



Nexus between Authentic Leadership and Work Engagement: Mediating Effect of Organizational Citizenship Behavior in Teachers of Government Colleges, Pakistan

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The purpose of current research was not only to investigate the relationship among authentic leadership (AL), organizational citizenship behavior (OCB) and work engagement (WE) but also to investigate the mediating effect of OCB between AL and WE. Data were gathered from 320 teachers working at government colleges in Sindh and Khyber Pakhtunkhwa through OCB Scale (Podsakoff, MacKenzie, Moorman, & Fetter, 1990), AL Scale (Walumbwa et al., 2008) and WE Scale (Arnold B Bakker, Demerouti, & Verbeke, 2004). The results showed that AL had a significant positive correlation with OCB and WE. The results also showed that OCB had a significant relationship with WE. The results of structure equation modeling showed that OCB partially mediated the relationship between AL and WE.

Keywords: *Authentic Leadership; Organizational Citizenship Behavior; Work Engagement; Teachers; Pakistan*



Introduction

Today's businesses operate in a very competitive market, and leaders must be able to persuade staff while respecting their emotions and work ethically in order to achieve high levels of performance, involvement, and engagement (Šakić, Hadžiahmetović, & Tandir, 2019). Leadership is defined as the behavior a leader employs to persuade his or her followers and achieve the organization's goals. Researchers have been interested in leadership to advance the understanding of the scientific community. Interest in effective leadership styles, particularly AL, has increased as a result of recent studies (Weiss, Razinskas, Backmann, & Hoegl, 2018). The philosophy of AL places a strong emphasis on self-awareness and the development of open relationships with followers in order to attain the best performance (Avolio & Gardner, 2005).

Authentic means “the behavior that displays and encourages positive mental dimensions and a principled climate that cultivates self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency” (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2007). Genuine leaders are people who are acutely conscious of their own beliefs and values, of how they perform, and, consequently, of how others see them (Shamir & Eilam, 2005). The AL is stated as “the shape of behavior draws from psychological capacities and positive organizational ethics that resulted in more self-awareness, internalized moral, balanced information processing, and transparency of the relationships between the leader and the employees” (Walumbwa et al., 2007). AL means “A pattern of leader behaviour that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development” (Walumbwa et al., 2007). According to (Avolio, Gardner, Walumbwa, Luthans, & May, 2004), authentic leaders are those “who are deeply aware of how they think and behave and are perceived by others as being aware of their own and others values/moral perspectives, knowledge, and strengths; aware of the context in which they operate; and who are confident, hopeful, optimistic, resilient, and of high moral character”. AL was once thought to have five distinct characteristics which were positive moral perspective, relational transparency, balanced information processing, self-awareness, and domestic regulation. Later, internal or domestic regulation and a positive moral perspective were combined into one component known as moral perspective.

According to Schaufeli, Salanova, González-Romá, and Bakker (2002), "employees' WE" is a term that refers to a good and contented attitude toward one's labor. WE forecasts favorable consequences that help businesses achieve their objectives. WE promotes positive behaviors including job involvement, enthusiasm, effort, and even a lower absence rate while increasing job satisfaction and performance. WE is defined as the “harnessing of organisational members’ selves to their work roles: In engagement, people employ and express themselves physically,



cognitively, emotionally and mentally during role performances” (Kahn, 1990). WE is “a positive, fulfilling and effective motivational state of work-related well-being that is characterised by vigour, dedication and absorption” (Arnold B. Bakker, Schaufeli, Leiter, & Taris, 2008). Vigor at work is the word for increased levels of stamina and mental resilience (Arnold B. Bakker et al., 2008). An individual's interest and accomplishment in his work are referred to as dedication (Arnold B. Bakker et al., 2008). Absorption is the condition of being satisfied and focused at work, which makes time fly by (Arnold B. Bakker et al., 2008).

