, civic virtue, and self-development have been found to have a favourable impact on the level of continuing commitment (Moorman, 1991; Nguyen & McGuirk, 2022). According to Nguyen and McGuirk (2022), while all components of organisational citizenship behaviour were shown to have a beneficial impact on organisational commitment, the assisting element exhibited the greatest influence, followed by organisational compliance. The effects of the remaining components were similar in magnitude. The committed individual will actively engage in advocating for the organisation

and unwaveringly uphold its ideals. Normative commitment, as identified by (Meyer, Allen, & Gellatly, 1990), encompasses the trait of loyalty towards an organisation.

The objective of this study is to elucidate the manner in which Authentic Leadership enhances the relationship between organisational citizenship behaviours and organisational commitment. Hu et al. (2018) found that the presence of Authentic Leadership influenced the association between Organisational Citizenship Behaviour (OCB) and Organisational Commitment. Specifically, workers who held a favourable impression of their leaders as authentic were more likely to exhibit OCB, which in turn resulted in greater levels of Organisational Commitment. The study underscored the importance of leadership authenticity in facilitating the favourable influence of organisational citizenship behaviour (OCB) on employee commitment. Additionally, the concept of Authentic Leadership played a moderating role in the association between Organisational Citizenship Behaviour (OCB) and subsequent enhancements in Organisational Commitment. The beneficial effects of organisational citizenship behaviour (OCB) on commitment were shown to be enhanced by the presence of an authentic leader (Ilies, Morgeson, & Nahrgang, 2005). According to Roncesvalles and Gaerlan (2021), authentic leaders foster conditions that promote employee engagement in organisational citizenship behaviour (OCB) and cultivate a stronger sense of commitment to the organisation. Additionally, these leaders provide unique perspectives and insights to their colleagues.

Data Collection Procedure

The data was gathered from a sample of 370 members employed in private sector universities located in the provinces of Balochistan, Sindh, Khyber Pakhtunkhwa, and Punjab. A total of 400

questionnaires were distributed among faculty members of private sector institutions located in four regions of Pakistan. A total of 373 questionnaires were received. Three questionnaires were excluded due to missing information. A total of 370 questionnaires were utilised for conducting this research.

Measurement of Org. Com

The Organisational Commitment (OC) scale developed by Meyer et al. (1990) was adapted to assess both the individual and collective aspects of organisational commitment. The present study aims to assess three distinct dimensions of commitment, namely emotional, continuous, and normative. Each dimension of OC consists of six questions. Examples of affective commitment comprise items such as "I would be very happy to spend the rest of my career in this organization." and "I really feel as if this organization's problems are my own". Examples of continuous commitment comprise items such as "It would be very hard for me to leave my job at this organization right now even if I wanted to" and "I believe I have too few options to consider leaving this organization". Examples of normative commitment comprise items such as "Even if it were to my advantage, I do not feel it would be right to leave" and "I would feel guilty if I left this organization now". The Likert scale employed in this study consists of five points, with a range from 1 (indicating strongly disagree) to 5 (indicating strongly agree). The Cronbach's alpha coefficients for the dimensions of OC "Affective, Continuous and Normative" were determined to be .86, .89, and .81, respectively

Authentic Leadership Questionnaire

The researchers employed the AL Questionnaire, which was established by Walumbwa et al. (2008), to assess the comprehensive construct of authentic leadership and its constituent elements, namely "self-awareness, rational transparency, balanced processing, and internalised moral perspective". All dimensions of AL comprise of 4 items. Examples of self-awareness comprise actions such as "I can list my three greatest weaknesses" and "I can list my three greatest strengths". Examples of Internalized moral perspective include actions such as "My actions reflect my core values" and "Other people know where I stand on controversial issues". Examples of Balanced Processing compose of actions such as "I seek others' opinions before making up my own mind" and "I do not emphasize my own point of view at the expense of others". Examples of Rational transparency comprise actions such as "I openly share my feelings with others" and "I rarely present a "false" front to others". In order to elicit replies on the questionnaire, a Likert scale with five points ranging from "1: strongly disagree" to "5: strongly agree" was employed. The Cronbach's alpha coefficients for the dimensions of AL "self-awareness, rational transparency, balanced processing, and internalised moral perspective" were determined to be .87, .80, .78, and .84 respectively.

