

**AUTHENTIC LEADERSHIP AND ITS EFFECTS ON ORGANISATIONAL
CITIZENSHIP BEHAVIOUR IN A PROVINCIAL GOVERNMENT DEPARTMENT
IN THE WESTERN CAPE**

by

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ABSTRACT

Leaders are often thought of as being the top management team of the organisation, illuminating the way forward for individuals by directing organisational activities towards a shared vision (Fernald, Solomon & Tarabishy, 2005). As organisations are constantly facing challenges in establishing a profitable presence in a competitive marketplace, effective leadership is one difference between organisations that successfully meet the challenges and those that do not (Wherry, 2012). In order for any organisation to cope with the demands of a dynamic and ever changing environment, it is necessary for management to move towards a leadership style that allows for the empowerment of employees (Carson & King, 2005).

Scholars have identified a form of leadership termed “authentic leadership” where authentic leaders display traits such as honesty, sincerity, high moral standards, ethics and trustworthiness (Avolio et al., 2004; May 2004). According to George (2003), authentic leaders are self-aware and transparent therefore this behaviour sends a strong message to their followers influencing what they, the follower, attend to, how they view themselves and ultimately how they behave. Within organisations where authentic leaders are present, the importance of employee initiative and cooperation become very important (Le Pine, Erez & Johnson, 2002). The individual or employee initiative and cooperation can be viewed as in role (within formal job descriptions) or extra role (outside of formal job description) behaviour. Extra-role behaviour is also defined as organisational citizenship behaviour.

This research study investigated if the dimensions of authentic leadership (self-awareness, moral perspective, balanced processing and relational transparency) had an effect on the dimensions of organisational citizenship behaviour (altruism, conscientiousness, sportsmanship, courtesy and civic virtue).

The population for this study was a provincial government department within the Western Cape. A non-probability sample based on the method of convenience was utilised of which 131 respondents completed three sets of questionnaires namely; a Biographical questionnaire, Authentic Leadership Questionnaire (Avolio, Gardner & Walumbwa, 2007) and the Organisational Citizenship Questionnaire (Podsakoff, Mackenzie & Fetter, 1990). Statistical analyses involved both descriptive (measures of central tendency and dispersion) and inferential statistics (correlation and multiple regression).

The findings indicated that a moderate to weak relationship exists between the dimensions of authentic leadership (self-awareness, moral perspective, balanced processing and relational transparency) and the dimensions of organisational citizenship behaviour (altruism, conscientiousness, sportsmanship, courtesy and civic virtue). Organisational citizenship behaviour of the employees within the organisation is not largely influenced by their leader's authentic leadership style. Therefore, other factors such as work ethic, organisational commitment, work motivation or personality may have greater influence on organisational citizenship behaviour than authentic leadership.

However, a few limitations associated with the study were identified and it is suggested that a qualitative approach be implored as well as other provincial, local or national government departments in the Western Cape be used to contribute to greater representativeness and generalisability. Variables identified in this study are embodied in the human resource functions of the organisation and managers should utilise the findings of this study to better understand human behaviour within the workplace.

DECLARATION

I hereby declare that the research titled "Authentic Leadership and its effects on Organisational Citizenship Behaviour in a Provincial Government department in the Western Cape" is my own work, that is has not been submitted for any degree or examination at any other institution of higher learning, and that all the sources I have used or quoted have been indicated and acknowledged by complete references. It is being submitted for the degree of Magister Commercii at the University of the Western Cape.

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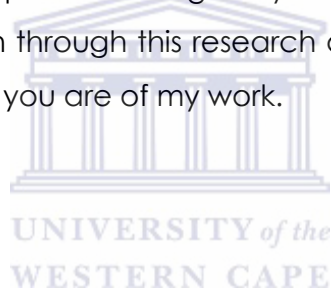


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CHAPTER 1

INTRODUCTION AND PROBLEM STATEMENT

1.1 INTRODUCTION

Leadership styles have evolved throughout time becoming a complex phenomenon in the business world. Leaders cannot implement change in the current business context without taking into account the importance of the environment and the impact leadership has on people within the organisation (Matali, 2010). Many leadership theories have been developed to enhance understanding and to establish an approach that best suits the challenges in organisations. The immense interest in the topic of leadership is underpinned by the recognition of the impact leaders have on individuals, communities, organisations and society as a whole (Hrivnak, Reichard & Riggio, 2009).



Individuals within an organisation rely on skilled, ethical and strong leaders who will lead the organisation towards achieving the goals and objectives of the organisation (Hrivnak et al., 2009). Authentic leadership has grown in popularity, in part, as a result of organisations collapsing due to leaders acting unethically and who relied on impression management. Researchers such as Luthans and Avolio (2003), Walumbwa, Avolio, Gardner, Wernsing and Peterson (2008, p. 94), who have established theories based on authentic leadership define the term as "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".

Across organisations there appears to be an agreement or understanding amongst managers that employees contribute significantly when it comes to organisational performance, competitiveness, innovation and general contribution towards the success of the organisation. Employee contribution becomes a critical business objective in trying to balance the output of the organisation and the input from the employee (Ulrich, 1997). He further goes on to state that managers not only need to tap into the mind of the employee but tap into the soul of each employee within the organisation.

Motivated and engaged employees tend to contribute more to the organisation in terms of productivity and support (Dharmendra & Naveen, 2013). They further go on to define employee engagement as 'a measurement of how happy employees are with their respective jobs, working environment and how efficient their performance levels are (p. 54). Shashi (2011) supported this definition by suggesting that organisations should begin to realise the importance of employees as they contribute positively to the success of the organisation. Employees should be seen as the most powerful contributor to an organisation's competitive advantage or position. According to Shashi (2011) and Sundaray (2011), if an organisation devotes proper attention to employee engagement there would a ripple effect on the effectiveness of the organisation. They identified higher productivity, customer satisfaction and employee retention as factors which result from organisational effectiveness.

Organ (1988) identified the concept of Organisational Citizenship Behaviour (OCB) as an important concept that may contribute to the success of the organisation as well as improve the quality and motivation of the employee. He further defined OCB as individual behaviour in the workplace, which is not directly recognised by an organisation's formal reward system, but rather serves to promote the general well-being of the

organisation. OCBs might influence organisational effectiveness as it enhances co-worker and managerial productivity, adapts to environmental changes and improves the organisation's ability to attract and retain people with scarce and critical skills. Every organisation should thus strive to promote and encourage OCB within their respective organisations.

The main purpose of this study is to firstly explain in detail the constructs of authentic leadership (self-awareness, moral perspective, balanced processing and relational transparency). Secondly, the dimensions of OCB (altruism, conscientiousness, sportsmanship, courtesy and civic virtue) will be elaborated on. Thirdly, it will be determined if a relationship exists between the constructs of authentic leadership and the dimensions of OCB, more specifically in a provincial government department in the Western Cape.



1.2 MOTIVATION FOR THIS STUDY

Leadership in itself generates a great amount of interest in the field of organisational research. According to Gupta, McDaniel and Herath (2005), leadership still remains a relatively unsolved concept despite having been studied by several researchers over time. Mullins (1996) defines leadership as a relationship between an individual who influences the behaviour or actions of other people and those who are influenced.

One of the increasingly well-known theories of leadership is authentic leadership. According to Avolio and Gardner (2005) authentic leadership is more generic and represents what the authors' term as a 'root construct' of leadership. They further define 'root construct' that authentic

leadership forms the basis of what constitutes other forms of leadership such as positive leadership. This will be elaborated upon in Chapter 2.

Over the last two decades, OCB has been explored and researched by scholars and continues to be an area of interest for scholars (Tambe & Shanker, 2014). A contributing factor to this statement results from the positive impact that OCB has on different aspects of the organisation such as organisational efficiency, performance and customer satisfaction (Walz & Niehoff, 2000). Furthermore, OCB has been studied and results displayed a positive relationship between OCB and high job performance, productivity, efficiency, cost reduction, profitability, employees' retention and customer satisfaction (Podsakoff, Whiting & Blume, 2009).



Many studies have been done to identify factors that affect or enhance OCB and almost all studies have produced statistically significant results of the relationship between leadership behavioural traits and OCB (Organ, 2006). Schneider, Ehrhart, Mayer, Saltz and Niles-Jolly (2005) suggest that this relationship stems from the detail that followers are likely to enact what a leader emphasizes by his or her behaviour.

Diverse investigations show that leaders who are perceived to be more authentic play an innermost role in facilitating employee helping behaviour by making employees more aware of the importance of helping one another (Walumbwa et al., 2008). Research by Mayer and Gavin (2005) as well as Organ et al, (2006) has shown that employees who experience more honest and trusting relationships with their leaders display higher levels of organisational citizenship behaviour.

As employees' happiness and wellbeing within the organisation contributes towards the success of the organisation, the relationship or the linkage between the employee and leader or manager is of paramount importance (Clapp-Smith, Vogelgesang & Avey, 2009). The aim or motivation of this study is to analyse the effect of authentic leadership on the employees' organisational citizenship behaviour.

In order for any organisation to be successful as well as have a competitive advantage, an organisation must be flexible and able to adapt to change to improve processes. Leadership is a key component to achieving these outcomes (Chien, 2004). In turn, in order to achieve these outcomes and satisfy the needs of the client, leaders will have to rely on the cooperation from employees. Therefore, according to Keith (2009), in order to meet customers' needs, organisational leaders must first identify and meet the needs of their employees otherwise they will not be interested to help customers. In understanding the needs of your employees, the leader can better determine how to move forward to meet the customers' needs and in turn achieve organisational success.

An enabling environment needs to be present in order to enhance the service delivery agenda of the Western Cape Government with specific reference to the provincial government departments working towards creating a culture where the employees feel that they can rely on their managers in displaying traits of extra effort, going the extra mile as well as organisational commitment (Adams, 2007; Clapp-Smith et al., 2009). In 2010 the Western Cape Government's Human Resource Management and Development function was modernised to one central point, termed the Corporate Services Centre. The modernisation project stemmed mainly from the provincial government's strategic priorities to enhance service delivery. From this restructuring, a pressing need existed to assess the organisational culture and values and to develop a change

programme to effect behavioural change in a pursuit for service delivery excellence.

According to research conducted prior to the modernisation process, the culture of an organisation is a direct reflection of the personal consciousness of the leaders. Leaders therefore need to be aware of the extent and intensity of the cultural issues and be willing and committed to do something about them. A Barrett Values Survey conducted within the organisation has revealed that employees do not see their leaders as effective and efficient aiding them to go the extra mile. Given the framework governing the conditions of service in the Public Service, the provincial government departments are challenged to identify why employees lack commitment to the organisation or why they are hesitant to go the extra mile (Modernisation Handbook, 2010). As the main aim of this research study is to determine if a relationship exists between the constructions of authentic leadership and the dimensions of OCB, reasons will be identified why employees would or would not be influenced by their supervisors.

1.3 PROBLEM STATEMENT

Leadership is specifically identified as a key element of the success of a service based organisation. This is due to the importance of learning, cooperation and customer relations in this environment (Douglas & Fredendall, 2004; Gupta et al., 2005; Moreno, Morales & Montes, 2005; Politis, 2003). One of the Western Cape Governments main strategic objectives is to deliver a clean, efficient, cost-effective, transparent and responsive public administration service to the citizens of South Africa ("Batho Pele Principles", 2006). Officials, who are in the employment of the Western Cape Government or Public Service, have to be equipped to deliver a high standard of customer service to the citizens of South Africa

within the Western Cape Government. The public sector environment can thus be seen as a service orientated market.

As the public sector provides basic services to the citizens of the Western Cape, employees need to fully understand the mission, vision and value statement of the public service. The Western Cape Government has thus formulated principles that all public servants should display when delivering service to the citizens of this country. These principles are termed; 'Batho Pele' which when translated in English means 'Putting people first'. There are eight (8) principles namely;

1. Consultation – The public should be consulted about the level and quality of services received from the public service.
2. Service Standard – The public should be told what level and quality of public services they will receive so that they can be aware of what they can expect from the public service.
3. Courtesy – The public should always be treated with courtesy and consideration.
4. Access – All members of the public should have equal access to the services they are entitled to.
5. Information – The public should be given full and accurate information.
6. Openness and transparency – The public should be told how national and provincial departments operate.
7. Redress – If the promised level of service is not received by a public citizen, the public service department should offer an apology, a full explanation as well as a speed remedy.
8. Value for money – Public services should be provided economically and efficiently in order to give the public the best possible value for money.

("Batho Pele Principles, 2006)

Even though these principles have been established as a framework as to how the public service will operate, various articles have been published which could pose as evidence that public servants are still not delivering an effective and efficient service. The City of Cape Town residents living in an informal settlement gathered at a community hall to address the lack of service delivery in their area (Mjekula, 2010). The article further goes on to state that residents are often protesting for basic service delivery needs in their areas. They feel that public servants are not doing everything in their power to deliver services to the community or citizens of the Western Cape.

In a research study conducted by the Community Law Centre at the University of the Western Cape (UWC) and published in 2012, poor service delivery has been one of the top three grievances reported by citizens of the Western Cape from 2007 – 2012. Public servants should be willing to go the extra mile for all citizens of the Western Cape who require or wish to utilise public services. In an attempt to understand what factors may result in the low level of service delivery, the leadership role of the supervisors need to be investigated.

According to Winston and Patterson (2007, p. 27) “A leader is one or more people who selects, equips, trains and influences one or more followers who have diverse gifts, abilities and skills and focuses the followers to the organisation's mission and objectives.” Winston and Patterson (2007) further go on to say those leaders encourage and influence employees to strive to achieve their goals. This research will thus investigate the relationship between leadership, in this instance, authentic leadership and if it does have an impact on the employees' organisational citizenship behaviour.

1.4 RESEARCH OBJECTIVES

The primary aim of this study is to determine whether there is a relationship between the constructs of authentic leadership and the dimensions of OCB.

The research aims to achieve the following objectives:

- To determine whether a relationship exists between authentic leadership and OCB.
- To evaluate the effect of authentic leadership on OCB
- To offer recommendations on authentic leadership and OCB that can aid future research studies on similar topics.

1.5 PROPOSITIONS

1.5.1 Proposition 1

There is a statistically significant relationship between the dimensions of authentic leadership; self-awareness, balanced processing, moral perspective, relational transparency and the dimensions of OCB; altruism, civic virtue, conscientiousness, sportsmanship and courtesy in a provincial government department.