OCB has a role in attaining organisational goals and ensuring that human resources are used to their full potential. Human capital systems that are successfully implemented indicate the growth and development of both the organisation and the individual (Rafiei, 2017). According to Organ (1988), “it is an individual behavior that is discretionary and not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization”. The five dimensions of organisational citizenship behaviors are altruism, conscientiousness, civic virtue, courtesy, and sportsmanship (Taylor 2013). Conscientiousness is defined as a commitment to the task that goes above and beyond the formal obligations. Staff workers who participate in organisational politics are said to have civic virtue. Sportsmanship is the conduct of kindly enduring annoyances that are an inevitable component of almost all organizations. Altruism is the mentality of caring about others and performing kind deeds even when you are not compensated for them.

Many studies have investigated that AL had a significant positive relationship with WE (Alilyyani, Wong, & Cummings, 2018; Alok & Israel, 2012; Du Plessis & Boshoff, 2018; Hassan & Ahmed, 2011; Karam, Gardner, Gullifor, Tribble, & Li, 2017; N. Maximo, Stander, & Coxen, 2019; McAuliffe, Bostain, & Witchel, 2019; Penger & Černe, 2014) and OCB (Coxen, Van der Vaart, & Stander, 2016; Iqbal, Farid, Ma, Khattak, & Nurunnabi, 2018; Leilei & Peilan, 2009; Song & Seomun, 2014; Tonkin, 2013; Zaabi, Ahmad, & Hossan, 2016). OCB has a significant link with WE (Ahmed, Rasheed, & Jehanzeb, 2012; Ariani, 2013; Babcock-Roberson & Strickland, 2010; Fakhri, Sudiro, & Suryadi, 2021; Mathumbu & Dodd, 2013; Rurkkhum & Bartlett, 2012). The relationship between AL and WE is mediated by practicing core values (Oh, Cho, & Lim, 2018), job satisfaction (Wirawan, Jufri, & Saman, 2020), employees' trust and occupational self-efficacy (Khalil & Siddiqui, 2019), perceived organizational support (Vermeulen & Scheepers, 2020), identification (Pastor Álvarez, Molero Alonso, Bardera Mora, & Moriano León, 2019), psychological capital (Du Plessis & Boshoff, 2018; Zhong, Li, Liu, & Chen, 2016), and psychological safety (N. D. D. Maximo, 2015). To the best of our knowledge, the mediating effect of OCB has not been tested in any previous studies. This study contributes to the previous literature by testing the mediating role of organizational citizenship behavior between AL and WE. keeping in view the above discussion, we develop:



- H1: AL is related to WE in teachers of Government Colleges, Pakistan
H2: AL is related to OCB in teachers of Government Colleges, Pakistan
H3: OCB is related to WE in teachers of Government Colleges, Pakistan
H4: OCB mediates the relationship between AL and WE in teachers of Government Colleges, Pakistan

Methodology

Data collection

Data were gathered from 320 teachers working at government colleges in Sindh and Khyber Pakhtunkhwa. Through professors and pupils, 400 questionnaires were distributed. Through a cover letter accompanied with questionnaire, the participants were informed of the study's goal. With a two-month turnaround, 318 (N=318) questionnaires were returned. Due to missing information, just two questionnaires were discarded.

Measurement

Measurement of OCB

OCB was measured by OCB scale (Podsakoff et al., 1990). This scale has five dimensions which are “altruism, sportsmanship, conscientiousness, civic virtue and courtesy”. Each dimension comprises 4 items. Examples of courtesy include “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 altruism include “Helps others who have heavy workloads” and “Helps others who have been absent”. Examples of sportsmanship include “Consumes a lot of time complaining about trivial matters” and “Tends to make “mountains out of molehills”. Examples of Conscientiousness include “Is always punctual” and “Does not take extra breaks”. Examples of civic virtue include “Keeps abreast of changes in the organization” and “Attends functions that are not required, but that help the company Image”. Seven point likert scale was used to collect data from participants, “from 1 strongly disagree to 7 strongly agree”. Reliability of each dimension is given in table 1.

