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TÍTULO: Función mediadora del comportamiento de ciudadanía organizacional en el liderazgo auténtico y el desempeño laboral de los empleados: un estudio sobre instituciones de educación superior en Pakistán.

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RESUMEN: El estudio de investigación tiene como objetivo explorar el impacto del liderazgo auténtico en el desempeño laboral de los empleados con el papel mediador del comportamiento de ciudadanía organizacional. Se utiliza el modelo de ecuación estructural en el estudio. Los datos se recopilan de profesores y no profesores de siete instituciones de educación superior a través de un muestreo aleatorio simple. El comportamiento de ciudadanía organizacional se toma como variable mediadora. Los resultados del estudio muestran que el comportamiento de ciudadanía organizacional

media parcialmente la asociación de liderazgo auténtico y el desempeño laboral de los empleados en institutos de educación superior.

PALABRAS CLAVES: Comportamiento de ciudadanía organizacional, liderazgo auténtico, desempeño laboral del empleado, Institutos de Educación Superior, modelado de ecuaciones estructurales.

TITLE: Mediating role of organizational citizenship behavior on authentic leadership and employee job performance: A study of higher educational institutes in Pakistan.

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ABSTRACT: The research study aims to explore the impact of authentic leadership on employee job performance with mediating role of organizational citizenship behavior. Structural Equation Modeling (SEM) is used in the study. Data is collected from faculty and non-faculty members of seven higher education institutions through simple random sampling. Organizational citizenship behavior is taken as mediating variable. The study results show that organizational citizenship

behavior partially mediates the association of authentic leadership and employee job performance in higher educational institutes.

KEY WORDS: Organizational citizenship behavior, authentic leadership, employee job performance, higher educational institutes, structural equation modeling.

INTRODUCTION.

The researchers and scholars have emphasized on the definition, characteristics and types of leadership for over a long time period, but the last two decades have observed the emergence of new kind of leadership i.e. authentic leadership. Many renowned scholars have contributed in defining and measuring authentic leadership and its relationship with other concepts. There is no point of contention among the scholars about the considerable research on the issue and impact of leaders on the performance of the individuals, groups or organizational performance (Judge et al., 2004; Gerstner & Day, 1997; Lowe et al., 1996).

The last 85 years belong to the laying of foundations of the concept of the authenticity (Erickson, 1995). Gardner et al., (2005) argued that simply speaking authentic leadership can be described by the characteristics of confidence, optimistic, strong and having high ethical values. Authentic leadership promotes affective commitment that in turn increases organizational and individual performance (Ribeiro et al., 2018). Organizational success or effectiveness has been a question of debate among scholars and employee job performance is considered a key to organizational success. Different measures have been described to measure the employee job performance. In this regard, Barnard (1938) presented the concept of “Willingness to cooperate” provided impetus to the behavioral studies in the management sciences. Later on, the concept of willingness to cooperate adopted by Roethlisberger and Dickson (1939) proved to be grounds for the denial of the classical management theories. Katz (1964) introduced the concept of the innovative and spontaneous behavior

particularly in work context and presented the theoretical framework for extra role behavioral studies in management by adopting the concept of willingness to cooperate. Smith et al., (1983) introduced and used the word Organizational Citizenship Behavior (OCB), later on in the same year five dimensions of OCB namely altruism, conscientiousness, sportsmanship, courtesy and civic virtue proved to be the foundation stone for the researchers and scholars in the field on extra role behaviors and their impacts on the employee performances, ultimately for the effectiveness of the organization. Literature work of researchers and scholars is focusing on the point that actions and saying of the leaders must not contradict with each other i.e. an authentic leader must express what he/ she says. The key elements of the authentic leadership are transparency, high moral and ethical values, sayings of the leaders according to the actions of the leaders and they use balanced processing of the information for the purpose of the decision making in order to create preference for their academia and institutions demands over their other personal needs (Gardner et al., 2005; Walumbwa et. al., 2008). In rapidly changing and global organizational environment, such behavior is basic need for the higher educational institutes, on the grounds that heads of higher educational institutes play key roles in the development of the human resource (Opatokun *et al.*, 2013; Zakirova and Shafigullina, 2016).

