

Do Employees' Perceptions on Authentic Leadership Affect the Organizational Citizenship Behavior? : Turkish Context

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The aim of this study is to analyze the relationship between employees' perceptions on authentic leadership and organizational citizenship behavior. In this context, it was carried out a research on four-hundred public employees. The data from this study were analyzed via an appropriate statistical program and evaluated. Based on the findings from the analyses, there were positively and significant relationship between the participants' perceptions on authentic leadership and organizational citizenship behavior; it was determined that perceptions on authentic leadership have affected the organizational citizenship behavior meaningfully.

Key Words: Authentic leadership, perception of authentic leadership, organizational citizenship behavior, managerial psychology, organizational behavior.

Authentic Leadership

The term itself was used in different variations around the theme including self-made reflection in the approaches of western philosophers; for instance, being the true-self one was meant to be himself or herself and not following the lead of the crowd; and to make individual choices so as to take responsibility on their own, having one's own experience of thoughts, emotions and beliefs (Fusco, 2015:132).

Authentic leadership (AL) is a kind of leadership consisting of inspiration and promotion of the positive psychological potentials by highlighting the moral and ethical component of behavior (Lopez et al, 2015: 59). AL is considered as a "a pattern of leader behavior 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" (Avolio et al, 2005: 321). Authentic leaders, who have a deep sense of

self, process information objectively and behave according to their true inner values, emotions, and moral standards (Li et al, 2014: 250). As authentic leaders are well aware of their shortcomings, in turn they work harder to overcome these, because they are aware of life-long personal development for a leader (George, 2003: 12).

Authentic leaders model behaviors, motivating followers to spark self-discovery that enables development of wisdom, autonomy, and a host of attitudes globally similar to the leader, while still being unique to the follower (Jacques et al, 2015: 391). Moreover, AL fosters greater self-awareness, balanced processing of information, an internalized moral perspective, and a relational transparency on the part of leaders working with followers, enabling their positive self-development (Gatling, 2014:28).

George and Sims (2007: 31) argue authentic leaders are "genuine people who are true to themselves and to what they believe in; at the same time, there is mounting evidence that an authentic approach to leading is desirable and effective for advancing the

human enterprise and achieving positive and enduring outcomes in organizations (George, 2003:12). Authenticity has a substantial influence on how one lives one's life; furthermore, authenticity on the part of leaders influences not only leaders' own well-being, but also influences their followers' well-being and self-concept (Ilies et al, 2005:374). Specifically, it could be defined that authentic leadership as a pattern of leader behavior 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, 2008:95). *Self-awareness*, for example, is particularly important because demonstrating that one is aware of one's strengths and weaknesses helps one to be true to oneself and is critical to being authentic (Tondock, 2015:11). *Balanced processing* is that objectively analyze all relevant data before coming to a decision (Kernis, 2003:14). *An internalized moral* refers to an internalized and integrated form of self-regulation (Zhu et al, 2015:86). *Relational transparency* refers to presenting one's authentic self (as opposed to a fake or distorted self) with others to share information and expressions of one's true thoughts and feelings while trying to minimize displays of inappropriate emotions (Gardner et al, 2005: 357).

Organizational Citizenship Behavior

The most common definition used for organizational citizenship behavior was by Dennis W. Organ. According to him, organizational citizenship refers to the supplementary behavior; not referring to the voluntariness and formal reward system in the organizations (cited by Astakhova, 2015:361). That is to say; this mentioned voluntariness is not related to the definition of the work or is not as a requirement of the role in the organization (Chwalibog, :20), Furthermore it should be seen as sincere behaviors exhibited (Fournier, 2008:13). Not only do these kinds of behaviors affect the performance of the workers; but these could be also distinguished with the uniqueness and differences qualities (Oh et al, 2015: 1010).

Organizational citizenship behavior in organization basically depends on the social exchange theory; namely, the workers focuses on fulfilling the organizational expectations (Dwivedi et al, 2015: 41; Chhetri, 2014: 171). This is the reason why the workers try to fulfill these expectations via organizational citizenship behavior is related to the perceptions about that the organization will look after their interest (Chiaburu, 2015: 708).