OCB Scale

The investigators employed a questionnaire on Organisational Citizenship Behaviour that was adapted from the research conducted by (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). The questionnaire was utilised to evaluate both the individual dimension of OCB as well as the overall OCB. The current study evaluates several facets of OCB encompassing "altruism, sportsmanship, conscientiousness, civic virtue, and courtesy". The construct of Organisational Citizenship Behaviour has four items for each dimension. Examples of altruism comprise actions such as "Helps others who have heavy workloads" and "Helps others who have been absent". Examples of Conscientiousness comprise actions such as "Is always punctual" and "Does not take extra breaks". Examples of courtesy comprise actions such as "Consults with me or other individuals who might be affected by his/her actions or decisions" and "Does not abuse the rights of others". Examples of sportsmanship comprise actions such as "Consumes a lot of time

complaining about trivial matters" and "Tends to make "mountains out of molehills". Examples of civic virtue comprise actions such as "Keeps abreast of changes in the organization" and "Attends functions that are not requited, but that help the company Image". In order to elicit replies on the questionnaire, a Likert scale with seven points ranging from "1: strongly disagree" to "7: strongly agree" was employed. The Cronbach's alpha coefficients for the dimensions of OCB "altruism, sportsmanship, conscientiousness, civic virtue, and courtesy" were determined to be .91, .84, .83, .89, and .80 respectively.

Results

Table 1: Correlation Among OCB, AL and OC

	OCB	AL	OC
OCB	1	.281**	.166**
AL	.281**	1	.405**
OC	.166**	.405**	1

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

Table 1 displays the association coefficients associated with the variables of OCB, AL, and OC. The results suggest a statistically significant positive relationship between Organisational Citizenship Behavior and both AL (r= .281, p=0.000) and OC (r= .166**, p=0.000). Furthermore, it is important to recognize that there exists a significant and positive relationship between AL and OC, as shown by a correlation coefficient of .405** (p=0.000). The below mentioned hypotheses have been deemed acceptable.