1.5.2 Proposition 2

Authentic leadership and its dimensions; self-awareness, balanced processing, moral perspective and relational transparency explain a significant proportion of the variance in OCB dimensions; altruism, civic virtue, conscientiousness, sportsmanship and courtesy in a provincial government department.



1.6 STRUCTURE OF THIS THESIS

Chapter 1 provided the introduction and overview of the study. It included areas for discussion on the problem statement, objectives of the study as well as motivation for the study. In addition, hypotheses were developed.

Chapter 2 represents the research topic in a broader light by referring to previous, current and possible future research or literature. It unpacks each of the variables as identified in the research problem and discusses the dimensions that form part of the variables. This chapter also attempts to address the research topic in terms of the development of the variables.



Chapter 3 addresses the research design and methodology which focus on the research problem with specific reference to how this study was conducted, emphasising the sampling design, measuring instruments and statistical tests to be conducted.

Chapter 4 provides a presentation of the analysis and research findings obtained from conducting the statistical analyses to test the hypotheses.

Chapter 5 discusses the most significant results of the previous chapters. Based on results and inferences obtained from existing literature, limitations, implications of the research findings as well as recommendations are suggested for future research studies.

1.7 CONCLUSION

This chapter outline the background and motivation for this study. Furthermore, the research aims and objectives as well as the problem statement were detailed. The propositions for this study were clearly identified as well as the structure for this research study. This chapter is a preamble to the chapters which follow.



CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter will commence with the theoretical underpinnings of leadership, namely positive organisation psychology, of which authentic leadership and organisational citizenship behaviour are factors of. The chapter further elaborates on the dimensions of authentic leadership and organisational citizenship behaviour. This chapter will be concluded by addressing further or previous research on the relationship between the two variables namely authentic leadership and organisational citizenship behaviour.

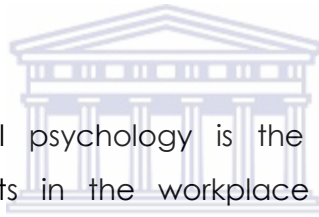


Leadership is a complex and diverse field of knowledge that has been researched for the past few decades (Antonakis, Cianciolo & Sternberg, 2011). After about a century of scientific research, theoretical foundations of leadership were developed. According to Hernez-Broome and Hughes (2008), a growing recognition of leadership development entails more than just developing individual leaders, it involves thoughtful consideration about how to best use leadership competencies and work and life balances. One of the emerging pillars of interest in the field of leadership has been the term 'authentic leadership'.

To perform any job an employee requires the skill, ability and willingness to perform the job. In order to create willingness for an employee to want to perform his / her job, the manager needs to create an environment where the employee's behaviour towards his / her job and the organisation will be favourable in order to contribute towards the success of the organisation (Oldham & Hackman, 1976).

2.1.2 Positive Organisation Psychology

Martin E.P Seligman, a professor at the University of Pennsylvania was regarded as the pioneer of the positive psychology movement (Boniwell& Hefferon, 2011; Cameron, 2003, Dutton & Quinn, 2003). After decades of research and success with positive psychology, Seligman was appointed President of the American Psychological Association (APA) in 1998. Seligman developed the term 'positive psychology' and defined it as "an approach that redirects focus from what is wrong with people or organisations towards one that emphasises human strengths that allow individuals, groups and organisations to thrive and prosper" (Peterson & Spiker, 2005, p. 154). Today, Seligman remains the key figurehead for the positive psychology movement (Boniwell & Hefferon, 2011).



Positive organisational psychology is the scientific study of positive experiences and traits in the workplace and organisations and its application to improve the effectiveness and quality of life within the organisation (Stewart, Donaldson and Ia Ko, 2010). Thus, the purpose of positive organisational psychology is to create an organised system that will enhance human potential (Peterson and Spiker, 2005).

It requires a different view from the traditional pathology model of psychology and poses different questions. Positive psychology moves the focus to understanding and building on human strengths; what makes people grow and flourish rather than focusing on attempts to fix weaknesses (Avolio, Gardner, Walumbwa, Luthans & May, 2004; Seligman, 2002)

2.1.2 Positive Organisational Behaviour

Positive organisational behaviour can be defined as “the study and application of positively oriented human resource strengths and psychological capabilities that can be measured, developed and effectively managed for performance improvement in today’s workplace” (Luthans & Church, 2002, p. 59). Luthans (2002) further observe that in order for the behaviour to qualify for inclusion in positive organisational behaviour, it must be positive and have extensive theory, solid research foundations and valid measures. Therefore, positive organisational behaviour is aimed at measuring, developing, managing and research at an individual level of analysis (Luthans & Youssef, 2007).

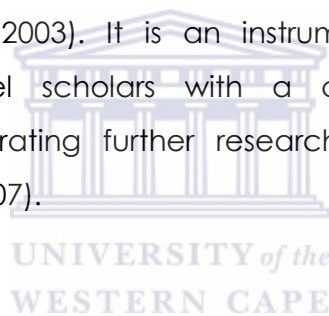
Leadership theories that have been developed by prominent researchers have now drawn on positive psychology and include the positive organisational behaviour criteria. The criteria developed such as self-esteem, hope and resilience have been identified as having links to effective leadership, individual and organisational outcomes. Ethical, transformational and charismatic leadership can be acknowledged as positive leadership approaches. Luthans and Avolio (2003), suggest that positive leadership is not well understood and the development of positive leadership approaches is under-researched.

The model of authentic leadership has been studied by Luthans and Avolio (2003) and they are of the opinion that this type of leadership moves away from the negative connotations of traditional psychology. Authentic leadership focuses on positive emotions and positive ethical climate whereby it provides more focus on the moral perspective of leadership which is grounded in leadership development.

The impact of individual's positive traits should be substantial and measurable as they can have a direct impact on the behaviour and performance of the individual (Luthans & Youssef, 2007). It is believed that OCB is a construct of positive deviance as a representative of positive behaviour (Luthans & Youssef, 2007). OCB can therefore be predicted through positive personality traits, attitudes and motivation (Organ & Ryan, 1995).

2.2 POSITIVE ORGANISATIONAL SCHOLARSHIP

Positive organisational scholarship is the study which primarily focuses on positive outcomes, processes and attributes of the organisation and their members Cameron (2003). It is an instrumental tool in research by providing macro-level scholars with a conceptual framework for organising and integrating further research on positive organisations (Luthans & Youssef, 2007).



The focus of positive organisational scholarship is on positive dynamics within the workplace. It could be portrayed by certain characteristics such as appreciation, meaningfulness and vitality which improve human well-being (Cameron & Caza, 2004). Positive organisational scholarship environments are described by positive attributes such as belief in the goodness of human contribution and potential leading to positive performance within the organisation (Cameron, 2007).

Leaders who are expressive with positive emotions invoke similar emotions in their followers (Bono and Ilies, 2006). In addition, group assessment of individual's leadership ability was influenced by levels of empathy (Kellett, Humphrey & Sleeth, 2006). This is an indication that positive organisational

movements can assist in predicting and explaining effective leadership (Cameron & Caza, 2004).

Walumbwa, et al. (2008, p. 94) defines authentic leadership as a “pattern of leader behaviour that draws upon and promotes both positive psychological capacities and a positive ethical climate”. An authentic leader is confident, hopeful and optimistic and gives direction or priority to followers by developing those (Avolio et al., (2004) Authentic leadership promotes various positive variables which in turn enhance organisational performance (Yammarino, Dionene, Schriesheim & Dansereau, 2008). These are closely linked to positive organisational outcomes such as organisational citizenship behaviour, transformational leadership as well as job satisfaction and performance (Walumbwa et al., 2008).

In conclusion, with the positive psychology focus on human strengths and enabling factors, it can be argued that authentic leadership and organisational citizenship behaviour form part of such positive factors. Therefore, positive organisational psychology will form the framework of this study. The background and development of authentic leadership as well as the evolution of organisational citizenship behaviour will be discussed in greater depth in this literature review.

2.3 AUTHENTICITY

The concept of authenticity has its roots in ancient Greek philosophy and can be defined as “being true to oneself” (Harter, 2002, p. 382). Harter (2002) and Erickson (1995) reviewed the origins of authenticity from a psychological and philosophical approach. Many positive psychologists regard authenticity as both owning one's personal experiences (thoughts,

emotions or beliefs) and acting in accordance with the true self by behaving and expressing what you really think and believe (Harter, 2002).

Authenticity and sincerity are often used interchangeably, yet there is a difference between the two concepts. As cited in Avolio and Gardner (2005), Trilling (1972, p. 4) defines sincerity as “congruence between oval and actual feelings, one who is true to others is sincere”. Shamir and Eilam (2005, p. 395) defines authenticity as “the reflection of one's inner values and beliefs in one's behaviour, it may be good or bad”. Avolio and Gardner (2005, p. 320) further define authenticity as “owning one's personal experiences, it could either be thoughts, emotions or needs”. From these two definitions it can be derived that authenticity is doing introspection of oneself by looking at your values and beliefs.



2.4 DEFINITION OF AUTHENTIC LEADERSHIP

Authentic leadership is founded on the notion of trust and transparency, which is a fundamental element that enables people who work together to know they can rely on each other implicitly (Avolio & Gardener, 2006). Luthans and Avolio (2003 p. 243) define authentic leadership as “a process that draws from both positive psychological capacities and a highly developed organisational context. This results in both greater self-awareness and self-regulated positive behaviours on the part of leaders and associates, fostering positive self-development”. This definition was defined at a multilevel as it included the leader, follower and context (Avolio, Walumbwa & Weber, 2009).

2.5 THE HISTORY OF AUTHENTIC LEADERSHIP

The introduction of authentic leadership development results from early writings on transformational leadership in which Bass and Steidlmeier (1999) suggest there are pseudo versus authentic transformational leaders. In response to critiques, Bass and Steidlmeier (1999) responded retored that a leader might appear to be transformational due to their charisma but might in fact be narcissistic in their intentions. These leaders are considered 'pseudo-transformational'. Thus, awareness of the importance of authenticity in a leaders' behaviour was created.

Bill George, (2003) author of *Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value*, argued the need for a new type of leader to bring effective and ethical leadership to companies in the wake of corporate scandals. He further described authentic leadership not as a scholarly construct but from a practitioner's point of view. This sparked the onset of further research on authentic leadership (Broughton, 2012).

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There were several debates around Luthans and Avolio's (2003) definition of authentic leadership (Avolio et al., (2004), Ilies et al., (2005), Kernis (2003), Shamir and Eilam (2005) As the main purpose of Luthans and Avolio (2003) was to examine what constituted genuine leadership development including what worked and did not work to develop leaders and leadership. Mostly the criticism was centred on the exclusion of psychological capabilities such as confidence, hope and resilience,

To address these debates, Avolio, Gardner, Walumba and May (2004) proposed a theoretical model on authentic leadership. This model draws on a number of components which include positive organisational behaviour, trust, and recent work on leadership, emotions and identity

theories. These are used to describe the process by which authentic leaders exert their influence on follower's attitudes such as job satisfaction and commitment. Avolio et al. (2004) continued to establish other distinguishing factors such as internalized regulation, balanced processing of information and relational transparency which forms the dimensions of authentic leadership.

Avolio and Gardner (2005) proposed a self-based model of the development processes of authentic leadership and followership. The model explained that an important factor which contributes towards authentic leadership is the construct of self-awareness. Self-awareness addresses the values, emotions and identity of the leader. A leader needs to be aware of his beliefs and ethics in order to take responsibility for their own development within the organisation.



Ethical leadership can be closely related or linked to authentic leadership. Ethical leadership may be seen as two way communication reinforcement through personal or interpersonal relationships between employee and employer (Brown and Trevino, 2006). This approach involves using rewards and discipline to encourage the follower's ethical conduct where authentic leadership focuses on the critical elements of self-awareness which is one of the dimensions of authentic leadership.

Walumbwa et al. (2008) summarises authentic leadership in terms of positive psychological, interactive relationships between the leader and the follower and the importance of the leader and follower. The constructs of authentic leadership will be discussed in detail further on in the literature review.

2.6 THE DIFFERENCE BETWEEN AUTHENTIC LEADERSHIP AND OTHER TYPES OF LEADERSHIP

Although authentic leadership is a contemporary form of leadership, it is important to note other theories that serve as predecessors to the theory of study. These theories include trait approach, skills approach and situational leadership which can be viewed as traditional theories of leadership (Wherry, 2012). Transformational leadership became the first positive leadership theory to be developed (Northouse, 2010).

There are five forms of positive leadership that contribute to the development of authentic leadership; namely; transformational, servant, ethical, charismatic and spiritual (Avolio, 2010). Transformational leadership became the first form of positive leadership to be development Northouse (2010). A key differentiation exists between authentic leadership and current popular leadership theories. Authentic leadership is more generic and represents what one would term a 'root construct' of leadership Avolio and Gardner et al. (2004). Root constructs is defined as the basis for what constitutes other forms of positive leadership for example transformational, charismatic or servant leadership (Bryman, 1992). Authentic leadership as a root construct thus aims to develop the base of leadership that promotes veritable and sustainable performance (Avolio & Gardner, 2004).

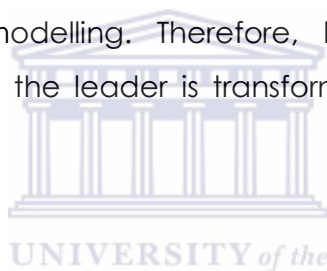
2.6.1 Authentic leadership and charismatic leadership

Although authentic leadership incorporates other forms of positive leadership such as servant or ethical leadership, George (2003) argued that authentic leadership may not be charismatic as authentic leaders aims to build lasting relationships, lead with purpose, meaning and values and work hard towards achieving organisational strategic objectives. Charisma is defined as an essential element of transformational leadership

(Bass, 1985). Charismatic leaders employ expression to persuade and influence followers whilst authentic leaders encourage followers by creating meaning (Gardner and Avolio, 1998). Charismatic leaders can be very theatrical whilst authentic leader seek to be real (Conger & Kanungo, 1998).

2.6.2 Authentic leadership and transformational leadership

Transformational leaders have been described as hopeful, optimistic and displaying a high moral character. Although these traits are manifested in authentic leadership, authentic leaders are not essentially proactively focused on developing leaders even though they have a positive impact on them via role modelling. Therefore, being authentic does not necessarily mean that the leader is transformational (Avolio & Gardner, 2005).