Based on the carried out studies, it was found that the leaders have an important effect on encouraging to organizational citizenship behavior (Koning and Kleef, 2015:490). The encouragement and development of this kind of behavior in organization are crucial for increasing the organizational facilities (Pour, 2010:369). In this context; the organizations reassure to go beyond what they have awarded the behaviors so as to drive their challenging potential (Dekas et al, 2013:220).

The theory of organizational citizenship behavior basically refers to a five-factor model or components (Podsakoff et al, 2013: S89): Altruism, courtesy, sportsmanship, conscientiousness, and civic virtue According to Organ, *altruism* or *selflessness* is related to the practice of concern for welfare of others; *courtesy* is to veil the fault of others and is all about using your good manners to people near us; *sportsmanship* describes employees who are willing to tolerate difficulties in the workplace that are intended to improve the organization, abstaining from unnecessary complaints and criticisms. (cited by Kark, 2007: 199). Based on the results of researches; on one hand, *conscientiousness*, sometimes referred to as compliance, reflects the genuine acceptance and adherence of workplace rules, regulations, and procedures; on the other hand, *civic* or *voice behavior* uncovers ideas and insights that could improve the interface between employees and customers as well as optimize products and services (Hemdi et al, 2012: 160).

Relationship between Authentic Leadership and Organizational Citizenship Behavior

Up to now, it has been seen that there are numerous researches on the reasons affecting both the performance of individual, group and organization. There is a common point of these researches, thorough which it was carried out what affects the individual in an organization and what directs or manages their

attitudes/behaviors. Particularly, the main theme of the researches is on the fact that employees have a positive or negative perception towards their senior managers. Based on this view, it could be said that the leadership approaches of managers cause to develop the different attitudes in employees.

Recent studies pointed out that authentic leadership could positively influence employee attitudes, behavior and work outcomes, such as organizational commitment, employee's job satisfaction, trust, creativity, performance, engagement and organizational citizenship behavior (Hsieh & Wang, 2015: 2329-2330). On the other hand, in the literature; there are different studies analyzing to determine the relationship between the different manners of leadership; for instance *transformational* (Arslantaş and Pekdemir, 2007), *charismatic* (Zehir et al., 2014), *servant* (Kwak & Kim, 2015), *ethics* (Mon and Shi, 2015), *spiritual* (Wu, 2015), *situational* (Lou & Liu, 2014), and *interactive* (Cetin et al., 2012) and organizational citizenship behavior. However, the literature put forward that there have been rather limited studies aiming to analyze and to determine the relationship between the manner of authentic leadership and organizational citizenship behavior

The literature has documented the studies (Song and Seomun, 2014; Valsania et al, 2012; Walumbwa et al, 2008) on the relationship between authentic leadership and organizational citizenship behavior; one of them was carried out over the job satisfaction (Tonkin, 2013) as a variable. At all studies mentioned above; it was found that there was a relationship between authentic leadership and organizational citizenship behavior.

The main aim of this study was to analyze the relationship between employees' perceptions on authentic leadership and organizational citizenship behavior. Based on the above information, the following hypothesis were proposed:

H₁= There was a significant, but positively and significant relationship between employees' perceptions on authentic leadership and organizational citizenship behavior performed by them.

Research Design

Population, Sampling and Data Collection

The boundary of this study is limited to the employees in public. As being difficult to determine enough data on the population from the related population, the population size is 399 participants (Sample Size Calculator, 2015), and unrestricted sampling was used. The data were collected from the employees via 430 questionnaire forms in contemplation of missing data. In turn, data collection resulted in 418 questionnaire forms responded completely; but 18 questionnaire forms, which were lack or contained of bad data were omitted. Thus, the analysis of this study was done according to the results of 400 questionnaires.