Researchers argued that despite of being different in nature, educational enterprises from business perspective have features especially like the development of flexible customer focused environment (Srikanthan & Dalrymple, 2003; Hoffman et al., 1995). Zhang and Bartol (2010) argue that authentic leader endorses a trust worthy relationship among the academia and human resources and as a result it improves the job security of employees, idea generation for the academia and enhances effort for the effectiveness of the academia. Authentic leaders have a strong base of beliefs, values, and moral principles in their behavior, influencing employee's performance (Alshammari et al., 2015). So, there is a dire need to focus on authentic leadership in developing countries (Sher et al., 2017).

The current study focuses on the mediating role of organizational citizenship behavior on authentic leadership and employee job performance. For this purpose, seven higher education institutes are selected for study. From the perspectives of stakeholders, the quality of academic program or higher education degree is considered as a product. Users of products are students and the graduates are ranked as outputs with job providers as their consumer. Students are also taken as clients and their grades are used to assess the quality of their performance.

DEVELOPMENT.

Hypotheses of the study.

Following are hypotheses of current study:

- Authentic leadership has a direct positive effect on employee job performance in higher educational institutes.
- Authentic leadership positively influences OCB in higher education institutes.
- OCB has a positive effect on the employee job performance in higher educational institutes.
- OCB mediates the relationship between authentic leadership and employee job performance in higher educational institutes.

Research methodology.

This research study is exploratory in nature and involves quantitative method for obtaining outcomes in order to measure fitness of hypothesized model with collected data.

Population and sample of the study.

The target population for this study was faculty and non-faculty staff of higher educational institutes of in Southern Punjab, Pakistan. The data was collected using simple random sampling technique from seven institutes of the region including University of Agriculture, Faisalabad, Burewala Campus, PMAS Arid Agriculture University, Burewala Campus, Bahauddin Zakaryia University,

Multan, COMSATS University Islamabad, Vehari Campus, University of Education, Vehari Campus, Muhammad Nawaz Sharif University of Agriculture and Women University, Multan. Total target population was approximately 75,000 and a sample of 400 was taken for analysis.

Research model.

