

# “Authentic Leadership and Its Effects on Employees Organizational Citizenship Behaviour”

ASHA Rachel Cherian

(ASSISTANT PROFESSOR AND RESEARCH SCHOLAR)

ST.JOSEPH'S DEGREE & PG COLLEGE

HYDERABAD – 500029

---

## Abstract

The study was undertaken to evaluate the impacts of authentic leadership on employee's organisational citizenship behaviours. Authentic leadership has been always in limelight among various researchers due to its positive impact on employees and the overall impact on organisational performance. In today's competitive organisation culture were an employee's voluntary behaviour that exceeds his /her formal responsibility has become very important for organisational success. Leadership plays a vital role in nurturing and boosting employee's attitude and behaviours in workplace [2]. Research related to authentic leadership reveals that it plays a vital role in enhancing the employee's citizenship behaviours [2]. The study clearly explains how authentic leadership influences Organisational Citizenship Behaviour (OCB) thereby improving the organisational performance. Authentic leadership predicts employees OCB when these behaviours are interpersonal and directed towards other people. These have practical implications on HRM activities in the organisations like selection process and also while implementing training programs for top executives.

## Key Words

Authentic Leadership, Organisational Citizenship Behaviour, HRM

---

Date of Submission: 21-07-2022

Date of Acceptance: 05-08-2022

---

## I. Introduction

### AUTHENTIC LEADERSHIP

“Leadership can be defined as one's ability to influence and motivate others to bring the best out in them. It focuses on encouraging individuals to add more to the overall effectiveness of an organisation”. It is the process where in an individual influences and encourages others to achieve the organisational objectives and directs the organisation so that it becomes more coherent and cohesive to work [9].

Authentic leadership has gained lots of importance recent years. In early 2000, the unexpected ethical misconduct and corporate scandals attracted researchers like to introduce the development of a new value-based leadership called authentic leadership [2].” Luthans and Avolio illustrated that the theoretical foundation of their theory originated from positive organizational behaviour, ethical perspective-taking and from transformational leadership”. Authentic leadership can be defined as “one who is self-aware of his strengths and weaknesses, encourages others' participation and does not impose his point of view on others, and acts in accordance with personal values, feelings and beliefs”. It is a pattern of behavior that is inspired both by positive psychological capacities and a positive ethical climate in order to improve internalized moral, balanced information processing, self - awareness, and transparency in the relations between the employees and the leader.

It is a collection of four components such as; self-awareness, internalized moral perspectives, balanced processing and relational transparency [2].

- Self-awareness refers to one's awareness about his/her strengths and weaknesses, desires and cognitions [2].
- Internalized moral perspectives refer to the capability of a leader to recognize a moral dilemma and act in accordance with one's moral values and beliefs [2].
- “Balanced processing of information refers to the quality of authentic leaders of being unbiased and gaining accurate information before reaching any collective decision. A leader has the ability to listen to those who disagree with his/her opinions and does not enforce his point of view on others”.
- In relational transparency, the leader shows his/her true self to his/her subordinates by openly sharing his/her feelings and motives, which helps with trust building, cooperation and fostering team work [2].

#### ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB)

OCB can be defined as “the voluntary individual behaviour that is not included in the formal reward system of the organization, but enhances the organizational performance as a whole”. These are the most desirable behaviours for organizational effectiveness. In the beginning the psychological antecedents of OCB such as contextual, effectual and cognitive factors were the concern of interest for many research scholars. As time passed, OCB was found to be related to employee’s loyalty, identification, organizational functioning and goal achievements.

#### EFFECTS OF OCB ON AN ORGANISATION

“According to Podsakoff, Mackenzie, Paine, and Bachrach (2000), these behaviors affect the efficacy and efficiency of organizations like

- a) Developing employee productivity;
- b) Making resources free in order to direct it to more productive activities;
- c) Reduction of usage of scarce resources in maintenance purposes;
- d) Developing an effective coordination within the work teams;
- e) Maintaining a flexible organizational environment and work culture to attract and retain the best employees;
- f) Developing performance stability of the organizational activities;
- g) Enabling the organization to adapt more effectively to changes in the environment.”

#### CATEGORIES OF OCB

- Helping behaviour - which implies helping coworkers in grievance handling
- Sportsperson’s attitude – to be optimistic in any situation in the working environment
- Organizational loyalty - which consists of supporting, protecting and upholding the goals of the organization
- Obedience - understood as the internalization and acceptance of the person, the rules, norms, and procedures of the organization [3]
- Civic virtue - characterized by employee’s participation and actively taking part in the organizational activities.
- Self-development - which includes workers’ behaviors to engage in processes of improvement that allow them to better perform their job[3]
- Individual initiative - which implies creativity and innovation to improve performance of the tasks of the organization.