2.6.3 Authentic leadership and servant leadership

Authentic leaders are fully aware their behaviour and take as they care about how they are perceived by others within the organisation (Reed, Vidaver-Cohen & Colwell, 2011). Furthermore, authentic leaders have a great concern for others and display high levels of integrity. Servant leadership on the other hand may be an effective means to creating an ethical organisational climate and culture that can moderate relationships between individual's moral reasoning and ethical behaviour (Brown & Trevino, 2006). The main motivation of a servant leader is to serve his or her follower so that they too can become servant leaders who will do the same (Reed, Vidaver-Cohen & Colwell, 2011).

2.7 THE FOUR DIMENSIONS OF AUTHENTIC LEADERSHIP

Avolio and Luthans (2005)) developed four dimensions that have been derived from authenticity and compose the variable authentic leadership. These dimensions will be discussed in greater detail below.

2.7.1 Self-awareness

Self-awareness can be defined as knowing one's own values, strengths and weaknesses, emotions, identity, objectives and goals whilst knowing how people respond to them by becoming aware of the impact on others (Walumbwa, et.al, 2008).

Leaders' self-awareness levels play a very critical role in their ability to be transparent when interacting with those whom they lead. An authentic leader therefore needs to be receptive to constructive criticism from individuals who they may lead. Self-awareness provides a strong basis so the leader will act consistently and ethically in challenging situations that require serious intervention (Walumbwa, et.al, 2008).

2.7.2 Balanced processing

Balanced processing speaks to leaders who objectively analyse facts and data both internally (doing introspection of oneself) and externally (taking into account constructive criticism from peers or even their leaders). The leader does not ignore any information and takes into account the viewpoints of individuals who he or she leads before concluding a final decision (Avolio & Gardner, 2005). This ensures that bias is minimised. According to Kernis (2003), balanced processing is seen as the pedestal of personal integrity.

2.7.3 Moral perspective

Moral perspective can be defined as the manner in which individuals or leaders use their values, ethics and beliefs to guide their behaviour even when situations might seem challenging or their internal or external environment places certain pressures on them (Tapara, 2011).

The behaviour of authentic leaders rests on moral and ethical standards. Authentic leaders have a high sense of what is expected of them in terms of their roles and responsibilities. This allows them to act morally in the best interests of others (May, 2004).

2.7.4 Relational transparency

According to Walumbwa et.al (2008), relational transparency refers to how a leader presents their authentic self to others, which means that a leader may not have distorted personality. The leader shows his or her true feelings and beliefs, openly and does not hide anything. The relationship with the employees should be maintained based on the principles of honesty and sincerity.

Goldman and Kernis (2002), define relational transparency as an active process of self-disclosure where trust and sincerity is developed between the employee and the individual. Thus it is important that a trusting relationship be formed between the employee and the leader or employer.

2.8 THE IMPORTANCE OF AUTHENTIC LEADERSHIP

Authentic leaders are those individuals who lead with direct purpose and possess strong values and integrity. These characteristics can build the image of the organisation, the external community as well as the development of the leader (Avolio & Gardner, 2005). The importance of authentic leadership within the organisation, self and the community are further discussed below.

2.8.1 The importance of authentic leadership for the organisation

Positive organisational psychology allows managers to concentrate on their subordinates strengths rather than focus on their weaknesses (Gardner & Shermerhorn, 2004). If an authentic leader possesses psychological qualities such as confidence, hope, optimism and resilience then they may make a valuable contribution to the organisation.



Authentic leaders who focus on the development of their subordinates in turn focus on the development of the organisation by building a learning culture where mistakes are recognized and trusting relationships are built (Mazutis and Slawinski (2008). Authentic leaders therefore strive to have their employees' best interest at heart.

2.8.2 The impact of authentic leadership on employees


Authentic leaders learn to recognize the potential of their followers and focus on building their strengths and weaknesses, increasing employee performance within the organisation (Luthans & Avolio, 2003). When an individual perceives their efforts are taken into account in an organisation, job satisfaction and job involvement increases (Bamruck et al., 2006). He

further states that a greater commitment to the job facilitates the building the character of the individual.

Leaders affect the identities of followers as one of the core characteristics displayed by an authentic leader should aim to identify the follower's strengths and weaknesses and help develop them appropriately Avolio et al. (2004). It should be important to note that this direction should be aligned to the mission of the organisation.

2.9 ORGANISATIONAL CITIZENSHIP BEHAVIOUR (OCB)

2.9.1 The history and development of OCB



The phenomenon of Organisational Citizenship Behaviour (OCB) was formally introduced in the 1930's by Chester Barnard who termed it 'extra-role behaviour' (Barnard, 1983). A few years after this discovery, Katz (1964) used the term 'citizenship' to represent the workers in an organisation that displayed 'extra-role behaviours'. Katz (1964) states, employees who display citizenship behaviour are valued by their managers as they make their jobs easier. By allowing managers extra time to perform managerial tasks, the organisational effectiveness will improve.

For the last two decades, OCB has been a major construct in the field of psychology and management resulting in OCB receiving a great deal of attention in literature. A series of articles around OCB was researched and published by Bateman and Organ (1983). These authors further redefined Barnard's (1983, p. 55) definition of 'extra-role behaviour' as innovative and spontaneous behaviour and further identified 'in-role behaviour' as technical performance required by the job which is acceptable to management. The employer can force a certain degree of output from

the employee who requires the job and in turn the organisation can encourage the extra role behaviours that can increase their competitiveness.

In depth research into OCB began in the 1980's and was defined by Organ (1988) as work related behaviours that are flexible and not related to the formal organisational reward system, yet promote the effective functioning of the organisation. OCB extends beyond the performance indicators required by an organisation in a formal job description. It reflects actions performed by employees that exceed the minimum role requirements and promote the welfare of co-workers and work groups. Organ (1988) furthermore states that OCB is an important factor that can contribute to the survival of an organisation. Therefore, it is important to understand the factors impact this favourable behaviour within an organisation. Research shows that employee satisfaction; age, tenure, motivation and leadership all impact and affect OCB in the organisation (Organ & Morgan, 1993; Bateman & Organ, 1983)



OCB is one of the most significant concepts in monitoring efficiency and effectiveness of an organisation in terms of productivity and quality in terms of the output of the organisation (Organ & Morgan, 1993). Since the commencement of OCB as a construct, a distinction has been made between two dimensions of employee behaviour: (1) general compliance and (2) altruism (Organ, 1983). As the years progressed, various researchers unpacked OCB and it underwent various transformations. Five distinct dimensions of OCB were identified namely, altruism, civic virtue, conscientiousness, sportsmanship and courtesy Organ (1988). These five dimensions will be further discussed.

2.10 FIVE DIMENSIONS OF OCB

2.10.1 Altruism

Altruism refers to the helping behaviour which implies helping co-workers to resolve difficulties experienced in the workplace (Organ, 1988). This could be in the form of assisting someone with a heavy workload or helping a co-worker catch up with a backlog of work. The individual voluntarily assists other co-workers and aids in preventing the occurrence of any work related problems.

2.10.2 Civic Virtue

Civic virtue is defined as the involvement and concern that the employee shows in the life of the organisation and their commitment to the organisation as a whole (Organ, 1988). Typical examples to support this definition can be referred to as an employee who attends meetings regularly, gives constructive suggestions at meetings or even via suggestion boxes that can benefit the entire well-being of the organisation. The employee always has the best interest organisation at hand even if it means it is at the employees personal cost.

2.10.3 Conscientiousness

Conscientiousness is "a pattern of going well beyond minimally required levels of attendance, punctuality, housekeeping, conserving resources and related matters of internal maintenance" (Organ, 1983, p.86). This is extra-role behaviours; it involves engaging in task-related activities at a level that is far beyond the required minimal competencies. The term conscientiousness was first referred to as 'generalised compliance' but

later changed as it did not have an immediate effect on helping specific people but was generalised to the group effect.

2.10.4 Courtesy

Courtesy or proactive gestures are demonstrated in the interest of preventing problems. These gestures involve consulting co-workers in the organisation before acting or making certain decisions. A courteous employee avoiding creating problems for co-workers reduces intergroup conflict so managers do not fall into a pattern of crisis management (Podsakoff & MacKenzie, 1997; Organ, 1983)

2.10.5 Sportsmanship



An employee who displays a citizen-like posture of tolerating the inevitable inconveniences and obligations of work without complaining and lodging or having grievances with co-workers can be seen as an employee who displays good sportsmanship. Employees tolerate less than ideal circumstances and are not offended when others within the organisation do not follow their suggestion. They are also willing to sacrifice their own personal interest for the good of the organisation (Podsakoff & Mackenzie, 1997)

2.11 THE ANTECEDENTS OF OCB

In an attempt to identify possible reliable predictors of OCB over the last two decades, researchers have tried to establish various enabling factors of OCB with varying degrees of merit. A wide range of task, employee, organizational and leadership characteristics are consistently found to predict different types of OCB across a variety of occupations

(Podsakoff et al., 2000). Smith et al (1983) and Bateman and Organ (1983) were the first to conduct research on the antecedents of OCB and concluded that the best predictor for OCB was job satisfaction. Many scholars have argued that job satisfaction is too broad a construct for the accurate prediction of OCB (Deluga, 1995; Penner, Midili, & Kegelmeyer, 1997). Figure 2.1 provides a summary of the predictors both at an individual and organisational level were found to have an effect on the employees' willingness to engage in OCB. These predictors will be discussed in further detail in the section that follows.

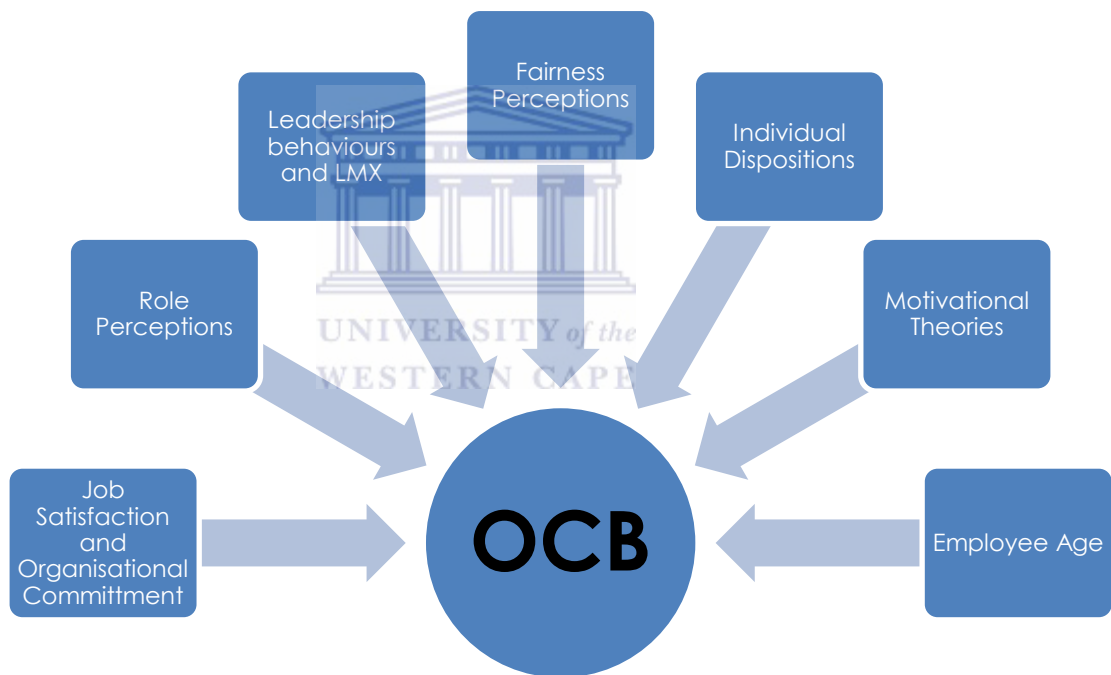


Figure 2:1 The antecedents of OCB

2.11.1 Job satisfaction and organisational commitment

Job satisfaction has a positive relationship with job performance and OCB Davids (1992). He further confirms that this positive relationship has a

momentous influence on employees' absenteeism and turnover. Employees' who have high levels of job satisfaction contribute to OCB. These employees' also have a lower need to seek alternative employment if their levels of job satisfaction are high.

Organisational commitment is defined as a strong belief in the acceptance of an organisations goals and objectives. Employees also feel a strong desire to maintain membership in the organisation (Van Dyne, Graham & Dienesch, 1994). When employees have a strong commitment to the organisation they are better equipped to contribute to OCB. Therefore organisational commitment is seen as a reliable antecedent of OCB (Qamar, 2012).



2.11.2 Role perceptions

Organisational psychologists are increasingly acknowledging that employee role perception cannot be ignored when it comes to predicting OCB (Morrison, 1994; Morrison & Phelps, 1999; Pond, Nacoste, Mohr & Rodriguez, 1997; Tepper, Lockhart & Hoobler, 2001; Van Dyne & Butler Ellis, 2004). Role perceptions such as role conflict and role ambiguity have been found to be negatively related to OCB (Akbar & Haq, 2004). Role ambiguity can be defined as vague and unclear expectations set for employees such that employees are uncertain of employer expectations.

Role conflict refers to simultaneous contradictory expectations from work colleagues to impede completion of work tasks (Eatough, Chang, Miloslavic and Johnson, 2011). Both role ambiguity and role conflict are known to affect employee satisfaction and in turn employee satisfaction is related to OCB (Akbar and Haq, 2004). Role ambiguity and role conflict are perceived as a hindrance to work achievement. These role stressors

raise negative emotions such as tension and anxiety which reduce the likelihood that OCB will be achieved (De Cremer & Van Hiel, 2006). Role stressors are also likely to hinder the employees' ability to attain personal and professional goals at work (Le Pine et.al. 2005). As employees are unable to achieve their goals they are likely to experience low morale.

2.11.3 Leadership behaviours and Leadership Member Exchange (LMX)

Leadership Member Exchange (LMX) is a leadership theory that differs from many other theories as it focuses on the unique relationship between a leader and his or her follower (Wherry, 2012). According to Podsakoff et al. (2000), the quality of the employees' relationship with his or her leaders largely influences the relationship between leader and follower and not the particularly leadership style of the leader. The quality of this relationship is termed "Leadership Member Exchange".