Hypothesis 1: OCB has a significant relationship with OC among PSUPT (Private Sector Universities Teachers).
Hypothesis 2: OCB has a significant relationship with AL among PSUPT.
Hypothesis 3: AL has a significant relationship with OC among PSUPT.
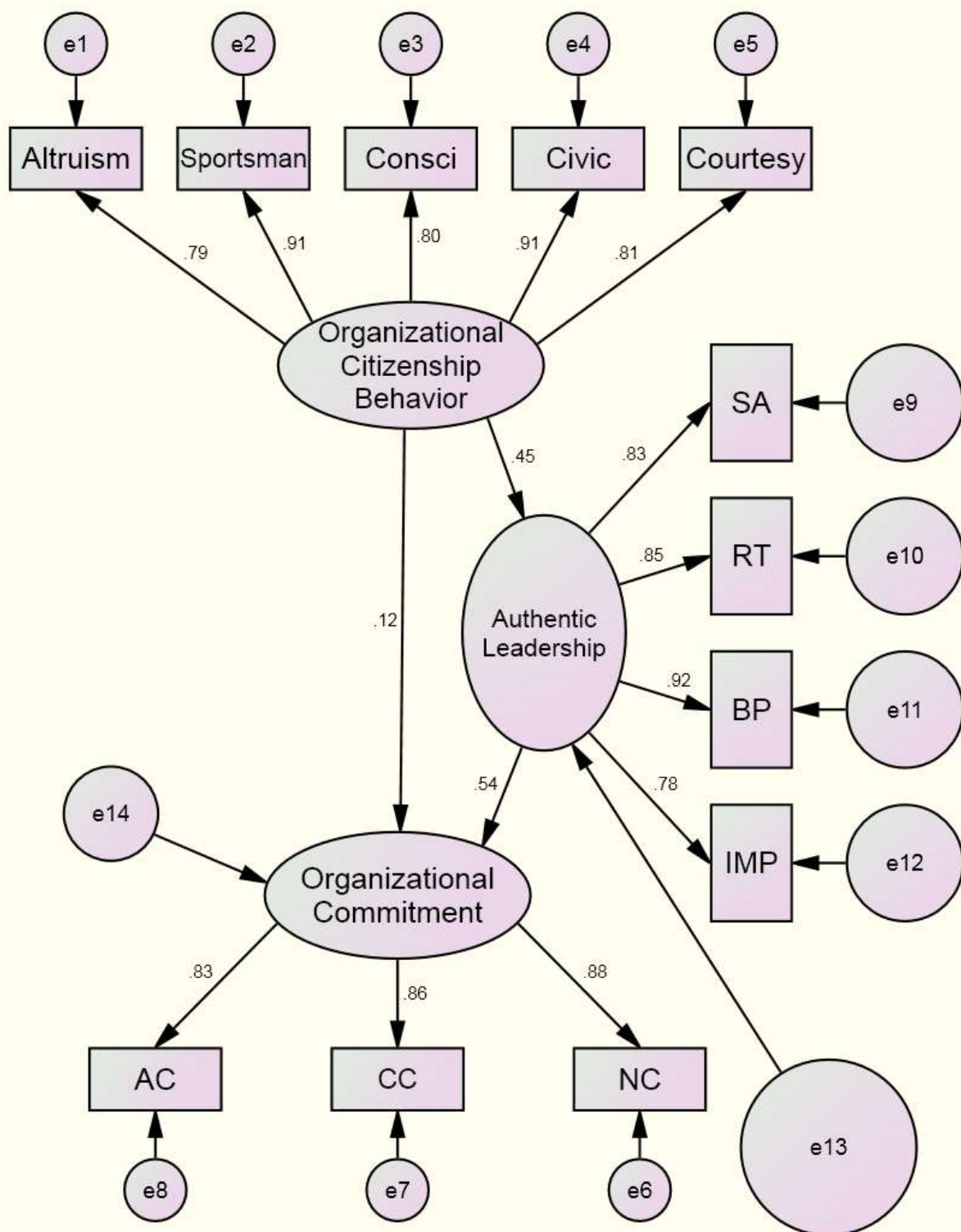
The above model demonstrates an important positive connection between OCB and both AL and OC (Regression Value, .12 and .45, respectively). The empirical evidence indicates a positive regression between AL and OC, as indicated by the regression coefficient of 0.54. The factor loadings exhibit values within an acceptable range. When AL was included as a mediator, the regression coefficient between OCB and OC decreased from 0.36 to 0.12. Thus, one could argue that PE plays a mediating role in the relationship between OCB and AL. All

hypotheses presented in this study have been determined to be valid.

Hypothesis 1: OCB has a significant relationship with OC among PSUPT (Private Sector Universities Teachers).

Hypothesis 2: OCB has a significant relationship with AL among PSUPT.

Hypothesis 3: AL has a significant relationship with OC among PSUPT.

Hypothesis 4: AL significantly mediates the relationship between OCB and OC among PSUPT.

Table 2: Values of DF, P, RMSEA, Chi-Square, GFI, RMR, CFI, and AGFI

Indices	Values
CMIN/Chi-Square	194.001
DF	51
P	.000
RMR	.066
Chi-Square/DF	3.804
RMSEA	.084
GFI	.925
CFI	.960
AGFI	.885

The values for the comparative fit index, Chi-square/CMIN, the goodness of fit index, probability, the adjusted goodness of fit index, the normed fit index, the root mean square error of approximation, and the root mean square residual are presented in Table 2. All of the values of the above mentioned indices fall within a permissible range. The validity of the three-factor model comprising OCB, AL, and OC is therefore accepted.

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