#### RELATION BETWEEN AUTHENTIC LEADERSHIP AND OCB

Literature review shows that leadership behaviors correlate positively with employees’ OCBs . This is directly applicable towards the behaviours of authentic leadership as they facilitate an open and fair work culture which will have a direct impact on employees’ attitudes, levels of satisfaction, commitment, and the willingness to undertake challenging role behaviors.

Various strategies have been suggested through which authentic leaders could influence their employees: emotions, positive thinking, personal and social identification, increase of trust in the leaders, positive social exchanges, and support of self determination [3].” When displaying high levels of self-awareness, balanced processing, ethical and transparent behaviors in their interactions with their employees, authentic leaders are capable of increasing their employee’s personal identification with them—in the sense of their becoming a model and reference for the employees to follow—and employees’ social identification with the group and organization”.

In turn, personal and social identification will produce an increase in employees’ trust and optimism that will result in an increase of satisfaction and commitment to the leader and the group [3].

#### POSTIVE AND NEGATIVE IMPACTS OF AUTHENTIC LEADERSHIP ON OCB

In thinking about developing leaders and understanding what makes some leaders more effective and successful than others, it is worth considering what are the possible characteristics of perceived authentic leaders may be:

1. Demonstrating a genuine openness, transparency, humility and candor in taking accountability and accepting responsibility for any mishaps.
2. Leading from within and demonstrating honesty and integrity in every action and decision.
3. Striving to always do the right thing while balancing the needs and demands of the organization and those they lead [4].
4. Sense to accept human mistakes in a compassionate and non pre judicial manner.

5. High levels of “emotional intelligence demonstrated through self-awareness, self-regulation and reflective behaviors, with a deep understanding of their own values and underlying assumptions relating to leadership and working relationships”.
6. Taking a realistic and holistic view by acknowledging and accepting both strengths and weaknesses in self and others; while engaging in encouraging and compassionate ways of developing self and others for its own value [4].
7. “Determination and resilience that is driven by principles and values, demonstrating reliability and consistency in action, and not being easily influenced by external pressures and challenges”.
8. Engaging with others in a humanistic and personalized manner, understanding the importance of relationship while genuinely desiring to facilitate and foster positive and healthy working connection as an end in itself while avoiding some of the more manipulative and coercive forms of leading[4] .
9. Ability to hold, incorporate and coordinate multiple perspectives in decision making to create value and meaning for all stakeholders [4].

#### BENEFITS OF LEADING AUTHENTICALLY

- Better relational engagement, which equates to better alignment and performance outcomes [6].
- “An authentic leader has shown to be better at instilling and maintaining trust and cohesion with stakeholders and those they lead”.
- Authentic leaders are exceptional at developing and maintaining positive relationships with team members, satisfying working environment which gives more weightage to team development and learning [6].
- “An Authentic leader is more in tune with their own strengths, development needs, values and principles allowing them to adapt their leadership styles and influence strategies to the particular contextual needs and allowing for improved social awareness and relationship management”.
- Demonstrating consistent and progressive improvement in employee engagement, performance management, conflict management, motivated workforce will be the main features reflected by those teams with authentic leaders.

#### DRAWBACKS

- Pride and authenticity should not be confused with.
- The idea about oneself should not be an excuse for stagnation.
- To be authentic, per the dictionary definition,” simply means to be original or conforming to fact. However, every person’s sense of self has been shaped by their experiences and the people around them. One could argue that there is no such thing as originality, we are all the result of everything that has ever happened to us”.
- Taking charge in a different and not familiar role, processing feedback and selling own ideas will create a negative impact in the organisation.
- Many situations which challenge one’s own self , and being very particular on our preconceived notions about ourselves, leaders can crumble.

#### WAYS TO IMPROVE AUTHENTIC LEADERSHIP

A leader can develop their authentic leadership by focusing on seven areas:

##### 1) Become More Self-Aware

Being self-aware is not as easy as it may appear. Self-awareness is birthed out of one’s own life story and how their story affects their leadership. Often, leaders do not tap into this goldmine of discovery. They may not go through this process because of not knowing how, not understanding the value of their life story, feeling it is too painful or being unwilling to invest the time [1].

“A survey of the Stanford Graduate School of Business Advisory Council members recommended self-awareness as the most important capability for leaders to develop. When we are more self-aware, it is not only for our benefit, but it benefits our organizations as well.

The process of self-discovery can begin through writing out your story, listening to feedback and more formal methods such as 360-profiles, personality profiles, strength finder and emotional intelligence assessments”.

##### 2) Understand Your Personal Values

“Reflecting on one’s personal life story allows a leader to better understand their passions, values and principles. This encourages a leader to discover what drives their passions and then learn how to channel that passion into their own leadership”. The difficult challenges faced in life often define who a leader is and give direction to what they will become. “A leader’s understanding of their values becomes even more relevant when tested under pressure. Having a strong foundation of values that are tried under fire enables a leader to develop the principles they will apply in leading others”.