It was used "Authentic Leadership Questionnaire (ALQ)" adapted to Turkish culture, done the reliability and validity test by Tabak et al (2012) so as to measure the authentic leadership perception. This self-assessment questionnaire consisting sixteen items is designed to measure the authentic leadership (AL) by assessing four components of the process: *relational transparency* (RT), *internalized moral perspective* (IMP), *balanced processing* (BP), *self-awareness* (SA), and by comparing the scores on each of these components, it could be determined which are his/her stronger, and which are his/her weaker components in regard to the overall authentic leadership scores. It could be interpreted the authentic leadership score (the total score) using the following guidelines: very high = 64-80, high = 48-64, low = 32-48, and very low = 16-32. Scores in the upper ranges indicate stronger authentic leadership, whereas scores in the lower ranges indicate weaker authentic leadership.

The original Organizational Citizenship Behaviour Checklist (OCB-C) was a 42 item instrument designed to assess the frequency of organizational citizenship behaviours performed by employees. OCB-C was used in a study carried out by Bolat ve Bolat's (2008). It has since been refined and shortened first to 36 items and then to the final 20 item scale by different researchers; for instance, Ehnhart, Evans, Love, Liao and Reis. The OCB-C was specifically designed to minimize overlap with scale of counterproductive work behaviour, a limitation noted in prior scales (Dalal, 2005; Spector, Bauer, & Fox, 2010). This scale

(OCB) by assessing five components of the process: *altruism* (A), *courtesy* (Cr), *sportsmanship* (S), *conscientiousness* (Cs) and *civic or voice behavior* (CV). Separate subscale scores can be computed that reflect acts directed toward the organization that benefit the organization (OCBO) and acts directed toward co-workers that help with work-related issues (OCBP). The OCB-C uses a 5-point frequency scale ranging from 1 = Never to 5 = Totally Agree. Scores are computed by summing responses across items. A total score is the sum of responses to all items; the low is 20 points, the high one is 100.

Methods for Analyze

It was used SPSS 20 and LISREL 8.80 statistical programme to analyze the collected data. Cronbach's alpha, appropriate for the used likert-type scales, was used for a measure of internal consistency of the used scales via an appropriate statistical computer program, that is, how closely related a set of items are as a

group. The scores of *Kaiser-Meyer-Olkin* (KMO) was analyzed to determine the appropriate sample size, and next, Bartlett test of Sphericity was used to determine whether the data was multivariate normal distribution before exploratory factor analysis (EFA) was used to determine the validity of the scales and the distribution of factor. Hereafter, confirmatory factor analysis (CFA) was performed to verify the factor structure of a set of observed variables. In addition, it was done the analyses for extreme value distributions (outlier), normality (multivariate), multicollinearity, and sample size.

Findings

Findings on Sampling

A total of 400 participants (140 female and 260 male) participated in this study. Descriptive statistics by genders was shown below at Table 1.

Table 1: Demographic Information on Sampling

	N	%
Gender		
Female	260	65
Male	140	35
Marital Status		
Single	266	66,5
Married	134	33,5
Age		
20 >	5	1,3
21-30	135	33,8
31-40	121	30,3
41-50	98	24,5
51 >	41	10,3
Education		
Primary School	7	1,8
High School	66	16,5
Associate Degree	112	28,0
Bachelor's Degree	174	43,5
Master's Degree	34	8,5
Doctoral Degree	7	1,8
Experience		
1-10	195	48,8
11-20	110	27,5
21-30	80	20,0
31 >	15	3,8
Title		
Civil Servant	341	85,3
Deputy Director	24	6,0
Director	35	8,8
Other	3	0,8
Total	400	100

Analyzed the Table 1 above, it was seen that 33,8% of participants are between 21 and 30 ages and most of them are married (66,5%). Moreover, nearly half of the sampling participants (48,8%) are work experienced between 1 and 10 years. 43,5% of them are graduated from a bachelor's degree and 85,3 % of them are civil servants.