Over the past two decades, research has been conducted in search of links between OCB and LMX (Setton, Bennett & Liden 1996, Wayne & Green, 1993, Liden & Maslyn, 1993). It was suggested by Liden and Maslyn (1994), that LMX relationships are normally characterised by mutual respect, trust and commitment. When a relationship between a leader and a follower are authentic, this authentic relationship promotes open and honest communication between leader and follower as they share common values (Avolio & Gardner, 2005). Leaders and followers see themselves as having the same values or goals and this therefore enhances the authentic relationship (Robins and Boldero (2003).

2.11.4 Fairness Perceptions

This antecedent refers to whether or not employees' within the organisation feel decisions which are made are equitable and that they have been allowed to give their input (procedural fairness). They are also of the opinion that work delivered by them based on their time span in the organisation and level of responsibility is fairly rewarded (Akbar & Haq, 2004).

Research was conducted by Tansky (1993) on the relationship between perceptions of overall fairness, organisational citizenship behaviour, employee attitudes and the quality of the supervisory / subordinate relationship. This research was based on the justice and organisational citizenship literature. It concluded that the quality of the relationship between leader and follower were related to Podsakoff et al. (2000) dimensions of organisational citizenship behaviour. Morgan, Stauffer and Conlon (1994) research depicts that the relationship between fairness and organisational citizenship behaviour should be mediated by the quality of LMX. The authors define this research as followers who gave greater effort towards the organisation or their work was rewarded by the leader with greater career opportunities. They further go on to say that this concept is perceived as fairness by the follower.

2.11.5 Individual dispositions

Studies on the role of personality in OCB have revealed that personality factors are positively correlated to OCB dimensions. A concluding reasoning could be that extroverts generally respond more to their social surrounding than introverts do (Yadav & Punia, 2013). Although OCB does not seem to depend on personality traits such as extraversion, introversion or openness to change it is conceptualised as a set of behaviours

principally influenced by perceptions of the workplace (Akbar & Haq, 2004). This may be why measures of personality has not be widely applied by researchers.

2.11.6 Motivational theories

An individual's motivation is significantly related to his or her OCB. Significant relationships exist between achievement, motivation and OCB as well as between organisational concern and pro-social values, motives and OCB (Finkelstein & Penner (2004); Rioux & Penner (2001)).

People who possess intrinsic process motivational characteristics participate in activities that they enjoy and thus create a pleasant working environment for themselves and colleagues or co-workers. The assumption can be made that employees' who enjoy their work are more likely to assist their colleagues which creates a working climate where employees find OCB enjoyable (Raghoebarsing, 2011). Motivation has a negative impact on OCB in that employees only participate in formally rewarded activities and this does not influence OCB (Organ, 1997) He further more suggests that rewards motivate employees and that they use indirect and informal beliefs about future rewards in their decision making to display OCBs.

A strong relationship was determined by Finkelstein and Penner (2004) between OCB and motives such as organisational concern and pro social values. Therefore, people with a high internalized motive demonstrate principles and values and identify themselves with the goals and the mission of the organisation. As individuals progress in an upward direction along the corporate ladder in the organisation, motivational theories tend to be less applicable as an antecedent of OCB (Akbar & Haq, 2004).

2.11.7 Employee Age

The younger generation view work differently than the older generation Wagner and Rush (2000). Donald Super (2000) developed a career model which is based on the belief that self-concept changes over time and develops as a result of experience. One of his greatest contributions to career development has been the emphasis on the importance of the development of the self-concept. He maintains that career development is life-long. The below mentioned table illustrates.

Table 2.3: The stages of career development. (www.careers.govt.za)

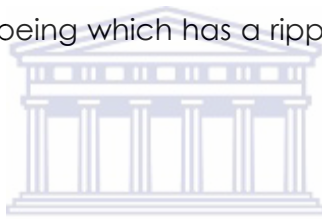
Stages	Age	Characteristics
One: Growth	0 – 14	Development of self-concept, attitudes, needs and general world of work.
Two: Exploration	15 - 24	'Trying out' through classes and work experience
Three: Establishment	25 – 44	Entry level skill building and stabilisation through work experience
Four: Maintenance	45 – 64	Continual adjustment process to improve position
Five: Decline	65 +	Reduced output, prepare for retirement

Taking into account Figure 2.2, Akbar and Haq (2004), suggest that younger employees' coordinate their needs with the organisation's needs more flexibly than the older generation. Older employees are said to be more rigid in adjusting their own needs with the organisation. They further conclude that younger and older employees may differ in their orientation

toward self, others and their work. It is these differences that may lead to different noticeable motives for OCB among younger and older employees. Older employees are more likely to have more OCB than younger employees as OCB involves discretionary behaviour that assists co-workers, supervisors and the organisation (Peterson and Spiker, 2005). Older employees enjoy mentoring younger workers and sharing experiences and their knowledge (Akbar & Haq, 2004). Furthermore, younger employees are more concerned with building their own careers.

2.12 THE BENEFITS OF OCB

Organisational citizenship behaviour has a positive effect on employee performance and wellbeing which has a ripple effect on the organisation (Zhang, 2009).



Employees who engaged in organisational citizenship behaviour traits tend to receive better performance ratings by their managers compared to those who do not display these traits Podsakoff (2009). A reason for this practice may be that employees are prepared to go the extra mile. Employees are also more likely to gain performance rewards such as incentives, or bonus allocations if their performance levels are high. Organ et al., (2006) argues that if performance ratings are high upon downsizing of a company during an economic recession, the employees who display OCBs may have a lower chance of being made redundant.

OCB enhances productivity by helping co-workers and colleagues meet their deadlines, attract and retain good employees by creating a friendly and supportive environment where employees feel a sense of belonging Organ et al., (2006). Furthermore, OCB creates social capital which aids to

better communication and stronger networking amongst employees in the organisation (Organ et al., 2006).

OCB enhances the follower's welfare and well-being as they strive to help others who are in need (Spitzmuller, van Dyne & Ilies (2008). Further to this, employees who perform OCB display positive moods. According to Podsakoff and MacKenzie (1997) as cited in Zellars, Tepper and Duffy (2002), OCB's can also benefit organisations in terms of sales, performance quality and operating efficiently. Buenetello, Jung and Sun (2007), suggest that managers value OCB which creates a working environment conducive to cooperation.



2.13 RELATIONSHIPS BETWEEN AUTHENTIC LEADERSHIP AND OCB

Over the last two decades, there has been a considerable amount of research focus on examining the causes and consequences of OCB. These cause and consequences include individual differences, organisational and task characteristics and more specifically leader behaviours (Katz & Kahn, 1966; Organ, 1977; Bateman & Organ 1983; Berber & Rogcanin, 2012). Empirical studies have shown that authentic leadership behaviours and employees organisational citizenship behaviours correlate positively to each other ranging from coefficient scores of 0.09 to 0.35 (Podsakoff, 2000). The closer the coefficient alpha is to 1, the greater the internal consistency (Cronbach, 2004).

As presented by Avolio and Gardner (2005) as well as Luthans and Avolio (2003), authentic leadership behaviours facilitate a fair and open work environment and this results in a direct impact on the employees' attitudes and in turn encourages them to produce high levels of satisfaction, commitment and trust. Ilies et al. (2005) supports Avolio and

Gardner (2000) and Luthans and Avolio (2003) by stating that authentic leaders can influence their employees through positive modelling increase of trust in leaders and support of self-determination.

A study conducted by Walumbwa et al. (2010), yielded results of a positive relationship between authentic leadership and the employees' organisational citizenship behaviours. The studies revealed a positive association between the two variables both at an individual and group level. Leaders who are perceived to be more authentic play an influential role in facilitating employee helping behaviour by making employees more aware of the importance of helping one another.

Research has also revealed that authentic leaders have an impact on group performance as they provide support for employees' self-determination which is linked to performance (Deci & Ryan, 2000). Leaders concentrate on employee beliefs, values and behaviours to model the development of others to enable them to make best choices regarding their development (Luthans & Avolio, 2003). When group members have access to information, they are more likely to utilise cognitive resources available within a team, they also attend to tasks without being interrupted (Argote, 1999). He further goes on to say that this should have a direct impact on team effectiveness.

2.14 CONCLUSION

This chapter has examined the establishment of the phrase authenticity as well as defined the term 'authentic leadership'. A discussion on the development of authentic leadership by various researchers was also offered. Authentic leadership is a developmental process where a leader grows into becoming an authentic leader Sparrow (2005).

This section also covered the history and development of OCB and identified the five dimensions and benefits of OCB. The following section will address the research methods of the study that will be conducted.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter begins with an outline of the research approach adopted in this study. This is followed by an explanation of the methods of data collection which includes the selection of participants, description of the research setting and an overview of the data collection setting which includes procedures adopted. Thereafter, outlined are considerations around trustworthiness and reflexivity and a description of the data analysis is offered.



3.2 THE SPECIFIC AIM OF THE STUDY

The aim of this study was to investigate whether a relationship exists between the constructs of authentic leadership and the dimensions of organisational citizenship behaviour. As clearly defined in Chapter 1, the objectives of the research study would be as follows:

- a) To determine whether a relationship exists between authentic leadership and OCB.
- b) To evaluate the effect of authentic leadership on OCB
- c) To offer recommendations on authentic leadership and OCB that can aid future research studies on similar topics.

3.3 RESEARCH DESIGN

A quantitative approach was used in this research study with a survey approach design in the form of questionnaires. Quantitative research methods focus on a relatively small number of concepts and analyses

numerical information through statistical procedures (Brink, 2006). Furthermore, a survey based or descriptive design approach allows the researcher to obtain direct information from the participants (Brink, 2006).

As the targeted organisation where the research study was conducted is widely spread over the Western Cape, a quantitative method was the most convenient method as questionnaires were easier to facilitate when visiting the offices. Also, as the organisation utilised is a service driven, limited time was available. As data collected is thoroughly examined and it has been critically analysed, there would be a high degree of reliability and validity (Acaps, 2012). Quantitative research has its roots in logical positivism and focuses on the measurable aspects of human behaviour (Brink, 2006).



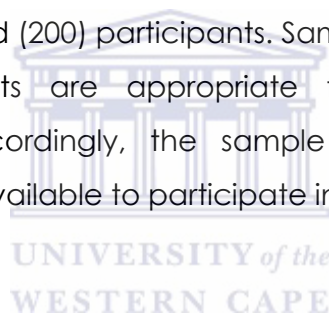
3.4 SELECTION OF SAMPLE

A population can be defined as an entire group of people or objects who meet the criteria of the field of study of the researcher (Brink & Wood, 1998). In this research study the population constituted of 2000 employees who were all employed at the provincial government department. A sample of 10% of the total population was targeted for participation in this study. The selected provincial government department comprised of participants from six (6) regions which cover the following districts within the Western Cape:

- Metropole South (Athlone, Wynberg, Fish Hoek)
- Metropole North (Goodwood, Bellville, Milnerton)
- Metropole East (Eerste River, Somerset West, Kraaifontein)
- Eden Karoo District (George, Beaufort West, Oudtshoorn)
- Cape Winelands District (Caledon, Worcester, Paarl)
- West Coast District (Vredenburg, Saldanha Bay, Vredendal)

A sample is a fraction of the population selected by a researcher to participate in a research study. Therefore, the sample consisted of a selected group of individuals or elements of analysis from a defined population (Brink, 2006). Sampling is 'the process of selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its properties or characteristics would make it possible for us to generalise such properties or characteristics to the population elements" (Sekaran, 2003, p. 266).

The sample for this research study constitutes employees in supervisory positions across the six (6) identified regions within the provincial government department. The intended sample size to be targeted for the study was two hundred (200) participants. Sample sizes between thirty and five hundred subjects are appropriate for most research studies (Sekaran, 2003). Accordingly, the sample consists of employees in supervisory positions available to participate in the research study.



3.5 SAMPLING

A non-probability sampling design was used based on the method of purposive sampling. Non probability can be seen as a subjective approach as the sample size can be seen as unknown. Purposive focuses on particular characteristics on a population that are of interest and would best enable answers to research questions developed (Latham, 2007). The sample in this research study was employees in supervisory positions in the organisation.

Although the approach to non-probability sampling with the method of purposive sampling can be seen as one of the best approaches as it is

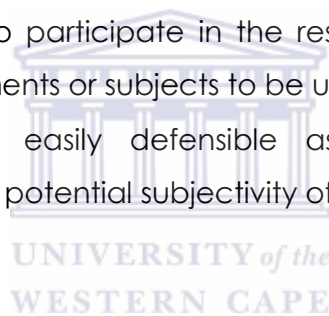
utilised quite frequently, certain advantages and disadvantages exist. According to Black (1999) and Brink (2006) these are:

Advantages

- a) This type of sampling is most convenient and economical as it addresses participants who are readily available to participate.
- b) Ensures balance of group sizes when multiples groups are selected.

Disadvantages

- c) There is a limited control to the level of biasness as participants are readily available to participate in the research study and this could cause certain elements or subjects to be under or over represented.
- d) Samples are not easily defensible as being representative of populations due to potential subjectivity of the researcher.



A cross sectional design was used in the study. A Western Cape Provincial Government Department was approached in participating in the investigation or study.

3.6 METHOD OF DATA COLLECTION

A combined measuring instrument consisting of two validated instruments was used in this research study namely; the Authentic Leadership Questionnaire (ALQ), (Avolio et al., 2007) and the Organisational Citizenship Behaviour questionnaire (Podsakoff et al., 1990). These questionnaires were supplemented with a self-developed biographical questionnaire. Two hundred (200) employees in supervisory positions were targeted for this study.

Permission was requested and obtained from the Departmental Ethics Committee. The participants were briefed about the study. They were informed of the aims and objectives of the study and what procedures would be followed. They were also informed that their participation was completely voluntary. They were invited to sign a consent form. Each participant was requested to complete three questionnaires after the nature and content of the instruments were clearly explained to them. Each questionnaire took approximately 15 minutes to complete. When providing evidence of clear instructions to participants and assuring anonymity, the probability of obtaining biased responses is reduced (Sekaran, 2003).

3.7 MEASURING INSTRUMENTS



3.7.1 Biographical Questionnaire

A self-developed biographical questionnaire requested the respondents' information regarding age, race, gender, level of education as well as position in the organisation.