Table 1: Reliability of Dimensions of OCB

Dimensions	Items	Cronbach's Alfa
Conscientiousness	4	.81
Courtesy	4	.86
Civic virtue	4	.78
Sportsmanship	4	.82
Altruism	4	.79



Measurement of AL

AL was measured by using AL scale adapted from Walumbwa et al. (2008). This scale comprises four dimensions which are “Self-awareness, Rational transparency, Balanced processing and Internalized moral perspective”. Each dimension consists of four items. Examples of Internalized moral perspective comprise “My actions reflect my core values” and “Other people know where I stand on controversial issues”. Examples of Rational transparency include “I openly share my feelings with others” and “I rarely present a "false" front to others”. Examples of self-awareness include “I can list my three greatest weaknesses” and “I can list my three greatest strengths”. Examples of Balanced Processing include “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”. Five point Likert scale was used to collect data from participants, “from 1 strongly disagree to 5 strongly agree”. Reliability of each dimension is given in table 2.

Table 2: Reliability of Dimensions of AL

	Number of Items	Cronbach's Alfa
Balanced processing	4	.78
Rational transparency	4	.72
Self-awareness	4	.80
Internalized moral perspective	4	.87

Measurement of WE

WE was measured by using WE scale adapted from (Arnold B Bakker et al., 2004). This scale comprises three dimensions which are “vigor, dedication, and absorption”. Each dimension consists of three items. Examples of dedication comprising three items include “I am proud on the work that I do”. Examples of vigor comprising five items include “At my work, I feel bursting with energy”. Examples of absorption comprising three items include “I am immersed in my work”. Five point Likert scale was used to collect data from participants, “from 1 strongly disagree to 5 strongly agree”. Reliability of each dimension is given in table 3.

Table 3: Reliability of Dimensions of WE

	Number of Items	Cronbach's Alfa
Dedication	3	.81
Vigor	3	.76
Absorption	3	.84



Results

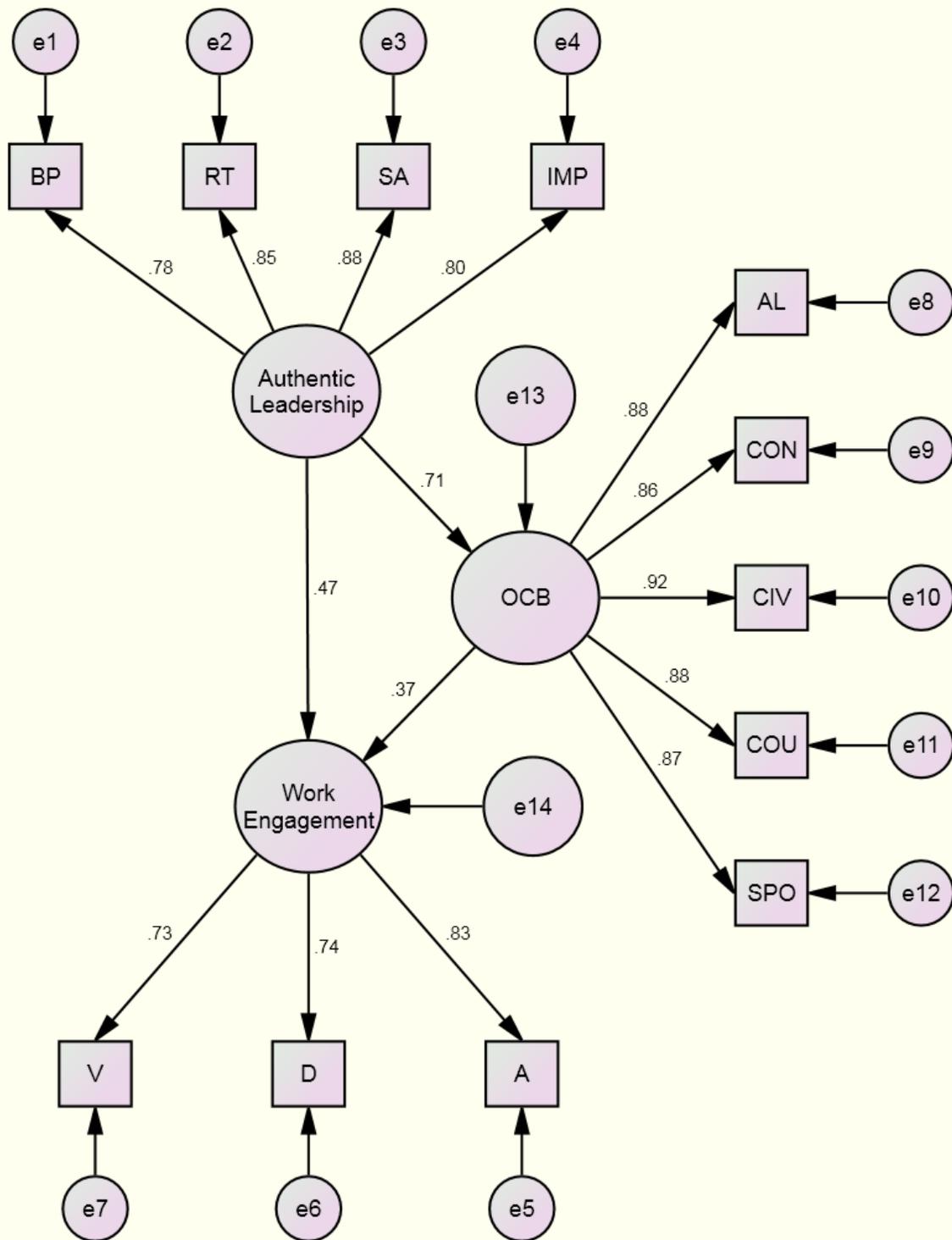
Table 4: Correlation between AL, OCB and WE