Findings on Scale Reliability

Cronbach's alpha, appropriate for likert-type scale, was used for a measure of internal consistency of the used scales via an appropriate statistical computer program, that is, how closely related a set of items are as a group. It was considered to be a measure of scale reliability. In literature, it is accepted on a reliability score of 0.70 or higher in order to use a psychometric instrument (Morgan, 2004:122). It was found that internal consistency of Authentic Leadership Questionnaire (ALQ) was .926 (Cronbach's

Alpha). As for Organizational Citizenship Behaviour Checklist (OCB-C), it was .926.

Findings on Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis (CFA) is a statistical technique used to verify the factor structure of a set of observed variables. CFA allows to test the hypothesis that a relationship between observed variables and their underlying latent constructs exists. In this context, confirmatory factor analysis (CFA) was used to study the relationships between the set of observed variables and a set of continuous latent variables (Kline, 2011; Brown, 2006). Based on the results of analysis shown below at Figure 1, the factor scores of ALQ is observed $\chi^2=283,18$, $df= 98$, $p= 0,000$ and $RMSEA= 0,069$. The scores of test of model fit to another indices were given in detail at Table 2 below.

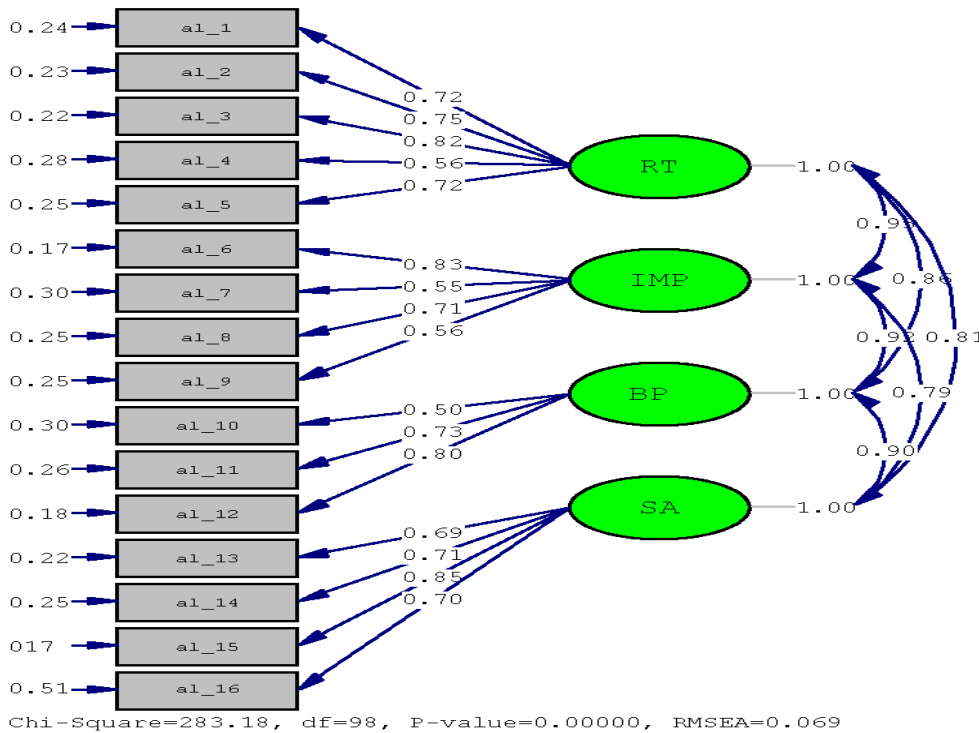


Figure 1: CFA Scores of Authentic Leadership Questionnaire (ALQ)

Based on these results, it could be said that CFA scores of Authentic Leadership Questionnaire (ALQ) indicate acceptable model fit; on the other hand, a function of

properties of the underlying construct being measured is that the scale related to this variable is structurally valid and is compatible with the resulted four-factor.