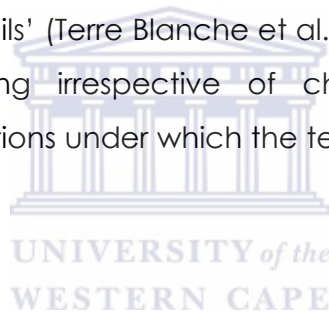
3.7.2 Authentic Leadership Questionnaire (ALQ)

The ALQ was developed and validated by Avolio et al. (2007). The intended purpose of the ALQ was to measure the respondents' perceptions of their leaders' authentic leadership style. The items or statements on the ALQ was rated on a five (5) point Likert response scale ranging from zero (0) (not at all) to four (4) (frequently if not always). The questionnaire composed of four (4) constructs namely; self-awareness, balanced processing, internalized moral perspective and relational transparency. Examples of items measuring the dimensions of authentic leadership are:

- a) Self-Awareness – e.g. my leaders seeks feedback to improve interactions with others.
- b) Balance processing – e.g. my leader listens carefully to different points of view before coming to conclusions.
- c) Internalized moral perspective – e.g. my leader makes decisions based on his or her core values
- d) Relational transparency –e.g. my leader says exactly what he or she means.

3.7.2.1. Reliability and validity of the ALQ

Reliability refers to the 'extent to which the instrument yields the same results on repeated trails' (Terre Blanche et al., 1999, p. 88). Sekaran (2003) justifies this by stating irrespective of changes in the test taker, administrator or conditions under which the test is administered; it will yield the same results.

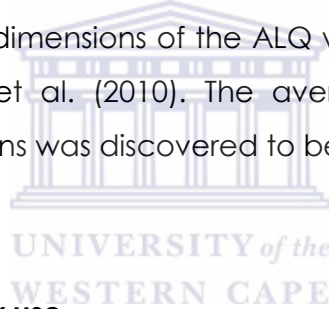


The following table depicts the estimated internal consistency Cronbach's alpha for each of the dimensions revealed for the international studies of Walumbwa et al. (2008) and within a South African context Roux (2011). It should be noted that the Cronbach alpha reliability statistics in both these studies were at an acceptable level.

Table 3.1: Dimensions of Authentic Leadership and the Cronbach Alpha

Dimension of Authentic Leadership	Cronbach Alpha (α)	
	Walumbwa et al. (2008)	Roux (2011)
Self-awareness	0.92	0.85
Relational Transparency	0.87	0.77
Internalized moral perspective	0.76	0.83
Balanced processing	0.81	0.69

Walumbwa et al. (2008) showed that the scale of the ALQ has both convergent and discriminant validity with respect to other leadership constructs such as transformational and ethical leadership. Studies also showed that the four dimensions of the ALQ were positively related in the data of Walumbwa et al. (2010). The average correlation coefficient between the dimensions was discovered to be 0.61.



3.7.2.2 The rationale for use

The ALQ aims to measure the respondent's perceptions of their leaders' authentic leadership style. The main rationale for using this questionnaire was to determine what the middle managers' perceptions are of their immediate supervisors' authentic leadership behaviours.

3.7.3. Organisational Citizenship Behaviour questionnaire

The questionnaire was developed and validated by Podsakoff, Mackenzie and Fetter (1990). The questionnaire measures twenty four (24) items on a seven point Likert scale. The response scales range from 1 = 'Strongly Disagree' to 7 = 'Strongly Agree'. The five dimensions of organisational citizenship behaviour can be described as follows:

- a) Altruism (5 items) – e.g. Helps others who have heavy workloads.
- b) Conscientiousness (5 items) – e.g. Believes in giving an honest day's work for an honest day's pay.
- c) Sportsmanship (5 items) – e.g. Consumes a lot of time complaining about trivial matters.
- d) Courtesy (5 items) – e.g. Considers the impact of his / her actions on co-workers.
- e) Civic virtue items (4 items) – e.g. Keeps abreast of changes in the organisation.

3.7.3.1 The reliability and validity of the Organisational Citizenship Behaviour Questionnaire

The following table depicts the estimated internal consistency Cronbach's alpha for each of the measures revealed for the international studies of Podsakoff et al. (2008) and within a South African context Mahembe and Engelbrecht (2014). It should be noted that both for both of these studies the Cronbach alphas were at an acceptable level.

Table 3.2: Constructs of Organisational Citizenship Behaviour and the Cronbach Alpha

Construct of OCB	Cronbach Alpha (α)	
	Podsakoff et al. (2008)	Mahembe and Engelbrecht (2014)
Altruism	0.67 – 0.91	0.77
Conscientiousness	0.79	0.67
Sportsmanship	0.76 – 0.89	0.69
Courtesy	0.69 – 0.86	0.58
Civic Virtue	0.66 – 0.90	0.55

A study conducted by two South African authors, Mahembe and Engelbrecht (2014) involved using a sample of school teachers drawn from schools in the Western Cape. The study revealed a satisfactory level of reliability for the OCB dimensions ranging from 0.55 – 0.77 as indicated above in Table 3.2. In studies conducted by numerous researchers namely, Hui, Law and Chen (1999); Moorman (1991); Niehoff and Moorman (1993) the psychometric soundness of the OCB measure was confirmed.

Over the years there has been a rapid growth in theory and research in the field of OCB and in most instances good literature has been produced in this regard. There have also been instances where some unfortunate consequences have been experienced with regard to literature findings on organisational citizenship behaviour (Podsakoff et al., 2000). It has been noted that much of the empirical literature or research around organisational citizenship behaviour has focused more on substantive validity rather than construct validity (Van Dyne, Cummings & Parks, 1995). Literature has therefore focused more on understanding the relationship between OCB and other constructs rather than defining the nature of organisational citizenship behaviour itself.

As many concerns have aroused around the validity of OCB, Le Pine (2001) conducted a meta-analysis study to evaluate the nature of OCB and how the five (5) dimensions originally identified by Organ (1988) are related to each other as well as other variables such as job satisfaction and leader support. Le Pine (2001) discovered that the dimensions of OCB are positively or highly related to each other and there are no apparent differences in terms of their relations with other predictors. This discovery aided Hoffman, Blair, Meriac and Woehr (2007) to improve on his meta-analysis study. They tested OCB using one hundred and twelve (112) studies with a total sample size of 41 650. The results of the study supported

a single factor model of OCB which in turn supported the findings of Le Pine (2001).

3.7.3.2. The rationale for use

The main aim for utilising the OCB questionnaire was solely to assess or determine if the character of the leaders within the organisation encourages the employees to display the dimensions of OCB. These dimensions are altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

3.8 STATISTICAL METHODS

Two major categories of statistical procedures were conducted in this research study, namely descriptive and inferential statistical techniques. These techniques were fully utilised to test the research propositions identified for this study.

3.8.1 Descriptive statistics

Descriptive is defined as the transformation of raw data into "a form that would provide information to describe a set of factors in a situation" (Sekaran, 2000, p. 395). The mean and standard deviation will be used to describe the data collected from the ALQ and the OCB questionnaires.

3.8.2 Mean

The mean (μ) refers to the arithmetic average which is a measure of the central tendency. This gives us a “general image or picture of the data without unnecessarily inundating one with each of the observations in a data set” (Sekaran, 2000, p. 397).

3.8.3 Standard Deviation

According to Sekaran (2000), the standard deviation can be defined as the measure of the square root of the variance; it is a standard measure of variability from the mean and a measure of dispersion.



3.9 INFERENCE STATISTICS

Inferential statistics allows inferences to be drawn from data which can determine the following:

- The relationship between two variables
- For the purposes of this study, the Pearson Correlation and Multiple Regression techniques were applied.

3.9.1 Pearson Correlation

This method of analysis is used to determine whether certain relationships exist between the two variables and their respective dimensions as stated in this study. The Pearson Correlation method provides information about the relationship as it describes the direction (negative or positive), strength and significance of the relationship of the variables in the study

(Sekaran, 2000). A direct relationship between variables will denote a positive outcome where an indirect relationship will denote a converse relationship between the variables (Thorne & Giesen, 2003).

Pearson Correlation technique will be used to establish if a relationship exists between the dimensions of authentic leadership namely; self-awareness, balanced processing, internalized moral perspective and relational transparency and the constructs of organisational citizenship behaviour namely; altruism, courtesy, conscientiousness, sportsmanship and civic virtue.

A correlation equal to zero indicates that no relationship exists between the variables which could further indicate that the two scores vary and is independent of one another (Malgady & Krebs, 2014). The authors further go on to state that if a correlation is +1.00 or - 1.00 a perfect relationship between the two variables exist. When on variable changes the other variable changes proportionately.

The following denotes the interpretation of correlations:

Table 3.3 Interpretation of correlation coefficients

Correlation	Interpretation
1	Perfect
0.7 – 0.9	Strong
0.4 – 0.6	Moderate
0.1 – 0.3	Weak
0	None or Zero

A correlation of 0.80 is generally described as a fairly strong relationship, a correlation of 0.60 displays a moderate relationship between variables and a correlation of 0.20 indicates that the test scores are be deemed as weak (Brink, 2006).

3.9.2 Multiple Regression

Multiple regression analysis is used to analyse the relationship between the independent variable(s) (Authentic leadership) and the dependant variable (OCB). If there is a relationship, the information of the independent variable will improve the accuracy in explaining the variance in the dependent variable. Three types of multiple regression can be identified, standard multiple regression (evaluate the relationships between the independent and dependent variable), hierarchical regressions (examines the relationship between the independent and dependent variable after controlling the effects of some of both variables) and lastly Ustepwise regression (identify the subset of independent variables that has the strongest relationship to a dependent variable) (Salkind, 2007).

In this research study a series of standard multiple regression analysis was used. For each of these multiple regression analysis, one of the OCB dimensions namely; altruism, courtesy, conscientiousness, sportsmanship and civic virtue was the dependant variable in the study and measured against all the dimensions of authentic leadership namely; self-awareness, balanced processing, internalised moral perspective and relational transparency which will serve as the independent variable. In other words, multiple regression analysis aided in the understanding of how much of the variance in the dependent variable is explained by a set of independent variables. For purposes of this student regression analysis was

computed to explain the variance in one of the dimensions of OCB in the organisation as a result of the dimensions of authentic leadership.

3.10 CONCLUSION

This chapter provided a description of the research design as well as the sample to be targeted. The method of data collection is also presented, data gathering instruments are discussed and the related reliability and validity of the Authentic Leadership Questionnaire and OCB are highlighted. Statistical techniques are discussed, including both descriptive and inferential statistics. The chapter is concluded with an explanation of the statistical techniques used to test the propositions.



CHAPTER FOUR

PRESENTATION OF RESULTS

4.1 INTRODUCTION

The purpose of this study was to investigate whether there was a relationship between the constructs of authentic leadership (self-awareness, balanced processing, internal moral perspective and relational transparency) and the dimensions of OCB (altruism, conscientiousness, courtesy, sportsmanship and civic virtue). To this end, data was collected by means of survey instruments that were distributed to 200 employees in supervisory positions at a provincial government department in the Western Cape. The surveys used in this study included the authentic leadership and OCB questionnaires. These instruments measured the respondents' perceptions of their leader's authentic style as well as the respondents' behaviour towards the organisation. The questions focused on eliciting information with regard to participants' views on authentic leadership and OCB within their respective departments.

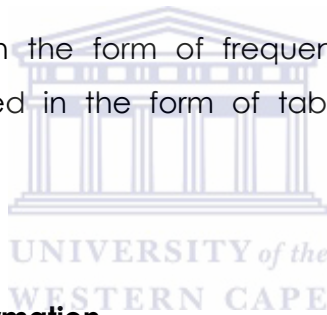
The chapter presents the findings of the statistical analyses conducted on the data collected in this study. The statistical programme utilised for the analyses and presentation of data in this research is the Statistical Package for the Social Sciences (SPSS) version 22. The discussion starts by introducing the participants and is followed by reporting the findings in the following manner; firstly, the demographic information of the participants will be presented. Reliability analysis will be presented and discussed. Then correlations between the constructs of authentic leadership and the dimensions of OCB will be elaborated upon.

4.2 DESCRIPTIVE STATISTICS

This section outlines the descriptive statistics calculated as obtained by the variables included in the biographical questionnaires. The demographic variables that receive attention are as follows:

- Age
- Racial Group
- Gender
- Highest Qualification obtained
- Level of position
- Tenure

Descriptive statistics in the form of frequencies and percentages are subsequently presented in the form of tables for each of the above mentioned variables.



4.2.1 Biographical Information

Table 4.1 Age of the respondents

Age of Respondents	Number (n = 130)	Percentage (100%)
0 – 35 years	83	64
36 – 40 years	14	11
40 years and older	33	25
TOTAL	130	100%

With respect to the age distribution of the respondents, it may be seen that 64% were in the age group 0 – 35 years (n = 83), with a further 25% being in the age group 36 – 40 years (n = 33). Furthermore, from the above

table is it evident that 10% of the sample was in the age group 36 – 40 years (n = 14).

Table 4.2 Racial group of the respondents

Racial group of respondents	Number (n = 130)	Percentage (100%)
African	24	19
Coloured	88	68
Indian	2	1
White	16	12
Other	0	0
TOTAL	130	100%

Based on Table 4.2, it can be seen that the majority of the respondents is Coloured people, comprising 68% of the sample (n = 88), while African respondents constituted 19% of the sample (n = 24). White respondents represented 12% of the sample (n = 16) whilst Indian respondents constituted 1% of the sample (n = 2). It should be noted that no respondents indicated 'other' as a racial group and therefore the representation is 0% of the sample.

Table 4.3 Gender of the respondents

Gender of the respondents	Number (n = 130)	Percentage (100%)
Male	41	31
Female	89	69
TOTAL	130	100%

In terms of Table 4.3, the majority of the respondents (n = 89) or 69% were female, while males represented 31% of the respondents (n = 41).

Table 4.4 Highest qualification obtained of the respondents

Qualification	Number (n = 130)	Percentage (100%)
Matric	24	18
Undergraduate	44	34
Post Graduate	50	38
Masters	9	7
Doctorate	0	0
TOTAL	127	97%

Table 4.4 reveals that 38% of the respondents are in possession of a post graduate qualification (n = 50). Respondents who were in possession of an undergraduate qualification represented 34% of the sample (n = 44). Those who had completed their Matric constituted 18% of the sample (n = 24), and those who completed their Masters comprised of 7% of the sample (n = 9). There were no respondents who were in possession of a Doctorate qualification. It should further be noted that three responses were missing which could indicate that respondents did not indicate their level of qualification.