### 3) It's A Balancing Act: Extrinsic And Intrinsic Motivations

“A leader's values help them gain insight into their motivations, both intrinsic and extrinsic. The common response in measuring a leader's success is extrinsically”. When the measuring stick for success is the “world's view,” it creates a void that is never satisfied. This view encompasses tangible things, such as money, home, cars, titles, etc. The challenge is that these things are not sustainable and often leave a leader unfulfilled with lack of meaning in life [1].

On the other hand, intrinsic motivations lead the person to pursue more meaningful success that is congruent with their personal values, thus balancing the fulfillment of their extrinsic motivations [1].

Discovering both your extrinsic and intrinsic motivation takes self-evaluation, honesty and a willingness to explore how to bring balance between the two [1].

### 4) Find And Develop Your Support Team

A leader to be successful requires the support and advice for their team members. The team will help the leader to be focused on what he is doing and also to get proper feedback and deep insight to various matters related to the organisation. The team members also should help the leaders with focus and correct him/ her when required will help the leader to be authentic. This group consists of family, mentors, peers, colleagues and/or friends.

### 5) Get Personal, But Not Too Personal

When a leader is balanced and consistent in all walks of their life, it will help them to gain true authenticity. Leaders that can integrate the different areas of their life turn the journey to authenticity into a reality [1]. The main challenge is to strike a balance between an effective leadership at work and maintaining a strong personal life.

### 6) Stick To Your Roots

To maintain balance and stay strong in holistic lives will be the main aim for those who wish to achieve authentic leadership. “This allows for accountability, spending time with family and close friends, physical exercise, community service and a commitment to spiritual practices, remembering where you came from, what drive your values and passions -- all allowing authenticity to be sustainable”.

### 7) Inspire And Empower Those Around You

Authentic leaders always create an atmosphere of trust and loyalty. Team members at every level will be inspired and willing to take up challenges. This culture enables the leader's organization to retain and attract top talent that aligns team members with shared values and goals. Thus, authentic leaders produce sustainable results for themselves and their organization [1].

Discovering your authentic leadership style will require not only honesty but courage. “Reflecting on your experiences, owning your story and understanding your values and motives will allow you to be a strong, authentic leader”. Leading with authenticity will help create balance in your life, build trust and empower others [1].

## II. Conclusion

This study has shown that the leaders' role is an important factor in employees' behavior. The result clearly indicates that the concept of authentic leadership has a positive effect on employee's behaviour. “Therefore to conclude, it is necessary for organizations to have authentic leaders and to design their processes of selection, promotion, and training programs, considering the leaders' relational transparency and internalized moral perspective as relevant variables, because these authentic leadership dimensions stimulate employees' OCBs, which are positively related to the efficacy and efficiency of the organizations”

## References

- [1]. Walumbwa, F.O.; Avolio, B.J.; Gardner, W.L.; Wernsing, T.S.; Peterson, 2008, S.J. Authentic leadership: Development and validation of a theory-based measure.
- [2]. Walumbwa, F.O.; Wang, P.; Wang, H.; Schaubroeck, J.; Avolio, B.J., 2010, Retracted: Psychological processes linking authentic leadership to follower behaviors. *Leadersh.*
- [3]. Walumbwa, F.O.; Luthans, F.; Avey, J.B.; Oke, A., 2014, Retracted: Authentically leading groups: The mediating role of collective psychological capital and trust.
- [4]. Alilyyani, B.; Wong, C.A.; Cummings, G., 2018, Antecedents, mediators, and outcomes of authentic leadership in healthcare: A systematic review. *Int. J. Nurs. Stud.*
- [5]. Avey, J.B., Nimnicht, J.L. and Pigeon, G.N. (2010), “Two field studies examining the association between positive psychological capital and employee performance”, *Leadership and Organization Development Journal*, Vol. 31 No. 5, pp. 384-401.
- [6]. Avey, J.B., Reichard, R.J., Luthans, F. and Mhatre, K.H. (2011), “Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviours, and performance”, *Human Resource Development Quarterly*, Vol. 22 No. 2, pp. 127-152.
- [7]. Bashir, M. and Hassan, S. (2019), “The need for ethical leadership in combating corruption”, *International Review of Administrative Sciences*, pp. 1-18, doi: 10.1177/0020852318825386.
- [8]. Bass, B.M., Avolio, B.J., Jung, D.I. and Berson, Y. (2003), “Predicting unit performance by assessing transformational and transactional leadership”, *Journal of Applied Psychology*, Vol. 88 No. 2, pp.
- [9]. Bateman, T. and Organ, D. (1983), “Job satisfaction and the good soldier: the relationship between affect and employee ‘citizenship’”, *Academy of Management Journal*, Vol. 26 No. 4, pp. 587-595.