	AL	OCB	WE
AL	1	.364**	.612**
OCB	.364**	1	.299**
WE	.612**	.299**	1

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

Table 4 shows the correlation among AL, OCB and WE. The value of .612 with 0.01 level between AL and WE reveals a significant positive relationship between AL and WE. Similarly the value of .364 with 0.01 level between AL and OCB reveals a significant positive relationship between AL and OCB. The value of .299 with 0.01 level between OCB and WE shows a significant positive correlation between OCB and WE. So, we accept:

- H1: AL is related to WE in teachers of Government Colleges, Pakistan
- H2: AL is related to OCB in teachers of Government Colleges, Pakistan
- H3: OCB is related to WE in teachers of Government Colleges, Pakistan





The value of 47 with chi square, 245.563; DF, 51; GFI, .941; CMIN/DF, 2.351; P, .000; RMR, .014; CFI, .977 and RMSEA, .065 between AL and WE through OCB reveals that the impact of AL on WE has partially mediated by OCB. The regression value was .74 between AL and WE prior to the inclusion of OCB as a mediator. The values of DF, CMIN, P, CFI, GFI, RMR and RMSEA are given in table 5. Regression weights of different dimensions and variables are within acceptable range and given in table 7. So H4: OCB mediates the relationship between AL and WE in teachers of Government Colleges, Pakistan is accepted.

Table 5: Values of GFI, CFI, RMSEA etc.

Indices	Values
RMSEA	.065
CFI	.977
GFI	.941
AGFI	.910
RMR	.014
CMIN/DF	2.351
DF	51
CMIN/ Chi-square	119.910

Table 6: Regression Value with Significant Level

			Estimate	S.E.	C.R.	P	Label
OCB	<---	AL	.722	.060	12.112	***	
WE	<---	AL	.407	.066	6.181	***	
WE	<---	OCB	.318	.061	5.172	***	



Table 7: Standardized Regression Weights

			Estimate
OCB	<---	AL	.712
WE	<---	AL	.473
WE	<---	OCB	.375
BP	<---	AL	.785
RT	<---	AL	.852
SA	<---	AL	.877
IMP	<---	AL	.797
A	<---	WE	.827
D	<---	WE	.736
V	<---	WE	.730
AL	<---	OCB	.880
CON	<---	OCB	.857
CIV	<---	OCB	.915
COU	<---	OCB	.882
SPO	<---	OCB	.869



Conclusion

The purpose of current research was not only to investigate the relationship among AL, OCB and WE but also to investigate the mediating effect of OCB between AL and WE. Data were gathered from 320 teachers working at government colleges in Sindh and Khyber Pakhtunkhwa through OCB Scale (Podsakoff et al., 1990), AL Scale (Walumbwa et al., 2008) and WE Scale (Arnold B Bakker et al., 2004). The results showed that AL had a significant positive correlation with OCB and WE. The results also showed that OCB had a significant relationship with WE. The results of structure equation modeling showed that OCB partially mediated the relationship between AL and WE.

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