Table 4.5 Occupational level of respondents

Occupational level	Number (N = 130)	Percentage (100%)
Senior Manager	2	2
Middle Manager	34	27
Social Worker	41	32
Admin Support	50	39
TOTAL	127	100%

Thirty eight percent of respondents (n = 50) were in admin support positions within the organisation. While 32% of the respondents occupied social worker positions (n = 41), 26% of the respondents were in middle manager positions (n = 34). Senior managers were representative of 2% of the sample (n = 2). It should further be noted that three responses were missing which could indicate that respondents did not indicate their occupational level.

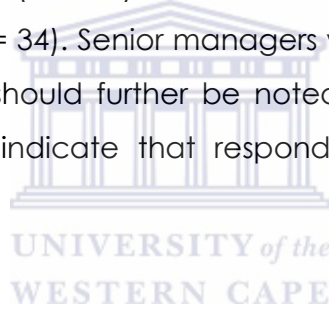


Table 4.6 Tenure of respondents within the organisation

Tenure	Number (n = 130)	Percentage (100%)
0 – 1 year	28	21
2 – 5 years	31	24
6 – 10 years	34	26
11 – 15 years	10	8
16 – 20 years	8	6
20 and more years	19	15
TOTAL	130	100%

With respect to tenure, 21% (n = 28) has between 0 – 1 year tenure in the organisation, while further 24% (n = 31) of the respondents has been in the

organisation for 2 – 5 years. Eight percent (8%) of the respondents have been in the organisation for 11 – 15 years ($n = 10$). A further 6% have been in the organisation for 16 – 20 years ($n = 8$), while 15% of the respondents have been in the organisation for 20 years and more ($n = 19$).

4.2.2 Measures of central tendency and dispersion

This section outlines the descriptive statistics calculated on the basis of the variables included in the questionnaires. The measures of central tendency and dispersion for the dimensions of authentic leadership and organisational citizenship behaviour are shown in Table 4.7.



	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Transparency (AL)	130	0.60	4.00	2.8516	0.81034	-0.607	0.212	-0.330	0.422
Moral Perspective (AL)	130	0.00	4.00	2.9862	0.81723	-0.978	0.212	1.369	0.422
Balanced Processing (AL)	130	0.00	4.00	2.8131	0.88368	-0.934	0.212	0.520	0.422
Self Awareness (AL)	130	0.00	4.00	2.7418	0.93551	-0.694	0.212	0.203	0.422
Total (AL)	130	0.31	4.00	2.8506	0.77300	-0.707	0.212	0.092	0.422
Altruism (OCB)	130	4.00	7.00	5.9559	0.67481	-0.397	0.212	-0.347	0.422
Conscientiousness (OCB)	130	3.60	7.00	6.0711	0.69420	-0.889	0.212	0.730	0.422
Sportsmanship (OCB)	130	1.00	7.00	5.2782	1.16024	-0.744	0.212	0.539	0.422
Courtesy (OCB)	130	1.40	7.00	5.9116	1.01052	-1.639	0.212	3.817	0.422
Civic Virtue (OCB)	130	1.50	7.00	5.4192	1.08246	-1.019	0.212	1.090	0.422
Total (OCB)	130	4.08	6.88	5.7400	0.57086	-0.390	0.212	0.096	0.422
Valid N (listwise)	130								

Measures of central tendency were computed to summarise the data for all the variables of authentic leadership and OCB. Measures of dispersion were computed to understand the variability of scores for each of the variables. To this end, the results of the total authentic leadership are $N = 130$, $M = 2.850$, $SD = 0.773$. When considering the mean, it appears that most of the participants presented their leaders as being authentic. Based on the standard deviation, the responses from participants across the sample were similar.

The results displayed in table 4.7 shows that respondents or employees in the provincial government department mostly indicated responses ranging from "sometimes" to "fairly often" in the authentic leadership questionnaire. The dimension with the highest mean score is moral perspective ($M = 2.986$, $SD = 0.817$) which indicates that respondents are of the opinion their leaders use their values or ethical beliefs to guide their behaviour. Relational transparency ($M = 2.851$, $SD = 0.810$) indicates that respondents are of the opinion that their leaders presents themselves as authentic quite often. WESTERN CAPE

Furthermore, respondents indicated that their leaders objectively analyse facts and data before making a decision ($M = 2.813$, $SD: 0.883$). This response can be identified with the dimension balanced processing. Self-awareness ($M = 2.741$, $SD = 0.935$) indicates respondents are of the opinion that their leaders know their own strengths, values and weaknesses.

The total result of OCB as displayed in table 4.7 are; $N = 130$, $M = 5.7400$, $SD = 0.570$. When considering the mean, it appears that most of the participants presented themselves as possessing the dimensions of OCB (altruism, conscientiousness, sportsmanship, courtesy and civic virtue).

Based on the standard deviation, the responses from participants across the sample were similar.

The results displayed in table 4.7 shows that respondents or employees in the provincial government department mostly indicated "slightly agree" to "agree" in the organisational citizenship behaviour questionnaire. The dimension with the highest mean score is conscientiousness ($M = 6.071$, $SD = 0.694$) which indicates that respondents go well beyond the minimal required tasks such as attendance and punctuality. Altruism ($M = 5.955$, $SD = 0.674$) indicates that respondents often assist co-workers to resolve difficulties at work.

Furthermore, the responses to the dimension courtesy ($M = 5.911$, $SD = 1.010$) indicates that respondents were more in agreement that they consult co-workers first before making any important decisions within the organisation. Civic virtue ($M = 5.419$, $SD = 1.082$) indicates respondents were more in agreement and they felt they have the best interest of the organisation at heart. The dimension that populated the lowest mean score was that of sportsmanship. From the scores, $M = 5.419$, $SD = 1.082$, it is evident that respondents often tolerated less than ideal circumstances and they often were content when the organisation offers less than ideal circumstances.

4.3 INFERENCE STATISTICS

Inferential statistics in the form of Pearson's product moment correlation coefficient was computed to determine the relationship between the dimensions of authentic leadership and organisational citizenship behaviour.

Table 4.8 Pearson's Correlations matrix between the dimensions of authentic leadership and organisational citizenship behaviour

		Transpare ncy (AL)	Moral Perspective (AL)	Balanced Processing (AL)	Self- Awareness (AL)	Altruism (OCB)	Conscientiousness (OCB)	Sportsmanship (OCB)	Courtesy (OCB)	Civic Virtue (OCB)
Transparency (AL)	Pearson Correlation	1	0.708**	0.731**	0.748**	0.114	0.197*	0.043	0.179*	0.265**
	Sig. (2-tailed)		0.000	0.000	0.000	0.197	0.025	0.629	0.042	0.002
	N	130	130	130	130	130	130	130	130	130
Moral Perspective (AL)	Pearson Correlation	0.708**	1	0.743**	0.743**	0.139	0.213*	0.038	0.299**	0.272**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.114	0.015	0.672	0.001	0.002
	N	130	130	130	130	130	130	130	130	130
Balanced Processing (AL)	Pearson Correlation	0.731**	0.743**	1	0.838**	0.171	0.305**	-0.026	0.227**	0.226**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.051	0.000	0.766	0.009	0.010
	N	130	130	130	130	130	130	130	130	130
Self-Awareness (AL)	Pearson Correlation	0.748**	0.743**	0.838**	1	0.184*	0.243**	-0.026	0.219*	0.157
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.037	0.005	0.772	0.012	0.075
	N	130	130	130	130	130	130	130	130	130
Altruism (OCB)	Pearson Correlation	0.114	0.139	0.171	0.184*	1	0.589**	-0.011	0.416**	0.350**
	Sig. (2-tailed)	0.197	0.114	0.051	0.037	0.000	0.000	0.905	0.000	0.000
	N	130	130	130	130	130	130	130	130	130
Conscientiousness (OCB)	Pearson Correlation	0.197*	0.213*	0.305**	0.243**	0.589**	1	0.056	0.310**	0.464**
	Sig. (2-tailed)	0.025	0.015	0.000	0.005	.000	0.000	0.529	0.000	0.000
	N	130	130	130	130	130	130	130	130	130
Sportsmanship (OCB)	Pearson Correlation	0.043	0.038	0.026	-0.026	-0.011	0.056	1	0.025	0.069
	Sig. (2-tailed)	0.629	0.672	0.766	0.772	0.905	0.529	0.000	0.778	0.437
	N	130	130	130	130	130	130	130	130	130
Courtesy (OCB)	Pearson Correlation	0.179*	0.299**	0.227**	0.219*	0.416**	0.310**	0.025	1	0.378**
	Sig. (2-tailed)	0.042	0.001	0.009	0.012	0.000	0.000	0.778	0.000	0.000
	N	130	130	130	130	130	130	130	130	130
Civic Virtue (OCB)	Pearson Correlation	0.265**	0.272**	0.226**	0.157	0.350**	0.464**	0.069	0.378**	1
	Sig. (2-tailed)	0.002	0.002	0.010	0.075	0.000	0.000	0.437	0.000	0.000
	N	130	130	130	130	130	130	130	130	130

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4.8 indicates that there is a statistically significant correlation between the dimension of authentic leadership transparency and the dimension of organisational citizenship behaviour civic virtue ($r = 0.265$, $p < 0.01$). Similarly, there is a statistically significant positive relationship between the dimension of authentic leadership moral perspective and the dimensions of organisational citizenship behaviour consciousness' ($r = 0.305$, $p < 0.01$), courtesy ($r = 0.299$, $p < 0.01$) and civic virtue ($r = 0.272$, $p < 0.01$).

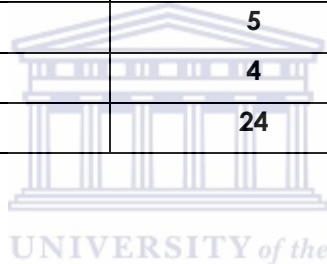
A statistically significant positive relationship was observed between the dimension of authentic leadership, balanced processing and the dimensions of organisational citizenship behaviour, courtesy ($r = 0.227$, $p < 0.01$) and civic virtue ($r = 0.226$, $p < 0.01$). There is a statistically significant positive relationship between the dimension of authentic leadership, self-awareness and the dimension of organisational citizenship behaviour, conscientiousness ($r = 0.242$, $p < 0.01$).

There is a significant positive relationship between the dimension of authentic leadership, transparency and the dimensions of organisational citizenship behaviour, consciousness ($r = 0.197$, $p < 0.05$) and courtesy ($r = 0.179$, $p < 0.05$). Similarly there is a significant positive relationship between the dimension of authentic leadership, moral perspective and the dimension of organisational citizenship behaviour, consciousness ($r = 0.213$, $p < 0.05$). Furthermore, there is a significant positive relationship between the dimension of authentic leadership, self-awareness and the dimension of organisational citizenship behaviour, altruism ($r = 0.184$, $p < 0.05$). The remaining dimensions of authentic leadership and organisational citizenship behaviour did not correlate significantly.

4.4 RELIABILITY ANALYSIS

Table 4.9 Reliability statistics of the dimensions of authentic leadership and the dimensions of organisational citizenship behaviour

Dimensions	Number of items	Cronbach alpha (α)
Transparency (AL)	5	0.838
Moral Perspective (AL)	4	0.835
Balanced Processing (AL)	3	0.805
Self-Awareness (AL)	4	0.919
Total (AL)	16	0.948
Altruism (OCB)	5	0.754
Conscientiousness (OCB)	5	0.698
Sportsmanship (OCB)	5	0.773
Courtesy (OCB)	5	0.795
Civic Virtue (OCB)	4	0.781
Total (OCB)	24	0.822



Cronbach's Alpha is viewed as an index of reliability associated with the variation accounted for by the true story of the underlying construct (Cronbach, 2004). Cronbach further suggests that the closer the coefficient alpha is to 1, the greater the internal consistency of the items of the scale.

Sekaran (2003) as well as George and Mallery (2003) argue that coefficients above 0.80 can be considered as good indicators of the reliability of an instrument. As depicted by table 4.24, the scores obtained for the authentic leadership and organisational citizenship behaviour questionnaires which were administered can be regarded or deemed as satisfactory in terms of the reliability of the instrument.

4.4.1 Regression Analysis

Regression analysis was conducted to explain the variance that authentic leadership dimensions (self-awareness, moral perspective, transparency and balanced processing) explains in each of the dimensions of organisational citizenship behaviour (altruism, conscientiousness, courtesy, sportsmanship and civic virtue) as per proposition two developed in Chapter 1.

Table 4.10 Model summary of the total sample (Altruism as dependent variable)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.192 ^a	0.037	0.006	0.67276
Predictors: (Constant), Self-Awareness (AL), Moral Perspective (AL), Transparency (AL) and Balanced Processing (AL)				

Regression analysis was performed where the dependent variable was altruism and the independent variables were the dimensions of authentic leadership (self-awareness, moral perspective, transparency and balanced processing). These variables explained 3.7% ($R^2 = 0.037$) of the variance in the authentic leadership scores.

Table 4.11 Model summary of ANOVA results (Altruism as dependent variable)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.167	4	0.542	1.197	0.316 ^a
	Residual	56.575	125	0.453		
	Total	58.742	129			
a. Dependent Variable: Altruism (OCB)						
b. Predictors: (Constant), Self-Awareness (AL), Moral Perspective (AL), Transparency (AL) and Balanced Processing (AL)						

According to table 4.11, the level of statistical significance is more than 0.05, $F = 1.197$, $p = 0.316$. The 3.7% of variance can therefore be regarded as not statistically significant.

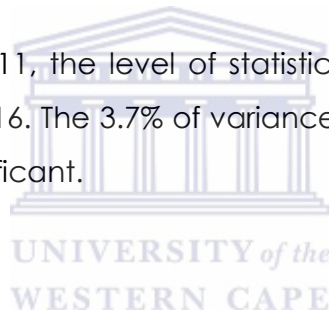


Table 4.12 Model summary of the total sample (Conscientiousness as dependent variable)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.307 ^a	0.095	0.066	0.67107
Predictors: (Constant), Self-Awareness (AL), Moral Perspective (AL), Transparency (AL) and Balanced Processing (AL)				

Regression analysis was performed where the dependent variable was conscientiousness and the independent variables were the dimensions of authentic leadership (self-awareness, moral perspective, transparency and balanced processing). These variables explained 9.5% ($R^2 = 0.095$) of the variance in conscientiousness in the sample.