Table 2: CFA Fit Indices Scores of Authentic Leadership Questionnaire (ALQ)

Fit	Perfect Fit	Acceptable Fit	Model	Result
Measures				
RMSEA	$0 < RMSEA < 0,05$	$0,05 \leq RMSEA \leq 0,10$	0,069	Acceptable Fit
CFI	$0,97 \leq CFI \leq 1$	$0,95 \leq CFI \leq 0,97$	0,98	Perfect Fit
GFI	$0,95 \leq GFI \leq 1$	$0,90 \leq GFI \leq 0,95$	0,92	Acceptable Fit
AGFI	$0,90 \leq AGFI \leq 1$	$0,85 \leq AGFI \leq 0,90$	0,89	Acceptable Fit
NFI	$0,95 \leq NFI \leq 1$	$0,90 \leq NFI \leq 0,95$	0,97	Perfect Fit
NNFI	$0,97 \leq NNFI \leq 1$	$0,95 \leq NNFI \leq 0,97$	0,98	Perfect Fit

(Soucre: Schermelleh-Engel and Moosbrugger, 2003:36).

CFA Scores of Organizational Citizenship Behaviour Checklist (OCB-C) was found as $\chi^2=436,01$, $df= 157$, $p= 0,000$. Score related to the structure was calculated as $RMSEA= 0,050$. Accordingly, the CFA analysis has confirmed the factor structure. If the analysis

indicates unacceptable model fit, the factor structure cannot be confirmed, an exploratory factor analysis is the next step. In this context, Path Diagram related to the OCB-C construct validity is shown in Figure 2 following.

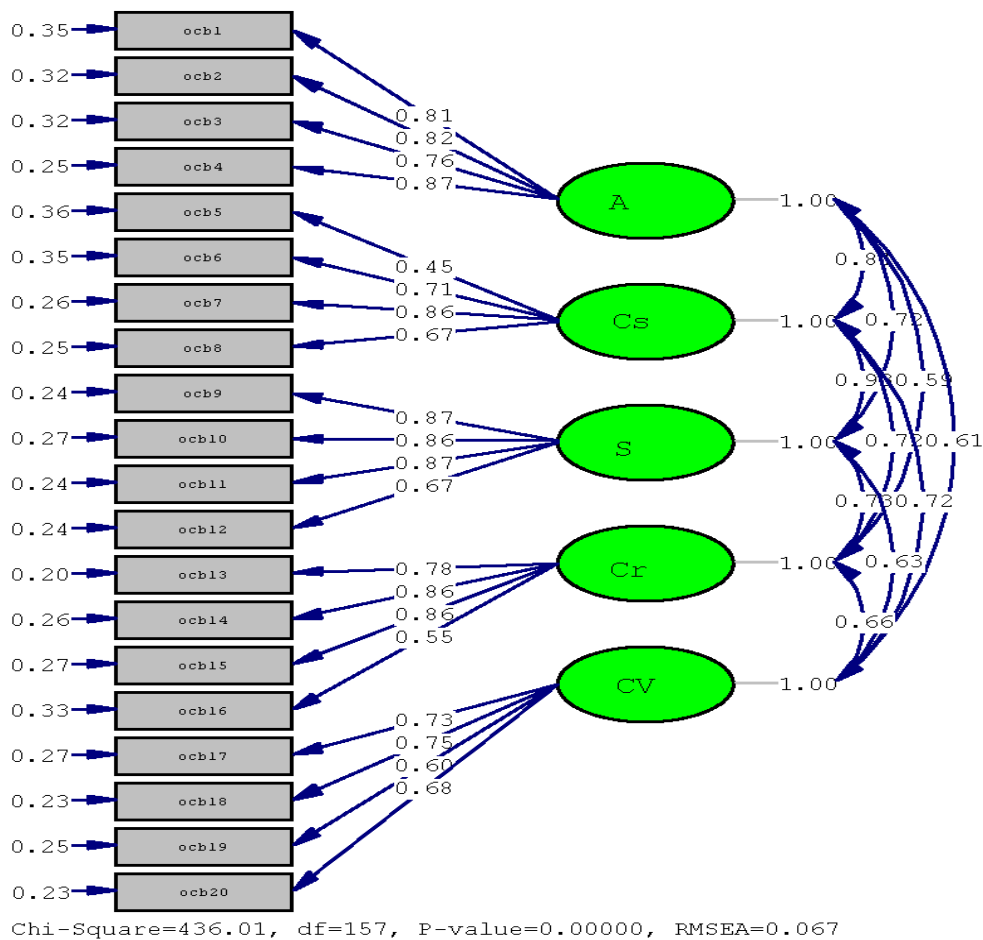


Figure 2: CFA Scores of Organizational Citizenship Behaviour Checklist (OCB-C)