Table 4.13 ANOVA results for the sample (Conscientiousness as dependent variable)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.876	4	1.469	3.262	0.014 ^b
	Residual	56.291	125	.450		
	Total	62.167	129			
a. Dependent Variable: Conscientiousness (OCB)						
b. Predictors: (Constant), Self-Awareness (AL), Moral Perspective (AL), Transparency (AL) and Balanced Processing (AL)						

According to table 4.13, the level of statistical significance is more than 0.05, $F(4,125) = 3.262$, $p = 0.014$. These variables explained 9.7% ($R^2 = 0.095$) of the variance in the authentic leadership scores.

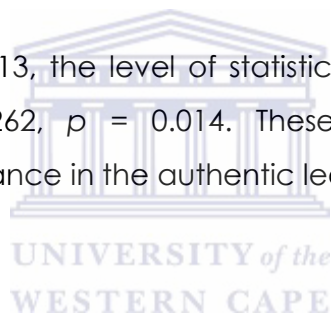


Table 4.14 Model summary of authentic leadership dimensions coefficients with conscientiousness as the dependent variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.447	0.239		22.802	0.000
	Transparency (AL)	-0.041	0.119	-0.048	-0.343	0.732
	Moral Perspective (AL)	-0.007	0.119	-0.008	-0.059	0.953
	Balanced Processing (AL)	0.283	0.132	0.360	2.135	0.035
	Self-Awareness (AL)	-0.012	0.128	-0.017	-0.098	0.922
a. Dependent Variable: Conscientiousness (OCB)						

The beta scores indicated in table 4.14 based on the dimensions of authentic leadership scores range from -0.048 to 0.360, with balanced processing being the highest significant contributor at the $p < 0.05$ level to the variance in conscientiousness ($\beta = 0.360$).

Table 4.15 Model summary of the total sample (Sportsmanship as dependent variable)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.124 ^a	.015	-.016	1.16955

a. Predictors: (Constant), Self-Awareness (AL), Moral Perspective (AL), Transparency (AL) and Balanced Processing (AL)

Regression analysis was performed where the dependent variable was sportsmanship and the independent variables were the dimensions of authentic leadership (self-awareness, moral perspective, transparency and balanced processing). These variables explained 1.5% of the variance in sportsmanship in the sample.

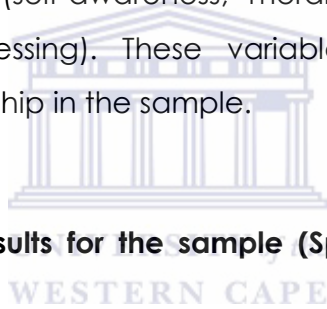


Table 4.16 ANOVA results for the sample (Sportsmanship as dependent variable)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.671	4	.668	.488	.744 ^b
	Residual	170.982	125	1.368		
	Total	173.653	129			

a. Dependent Variable: Sportsmanship (OCB)

b. Predictors: (Constant), Self-Awareness (AL), Moral Perspective (AL), Transparency (AL) and Balanced Processing (AL)

According to table 4.16, the level of statistical significance (0.744) is greater than 0.05. The 1.5% of variance is therefore not statistically significant.

Table 4.17 Model summary of the total sample (Courtesy as dependent variable)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.304 ^a	0.092	0.063	0.97807
a. Predictors: (Constant), Self-Awareness (AL), Moral Perspective (AL), Transparency (AL) and Balanced Processing				

Regression analysis was performed where the dependent variable was courtesy and the independent variables were the dimensions of authentic leadership (self-awareness, moral perspective, transparency and balanced processing). These variables explained 9.2% of the variance in courtesy in the sample.



Table 4.18 ANOVA results for the sample (Courtesy as dependent variable)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.151	4	3.038	3.176	0.016 ^b
	Residual	119.577	125	0.957		
	Total	131.728	129			
a. Dependent Variable: Courtesy (OCB)						
b Predictors: (Constant), Self-Awareness (AL), Moral Perspective (AL), Transparency (AL) and Balanced Processing						

According to table 4.18, the level of statistical significance (0.016) is less than 0.05. The 9.2% of variance is therefore statistically significant, $F(4, 125) = 3.176, p = 0.016$.

Table 4.19 Model summary of authentic leadership dimensions coefficients with courtesy as the dependent variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.869	0.348		13.984	0.000
	Transparency (AL)	-0.110	0.174	-0.088	-0.635	0.527
	Moral Perspective (AL)	0.397	0.173	0.321	2.286	0.024
	Balanced Processing (AL)	0.052	0.193	0.046	0.270	0.787
	Self-Awareness (AL)	0.010	0.186	0.009	0.052	0.959

a. Dependent Variable: Courtesy (OCB)

The beta scores indicated in table 4.19 the dimensions of authentic leadership scores range from -0.088 to 0.321 with moral perspective ($\beta = 0.321$) being the highest significant contributor to the variance in courtesy ($p > 0.05$).

Table 4.20 Model summary of authentic leadership coefficients with civic virtue as the dependent variable

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.328 ^a	0.108	0.079	1.03885

a. Predictors: (Constant), Self-Awareness (AL), Moral Perspective (AL), Transparency (AL) and Balanced Processing

Regression analysis was performed where the dependent variable was civic virtue and the independent variables were the dimensions of authentic leadership (self-awareness, moral perspective, transparency and balanced processing). These variables explained 10% of the variance in courtesy in the sample.

Table 4.21 ANOVA results for the sample (Courtesy as dependent variable)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.252	4	4.063	3.765	0.006 ^b
	Residual	134.900	125	1.079		
	Total	151.152	129			
a. Dependent Variable: Civic Virtue (OCB)						
b. Predictors: (Constant), Self-Awareness (AL), Moral Perspective (AL), Transparency (AL) and Balanced Processing						

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According to table 4.21, the level of statistical significance (0.006) is less than 0.05. The 10% of variance explained can be regarded as statistically significant $F = 3.765$, $p = 0.006$.

Table 4.22 Model summary of authentic leadership dimensions coefficients with civic virtue as the dependent variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.117	0.370		11.132	0.000
	Transparency (AL)	0.293	0.185	0.219	1.588	0.115
	Moral Perspective (AL)	0.310	0.184	0.234	1.684	0.095
	Balanced Processing (AL)	0.180	0.205	0.147	0.879	0.381
	Self-Awareness (AL)	-0.353	0.198	-0.305	-1.785	0.077
a. Dependent Variable: Civic Virtue (OCB)						

The beta scores indicated in table 4.22 the dimensions of authentic leadership scores range from -0.305 to 0.234 with moral perspective being the highest significant contributor to the variance in courtesy.

4.5 CONCLUSION

This chapter independently presented the results of the study using descriptive statistics to present the results and inferential statistics to make inferences about characteristics of the population based on the sample utilised in the study. It furthermore provided an overview of the most important findings which emerged from the data. The next chapter, presents a discussion of the findings obtained and will be compared to literature conducted in the same field. Furthermore, implications of the findings as well as limitations of the study will be discussed.

CHAPTER FIVE

DISCUSSION, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

The focus of the study was guided by the research propositions to determine if a relationship existed between the constructs of authentic leadership (self-awareness, internal moral perspective, relational transparency and balanced processing) and the dimensions of OCB (altruism, conscientiousness, sportsmanship, courtesy and civic virtue). This research document consists of five chapters.

In chapter one, a background, introduction and motivation for doing this study was highlighted. Research propositions and objectives were identified. Chapter two offered a literature review which explored the history of authentic leadership and OCB as well as the constructs which both variables are built on. Methodological considerations were outlined in chapter three and highlighted the importance of using a quantitative approach in capturing participants' perceptions of authentic leadership and OCB. In chapter four, the study results were described and presented. This final chapter outlines the key findings for this study and offers conclusions and recommendations with regard to the effect of authentic leadership on OCB.

5.2 DESCRIPTIVE RESULTS

5.2.1 Descriptive Statistics: The sample in relation to biographical variables

This section outlines the descriptive statistics calculated on the basis of the variables included in the biographical questionnaires in the research study.

The final sample consisted of 130 respondents, of whom the sample was more representative of respondents who were coloured people $n = 88$ (68%). This is representative of the employment statistics or profile of the Provincial Government of the Western Cape which indicates that coloured people occupy over 60% of vacancies in the public service.

69% ($n = 89$) of the final sample of 84, was more representative of females whilst the males were 31% ($n = 41$). As the provincial government department is one with a social strategic objective, the nature of the work or department is more related to females.

5.2.2 The relationship between authentic leadership and OCB

The results demonstrated in Table 4.7 indicate that employees at the provincial government department in the Western Cape where the study was conducted, report that the authentic leadership dimension, namely moral perspective provides the highest mean score ($M = 2.986$, $SD = 0.817$). However, the standard deviation of 0.817 indicates that there were strong variations in the responses obtained on this dimension. This means that respondents' feedback differed in the sense where some were of the opinion that their leaders used moral and ethical behaviours to guide behaviour or decisions in the work place. As there was a strong

variance in the responses, a few of the respondents may be of the opinion that their leaders do not consider ethical backgrounds or behaviours to guide decision making in the workplace and could rely on other factors when making decisions.

The dimension relational transparency ($M = 2.851$, $SD = 0.810$) and balanced processing ($M = 2.813$, $SD = 0.883$) are rated respectively the second and third highest dimensions contributing to the respondents perception of their leaders style. The dimension self-awareness rated the lowest mean score ($M = 2.741$) but it is important to note that the standard deviation was the highest ($SD = 0.935$) which indicates that there was a wider variation in the responses obtained. It is evident that respondents viewed their leaders unable to accept constructive criticism. Due to the variations in responses obtained, leaders may not be evaluating their strengths, weaknesses or emotions when reacting to their subordinates. This could create a situation where employees do not want to give constructive criticism which may assist the leader in developing.

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Furthermore, the results demonstrated in Table 4.7 for the OCB questionnaire report that the dimension conscientiousness provides the highest mean score ($M = 6.071$; $SD = 0.694$). The standard deviation of 0.694 indicates that there is a strong variation in the responses obtained. Respondents were of the opinion that in all tasks performed in the workplace, they generally go over and above what is expected from them.

The dimension altruism ($M = 5.955$, $SD = 0.674$) and courtesy ($M = 5.911$, $SD = 1.010$) are rated respectively the second and third highest dimensions contributing to the respondents behaviour in the workplace. The standard deviation for courtesy ($SD = 1.010$) indicates a wider variation in the

responses obtained. Finally, the dimension sportsmanship reported the lowest mean score ($M = 5.911$, $SD = 1.16$) which indicates that respondents did not find sportsmanship to be more prevalent in their behaviour in the workplace. It should also be noted that this dimension, reported the highest standard deviation of 1.16 which indicates a wider variation in responses. This means that respondents were not of the same opinion with regard to their sportsmanship in the organisation.

5.3 INFERENCE STATISTICS

5.3.1 Discussion of findings

The following propositions were investigated to explore the relationship between authentic leadership and organisational citizenship behaviour.



5.3.1.1 PROPOSITION 1: UNIVERSITY of the WESTERN CAPE

There is a statistically significant relationship between the dimensions of authentic leadership; self-awareness, balanced processing, moral perspective, relational transparency and the dimensions of organisational citizenship behaviour; altruism, civic virtue, conscientiousness, sportsmanship and courtesy in a provincial government department in the Western Cape.

FINDING 1:

- a) The relationship between the dimension of authentic leadership, self-awareness and the dimensions of organisational citizenship behaviour; altruism, civic virtue, conscientiousness, sportsmanship and courtesy.**

Results emanating from this research indicate a significant positive relationship exists between the dimension of authentic leadership; self-awareness and the dimensions of organisational citizenship behaviour; altruism ($r = 0.184$, $p < 0.05$), courtesy ($r = 0.219$, $p < 0.05$) and conscientiousness ($r = 0.243$, $p < 0.01$). This means that the dimension of authentic leadership, namely; self-awareness has an impact on the dimensions of OCB (altruism, conscientiousness and courtesy). As the one variable increases, the other increases as well.

However, no significant correlation was found to exist between the dimension of authentic leadership, self-awareness and the dimension of organisational citizenship behaviour sportsmanship ($r = -0.26$) and civic virtue ($r = 0.157$).



b) The relationship between the dimension of authentic leadership, balanced processing and the dimensions of organisational citizenship behaviour; altruism, civic virtue, conscientiousness, sportsmanship and courtesy.

Results emanating from this research indicate a statistically significant correlation exists between the dimension of authentic leadership; balanced processing and the dimensions of organisational citizenship behaviour; conscientiousness ($r = 0.305$, $p < 0.01$), courtesy ($r = 0.227$, $p < 0.05$) and civic virtue ($r = 0.226$, $p < 0.01$). This means that the dimension of authentic leadership, namely; balanced processing has an impact on the dimensions of OCB (conscientiousness, courtesy and civic virtue). As the one variable increases, the other increases as well.

However, no significant correlation was found to exist between the dimension of authentic leadership, balanced processing and the dimension of organisational citizenship behaviour altruism ($r = 0.171$) and sportsmanship ($r = -0.26$).

c) The relationship between the dimension of authentic leadership, moral perspective and the dimensions of organisational citizenship behaviour; altruism, civic virtue, conscientiousness, sportsmanship and courtesy.

Results emanating from this research indicate a statistically significant correlation exists between the dimension of authentic leadership; moral perspective and the dimensions of organisational citizenship behaviour; conscientiousness ($r = 0.213$, $p < 0.05$), courtesy ($r = 0.299$, $p < 0.01$) and civic virtue ($r = 0.272$, $p < 0.05$). This means that the dimension of authentic leadership, namely; moral perspective has an impact on the dimensions of OCB (conscientiousness, courtesy and civic virtue). As the one variable increases, the other increases as well.

However, no significant correlation was found to exist between the dimension of authentic leadership, moral perspective and the dimension of organisational citizenship behaviour altruism ($r = 0.139$) and sportsmanship ($r = 0.38$).

d) The relationship between the dimension of authentic leadership, relational transparency and the dimensions of organisational citizenship behaviour; altruism, civic virtue, conscientiousness, sportsmanship and courtesy

Results emanating from this research indicate a statistically significant correlation exists between the dimension of authentic leadership; relational transparency and the dimensions of organisational citizenship behaviour; conscientiousness ($r = 0.197$, $p < 0.05$), courtesy ($r = 0.179$, $p < 0.01$) and civic virtue ($r = 0.265$, $p < 0.01$). This means that the dimension of authentic leadership, namely; relational transparency has an impact on the dimensions of OCB (conscientiousness, courtesy and civic virtue). As the one variable increases, the other increases as well.

However, no significant correlation was found to exist between the dimension of authentic leadership, relational transparency and the dimension of organisational citizenship behaviour altruism ($r = 0.114$) and sportsmanship ($r = 0.43$).



From the above findings, it is evident that the dimensions of authentic leadership (self-awareness, balanced processing, moral perspective and relational transparency) are significantly correlated to the majority of the dimensions of organisational citizenship behaviour (civic virtue, courtesy and conscientiousness) except for altruism and sportsmanship in all instances.

In a multi-level analysis study conducted by Wherry (2012) with the variables authentic leadership, leader member exchange and organisational citizenship behaviour participants from leader-follower dyads and groups across multiple organisations in the Midwestern United States were used as a sample to determine if correlations existed between these variables. The study found positive relationships between the dimensions of authentic leadership and civic virtue behaviour, a dimension of organisational citizenship behaviour. It should be noted that the results obtained by Wherry (2012) is similar to the results obtained from

this study. If authentic leaders truly believe in the organisation's mission and vision, they will become more involved in the functioning of the organisation not only on an operational level but a strategic level as well (Podsakoff, Ahearne & MacKenzie, 1997). The authors further go on to say, that when authentic leaders display these behaviours, they keep employees in the loop of things and they too show positive attitudes towards the organisation.

Conscientiousness can be defined as the sharing of information with co-workers whose work could be affected by one's own decisions According to (Organ, 1988). These behaviours could be displayed by leaders reading notice boards in the organisation, sharing information that could have been discussed at a management level or just consulting weekly. When a leader demonstrates this kind of behaviour, followers are likely to demonstrate these behaviours (Northouse, 2010). In this research study, a statistically positive relationship existed between the dimension of authentic leadership, moral perspective and conscientiousness. It can be suggested that respondents will engage in conscientious behaviours if their leader displays authentic behaviours by making decision based on his or her core values. According to the study of Wherry (2012), a positive relationship existed between conscientiousness and the dimensions of authentic leadership. This could mean that a leader's authenticity has a positive effect on the whether the follower will comply with norms and standards that define their performance in the organisation.

From this study, results provide sufficient evidence that the dimensions of organisational citizenship behaviour (altruism and sportsmanship) do not correlate with any of the dimensions of authentic leadership. In a study conducted by Wherry (2012) altruistic behaviours can be defined as the display of co-workers assisting each other with a specific task or problem. The data revealed by Wherry (2012) suggests that the leader's

authenticity does have a direct effect on whether or not the group of co-workers chose to help each other. However, according to Carmeli and Freund (2002), the leader's authenticity may not have an effect on the altruistic behaviour of employees as co-workers determine whether or not they chose to assist others in the workplace. This is in line with findings from this study.

Sportsmanship can be defined as the "willingness to tolerate the inevitable inconveniences and impositions of work without complaining (Organ, 1990, p. 96). In this study sportsmanship displayed no correlation with any of the dimensions of authentic leadership. No matter how authentic a leader appears, there is no direct leader influence on the decision on a follower to engage in sportsmanship behaviours in the workplace (Northouse, 2010). Furthermore, according to Posakoff et al. (2000), sportsmanship entails people who do not complain even when they are inconvenienced by others, they continue to have a positive attitude. Each participant may have a different view on how they score statements relating to sportsmanship and as each question is reverse coded (Wherry, 2012). Respondents could view their leader as displaying high levels of authenticity and therefore this does not warrant any form of complaining.

5.3.1.2 PROPOSITION 2:

Authentic leadership and its dimensions; self-awareness, balanced processing, moral perspective and relational transparency explain a significant proportion of the variance in organisational citizenship behaviour dimensions; altruism, civic virtue, conscientiousness, sportsmanship and courtesy in a provincial government department in the Western Cape.

FINDING 2:

a) Regression analysis: Altruism as the dependent variable and dimensions of organisational citizenship behaviour as independent variables (self-awareness, moral perspective, relational transparency and balanced processing).

The study has found that a relatively small variance of 3.7% ($R^2 = 0.037$) in altruism can be accounted for by the authentic leadership dimensions. According to this study, the variance of 3.7% can be regarded as not statistically significant. It can further be deduced that the greater percentage of variance in altruism may be explained by factors other than those considered in this study. For purposes of this study, respondents may be of the opinion that their leaders' authenticity does not influence their behaviour towards the organisation. They may view other variables as contributing factors to their behaviour towards the organisation.



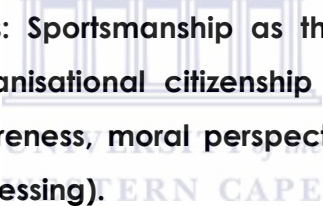
Contradictory to this finding, Wherry (2012) found that altruism presented a greater variance ($R^2 = 0.396$). This means a leader who is seen as authentic may have a positive effect on individuals they supervise. However Wherry (2012) reports that it is not clear whether such authenticity will have any effect on the overall group's tendency to display altruistic behaviours.

b) Regression analysis: Conscientiousness as the dependent variable and dimensions of organisational citizenship behaviour as independent variables (self-awareness, moral perspective, relational transparency and balanced processing).

The study has found that a relatively small variance of 9.5% ($R^2 = 0.095$) can be accounted for conscientiousness, a dimension of organisational

citizenship behaviour. It can further be deduced that the greater percentage of variance in altruism may be explained by factors other than those considered in this study. Respondents feel that even though they execute characteristics of conscientiousness in the workplace for e.g. being punctual or housekeeping issues, this does not affect how they view their leaders' authenticity.

In a similar study conducted by Wherry (2012), conscientiousness accounted for 90.7% of the variance. However it should be noted that a greater sample size was used in the study. In this study a variance of 9.5% is relatively small which means that authentic leadership had an average effect on individual's conscientiousness levels.



c) Regression analysis: Sportsmanship as the dependent variable and dimensions of organisational citizenship behaviour as independent variables (self-awareness, moral perspective, relational transparency and balanced processing).

The study has found that a relatively small variance of 1.5% ($R^2 = 0.015$) can be accounted for sportsmanship, a dimension of organisational citizenship behaviour. It can further be deduced that the greater percentage of variance in altruism may be explained by factors other than those considered in this study.

d) Regression analysis: Courtesy as the dependent variable and dimensions of organisational citizenship behaviour as independent variables (self-awareness, moral perspective, relational transparency and balanced processing).

The study has found that a relatively small variance of 9.2% ($R^2 = 0.092$) in courtesy can be accounted for by the authentic leadership dimensions. Thus, it is likely that the greater percentage of variance in altruism may be explained by factors other than those considered in this study. Even though respondents are always show a degree of courtesy amongst their co-workers, this is not influenced by how they view their leaders' authenticity.

e) Regression analysis: Civic Virtue as the dependent variable and dimensions of organisational citizenship behaviour as independent variables (self-awareness, moral perspective, relational transparency and balanced processing).

The study has found that a relatively small variance of 10% ($R^2 = 0.01$) in civic virtue can be accounted for by the authentic leadership dimensions. It can further be deduced that the greater percentage of variance in altruism may be explained by factors other than those considered in this study. Civic virtue is seen as the involvement of employees within the organisation. For purposes of this study, although respondents may be involved in activities within the organisation such as committees or sports teams, it can be viewed that these do not affect the manner in which respondents view their authentic leaders. Even if a leader is authentic or not, levels of civic virtue will still be present.

A study conducted by Valsania, Leon, Alonso and Cantisano (2012) where 227 employees who worked in 40 groups belong to 22 organisations in the Madrid Region were used as a sample to determine the effects authentic leadership has on employees' citizenship behaviour in the workplace. The authentic leadership questionnaire (Walumbwa, et.al, 2008) and the organisational citizenship behaviour questionnaire (Lee and Allen, 2002) were used as test instruments. The results obtained from their

studies show that authentic leadership positively affects employees' organisational citizenship behaviours but differentially. Relational transparency, a dimension of authentic leadership was the only dimension that affected the organisational citizenship behaviour of the individual ($r = 0.48, p < 0.01$). In a study conducted by Wong and Cummings (2009), relational transparency and moral perspective, two dimensions of authentic leadership were proposed to be the highest dimensions displaying positive correlations with organisational citizenship behaviours within the organisation.

The dimension of organisational citizenship behaviour that produced the highest variance is that of civic virtue, 10%. It is apparent that the greater percentage of variance in civic virtue (90%) may be explained by factors other than those considered in this study. According to Wherry (2012), factors such as family commitments, job structure, level or title in the organisation as well as the tenure with the organisation may be taken into account. Respondents in this study are of the opinion that when their leaders display high levels of authentic leadership behaviours, they are more likely to engage in activities which support the development of the organisation.

The dimension of organisational citizenship behaviour that produced the second highest variance is that of conscientiousness, 9.5%. It is apparent that the greater percentage of variance in conscientiousness (90.5%) may be explained by factors other than those considered in this study. Respondents are likely to go over and above the minimum standard of work required from them in the workplace if and when their leaders execute authentic leadership behaviour.

5.4 LIMITATIONS OF THE STUDY

This study was conducted at one of the Provincial Government Departments in the Western Cape, one of twelve government departments and may not be entirely representative of the provincial public sector staff complement which exceeds over 40 000 employees at present. A method of convenience sampling was utilised and as this type of sampling is a method of non-probability, it can be viewed as a limitation as the results emanating from this research cannot be extrapolated to the population of employees in the Western Cape Government.

As this specific provincial government department has offices based in various parts of the Western Cape, more especially in Afrikaans dominant communities, the understanding and interpretation of the statements in the questionnaires may have been poor or weak and therefore respondents may have selected any response more especially as these questionnaires were only made available in English. As the offices are wide spread across the Western Cape, the response rate from respondents were slower as many of them chose to post their completed questionnaires one by one to the researcher. This is an opportunity missed and should be considered for future studies in this field.

The method of data gathering is quantitative and may have limited the quality of responses from the sample. As the questionnaires were presented in the format of a Likert scale, respondents were not able to add any comments or explanations to statements in the questionnaire. Self-reporting questionnaires were utilised which allowed the researcher to get personal perspectives of the participants which can be seen as an advantage. However, the researcher is not able to control the results obtained from respondents as they may not answer truthfully. This may

have potential validity problems. If the study was qualitative in nature, focus group sessions may have yielded a greater quality in response rate.

5.5 CONCLUSION AND RECOMMENDATIONS

5.5.1 Conclusion

As evidently displayed by the findings of this research study, it can be concluded that a strong relationship does not exist between the dimensions of authentic leadership (self-awareness, balanced processing, moral perspective and relational transparency) and the dimensions of organisational citizenship behaviour (altruism, conscientiousness, sportsmanship, courtesy and civic virtue). Furthermore, the dimensions of authentic leadership explain a variance of less than 10% in the dimensions of organisational citizenship behaviour. The propositions as determined in Chapter 1 are therefore partially accepted on the basis of finding and discussions explained in Chapter 4 and 5.

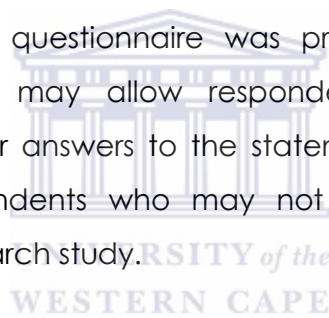
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The employees' display of OCB in this study is not dependent on the leaders' authentic leadership style. It could be concluded that other factors may contribute to the organisational citizenship behaviour of employees' within the workplace. According to Finkelstein and Penner (2004), Rioux and Penner (2001) an individual's motivation is significantly related to his or her organisational citizenship behaviour. Therefore, it is evident that other, more individual factors such as job satisfaction, motivation, organisational commitment and loyalty may influence organisational citizenship behaviours of employees rather than external leadership influence.

5.5.2 Recommendations

As this study was only conducted within one of the twelve provincial government departments in the Western Cape whose daily operations involves delivering an effective and efficient service to the citizens of the Western Cape, it cannot be representative of the entire Western Cape. Future studies should involve other departments whose core business function may be different.

As indicated in the limitations, offices within the specific provincial government department is wide spread over the Western Cape, it would be beneficial to use a qualitative data gathering methodology. More especially, since the questionnaire was presented as a Likert scale, qualitative measures may allow respondents to fully explain their reasoning behind their answers to the statements presented. This would also allow for respondents who may not primarily speak English to contribute to the research study.

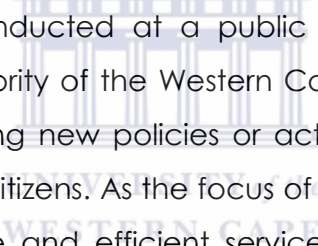


Not many studies have been done on authentic leadership and the impact it may have on organisational citizenship behaviour. Future studies should be conducted on these variables especially in other sectors.

As the variables in this study pertain to human resources functions such as organisational development, employee health and wellness and training and development, Human Resources managers should use this study to better understand human behaviour within the workplace. This could give them a better understanding of what motivates people, what methods could be employed to improve organisational citizenship behaviour as well as how to better develop leaders within the organisation. Strategies

should also be developed to 'sell' these ideas to top management to get their buy-in for future development within the organisation.

It is evident that the results of this study has concluded that authentic leadership does not have a significant impact on the employees' organisational citizenship behaviour, future studies should be conducted to determine what factors keeps employees committed and loyal towards the organisation. This research could lead to the development of interventions that could create an environment where employees feel satisfied or motivated to perform and deliver on their key result areas to aid in attaining the core strategic objectives of the organisation.



As the study was conducted at a public service organisation, which encompasses the majority of the Western Cape workforce, future studies could aid in developing new policies or acts that may increase service delivery to our public citizens. As the focus of the public service is primarily to deliver an effective and efficient service to our public citizens, any further methodologies or systems that can be developed to aid the success of service delivery should be fully implored.

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