According to the CFA scores of OCB-C and CFA Fit Indices Scores in Table 3, CFA Scores was found as acceptable overall fit. Accordingly, the CFA analysis has confirmed the factor structure and stating that they “confirmed that each of

the five components was well defined by its items.

Table 3: CFA Fit Indices Scores of Organizational Citizenship Behavior Checklist (OCB-C)

Fit	Perfect Fit	Acceptable Fit	Model	Result
Measures				
RMSEA	$0 < RMSEA < 0,05$	$0,05 \leq RMSEA \leq 0,10$	0,067	Acceptable Fit
CFI	$0,97 \leq CFI \leq 1$	$0,95 \leq CFI \leq 0,97$	0,98	Perfect Fit
GFI	$0,95 \leq GFI \leq 1$	$0,90 \leq GFI \leq 0,95$	0,90	Acceptable Fit
AGFI	$0,90 \leq AGFI \leq 1$	$0,85 \leq AGFI \leq 0,90$	0,87	Acceptable Fit
NFI	$0,95 \leq NFI \leq 1$	$0,90 \leq NFI \leq 0,95$	0,97	Perfect Fit
NNFI	$0,97 \leq NNFI \leq 1$	$0,95 \leq NFI \leq 0,97$	0,98	Perfect Fit

Findings on Structural Equation Modeling (SEM)

Structural equation modeling, or SEM, is a very general, chiefly linear, chiefly cross-sectional statistical modeling technique. Factor analysis, path analysis and regression all represent special cases of SEM, and it is practically confirmatory, rather than exploratory, technique to determine whether a certain model is valid although SEM analyses often involve a certain exploratory element (Asil, 2010). Following is summed up and presented the results related to the hypothesis

Extreme Values: Extreme value theory, originating with Fisher and Tippett (1928), serves as an alternative approach to model extrema. Instead of estimating the parent distribution from observations, we accept the fact that the parent distribution is unknown. An immediate consequence of the Extreme Value Theorem is that under mild conditions, the limiting distribution of properly standardized minima (or maxima) extreme values has a generalized extreme value distribution. In this context, the data was converted to Z points while determining the extreme values; then the mahalanobis distance was calculated.

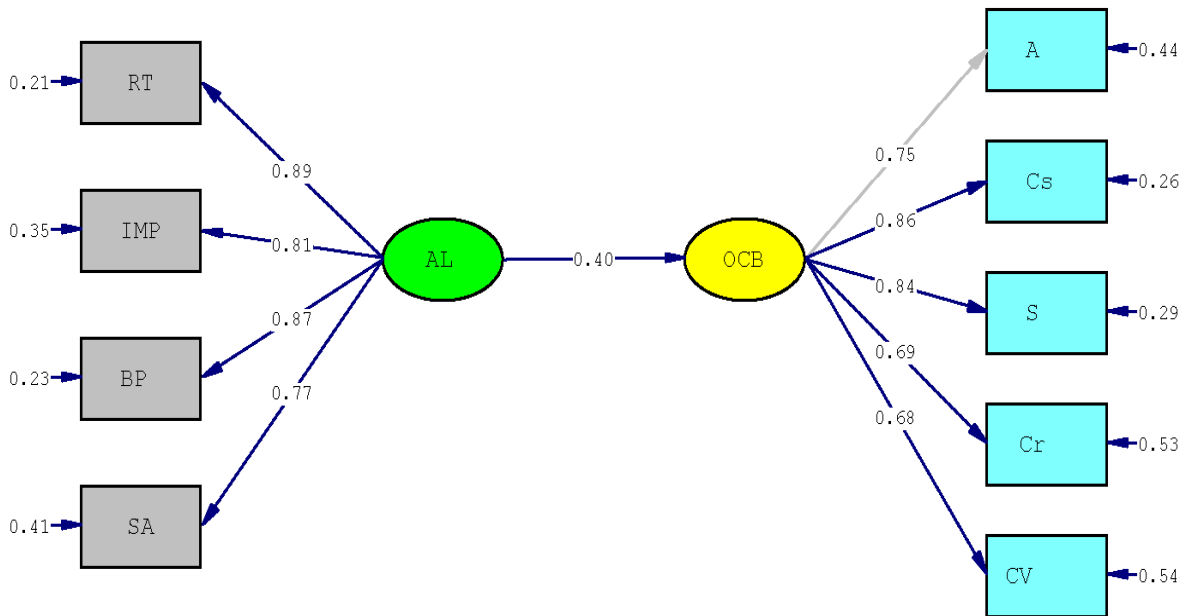
Normality: It was calculated the scores of Shapiro-Wilk to determine whether the research data are normally distributed; therefore, the total scores for each sub-scale were normally distributed. However, the scores of Shapiro-Wilk, which are under 0,05 are normally distributed not if the number of data is too large (Tabachnick and Fidell, 2007).

Multicollinearity: It refers to the presence of highly inter-correlated predictor variables in regression models, and its effect to invalidate some of the basic assumptions underlying their mathematical estimation (Asil, 2010). Even with variance inflation factor (VIF) values that greatly exceed the rules of 4 or 10, it could be often confidently drawn to the conclusions from regression analyses. How confident it could be depended upon the t-values and/or confidence intervals. The practice of automatically questioning the results when the VIF is greater than 4, 10, or even 30 is inappropriate. Using VIF for this purpose is as inappropriate as questioning studies that are based on R^2_y values that are less than “the rule of 0.40.” (Kline, 2005; Büyüköztürk, 2010; Asil, 2010). It is determined after the statistical

analyzes that there were no a high degree of multi-collinearity. Based on the mentioned above, it could be proposed to carry out a factor analysis (Büyüköztürk, 2006).

According to the findings (Figure 3) via Structural Equation Modelling (SEM) on

perceptions of organizational citizenship behaviour and the variances of authentic leadership questionnaire, the following is given the indices calculated as $\chi^2=41,24$; $df= 25$, $p= 0,000$.



Chi-Square=41.24, df=25, P-value=0.02168, RMSEA=0.040

Figure 3: Path Diagram referred to the relation between Authentic Leadership and Organizational Citizenship Behaviour

It was determined that there was a *perfect fit* - based on the theoretical bases- between Authentic Leadership and Organizational Citizenship Behaviour in terms of all

measures RMSEA (0,40), CFI (0,99), GFI (0,98), AGFI (0,96), NFI (0,99) and NNFI (0,99) when analyzed the fit scores of indices (Table 4).

Table 4: Evaluation of CFA Fit Indices Scores

Fit	Perfect Fit	Acceptable Fit	Model	Result
Measures				
RMSEA	$0 < RMSEA < 0,05$	$0,05 \leq RMSEA \leq 0,10$	0,040	Perfect Fit
CFI	$0,97 \leq CFI \leq 1$	$0,95 \leq CFI \leq 0,97$	0,99	Perfect Fit
GFI	$0,95 \leq GFI \leq 1$	$0,90 \leq GFI \leq 0,95$	0,98	Perfect Fit
AGFI	$0,90 \leq AGFI \leq 1$	$0,85 \leq AGFI \leq 0,90$	0,96	Perfect Fit
NFI	$0,95 \leq NFI \leq 1$	$0,90 \leq NFI \leq 0,95$	0,99	Perfect Fit
NNFI	$0,97 \leq NNFI \leq 1$	$0,95 \leq NFI \leq 0,97$	0,99	Perfect Fit

Based on *Figure 3*, it was determined that there was a significant effect of the perception

of authentic leadership over organizational citizenship behavior when evaluated the fit

indices (Table 4). Additionally, the corresponding figures for the dependent variable can then be examined in relation to the increasing series for the independent variable. In this way we get a picture that the correlation coefficient of 0.40 indicates a strong positive correlation between authentic leadership and organizational citizenship behavior. This strong positive correlation among them is that an increase in one's authentic leadership perception will affect the organizational citizenship behavior with an increase of 0,40. Hence, based on this picture and findings, it could be said that H_1 was proved. This result supports the researches in different countries aforementioned in some parts of this study.

Conclusions

Throughout many decades did numerous researches have pointed out that some attitudes employees have developed towards their organization could lead to very important results upon individual, group and organizational performance. These attitudes were developed and shaped sometimes by individuals themselves and variables related organizations. Especially when considered in terms of organizational management, it could be given different examples for these variances; for instance, institutionalization, organizational culture, organizational structure, implemented management style, working conditions or managers leadership style. As their sense and mood is the basis for the behavior in the organization, the fact that the powerful strategies should be acquired to the manager and should be took under control is essential in terms of the effective organizational strategy

The aim of this study is to analyze the relationship between employees' perceptions on authentic leadership and organizational citizenship behavior. In this context, it was carried out a research on four-hundred public employees. It was used SPSS 20 and LISREL 8.80 statistical programme to analyze the collected data. Cronbach's alpha, appropriate for the used likert-type scales, was used for a measure of internal consistency of the used scales via an appropriate statistical computer program, that is, how closely related a set of items are as a group. The scores of *Kaiser-Meyer-Olkin* (KMO) was analyzed to determine the appropriate sample size, and

next, Bartlett test of Sphericity was used to determine whether the data was multivariate normal distribution before exploratory factor analysis (EFA) was used to determine the validity of the scales and the distribution of factor. Hereafter, confirmatory factor analysis (CFA) was performed to verify the factor structure of a set of observed variables. In addition, it was done the analyses for extreme value distributions (outlier), normality (multivariate), multicollinearity, and sample size.

Cronbach's alpha, appropriate for likert-type scale, was used for a measure of internal consistency of the used scales via an appropriate statistical computer program, that is, how closely related a set of items are as a group. It was considered to be a measure of scale reliability. In literature, it is accepted on a reliability score of 0.70 or higher in order to use a psychometric instrument (Morgan, 2004:122). It was found that internal consistency of Authentic Leadership Questionnaire (ALQ) was .926 (Cronbach's Alpha). As for Organizational Citizenship Behaviour Checklist (OCB-C), it was .926.

Based on the findings, it was determined that there was a significant effect of the perception of authentic leadership over organizational citizenship behavior when evaluated the fit indices. Additionally, the corresponding figures for the dependent variable can then be examined in relation to the increasing series for the independent variable. In this way we get a picture that the correlation coefficient of 0.40 indicates a strong positive correlation between authentic leadership and organizational citizenship behavior. This strong positive correlation among them is that an increase in one's authentic leadership perception will affect the organizational citizenship behavior with an increase of 0,40. Hence, based on this picture and findings, it could be said that H_1 was proved. This result supports the researches in different countries aforementioned in some parts of this study. According to this finding, depending on a picture in which employs work with the managers, who are self-awareness, balanced processing of information, an internalized moral perspective, and a relational transparency, it could be said that virtues, e.g. altruism, conscientiousness, loyalty (overlap with sportsmanship) civic virtue and courtesy

are more exhibited into different levels of category depth.

This proves the theoretical expectations and hypothesis of this study. This study will enhance and facilitate the further researches aiming to evaluate the organization effect over the behavior of employees.

Theory of authentic leadership has grown considerably since its initial conceptualization, yet the vast majority of studies done in the area rarely upon a question or a research framework: how do the models of authentic leadership affect the organization with pros and cons. On contrary, there are rarely researches aiming to determine the ways, with which authentic leadership could be taught to the managers and developed it on them. This point of view will be fruitful and meaningful propose for the further researches.

Author Biographies

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