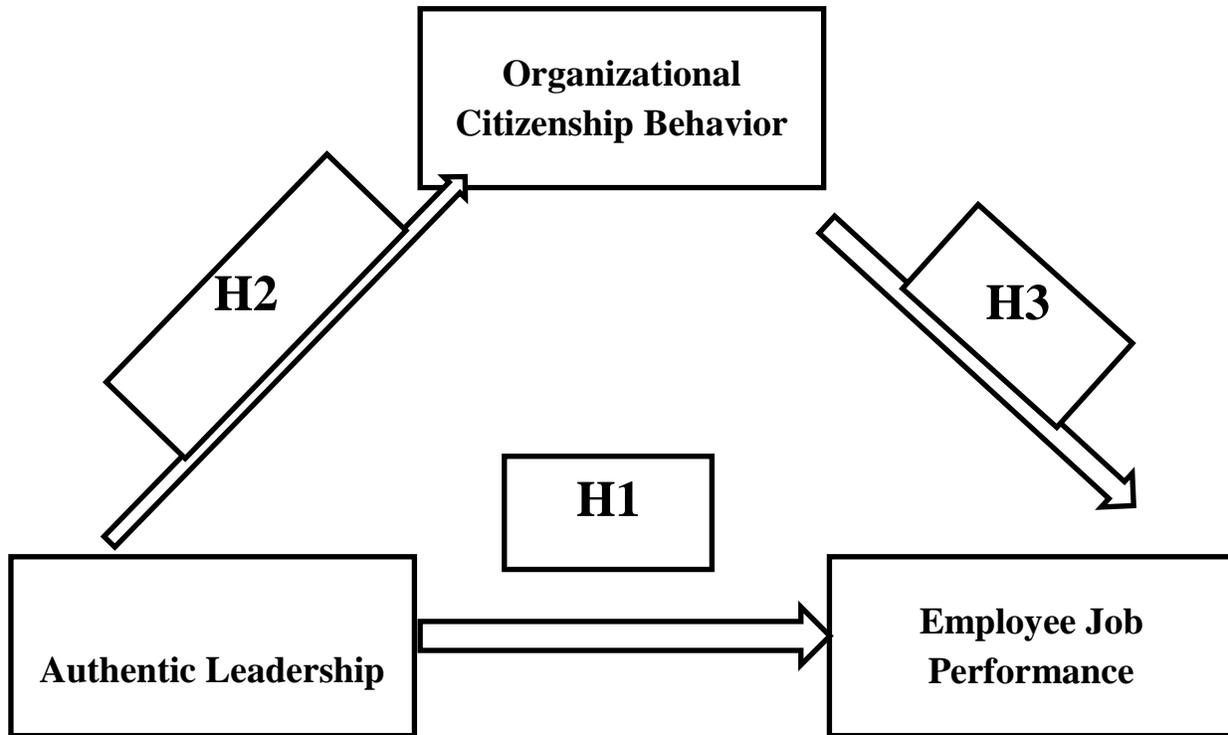


Figure 1. Research model.

Research instrument.

The questionnaire was prepared keeping in view the purpose of the study. Main construct of the questionnaire contained questions about three variables i.e. authentic leadership, employee job performance and organizational citizenship behavior. Each variable contained multiple items to obtain the response of respondents. For answer of respondents, a five-point likert scale was used. The likert scale used 1 for strongly disagreed, 2 for disagreed, 3 for neutral, 4 for agreed and 5 for strongly agreed. Total 49 questions were included in the questionnaire to obtain the information.

Instrument chosen for authentic leadership part of questionnaire was based on ALQ version 1.0 developed by Avolio et al., (2007). The employee job performance was measured in terms of two dimensions i.e. task-based performance and contextual based performance of the employees' job performance. Goodman & Svyantek (1999) provided two scale items for measuring the employee job performance. They studied the Person-organization fit and performance of employee i.e. Task performance and contextual Performance. Organizational citizenship behaviour i.e. our mediating variable contained four items, namely altruism, compliance, civic virtue and sportsmanship.

Analysis.

KMO and Bartlett's Test and Cronbach's Alpha Test were used to check the reliability of data. Field, (2009) and Cortina, (1993) figured the Cronbach's Alpha as a reliable test to check the reliability of questionnaire.

To check the reliability of sample KMO and Bartlett's test was used in this study. The null hypothesis of Bartlett's test affirms that the pragmatic correlation matrix is identical to the identity matrix, signifying that the observed matrix is not factorable (Pett et al., 2003).

The purpose of this study is to estimate the mediating impact of OCB on authentic leadership and employee job performance. The mediating role of OCB is handled by using structural equation modeling technique (SEM). Cavazotte et al., (2013) argued that SEM is statistical modeling technique used to estimate the different/ multiple relationships among the latent variables. Current study contains variable organizational citizenship behavior as mediating variable. Therefore, SEM is a suitable for analysis.

Relationship of variables.

It is assumed that two variable X and Y are having relationship among them. Variable X is independent variable and Variable Y is dependent variable. Or we can call the variable X as a causal

variable and Y as the outcome variable. So, we have a simple relationship without mediation as described in figure 2.

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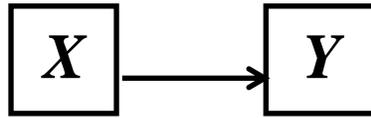


Figure 2: Relationship without mediation.

This simple relationship could be mediated by another variable called mediator. Considering the same relationship in presence of a mediator is presented by figure 3.

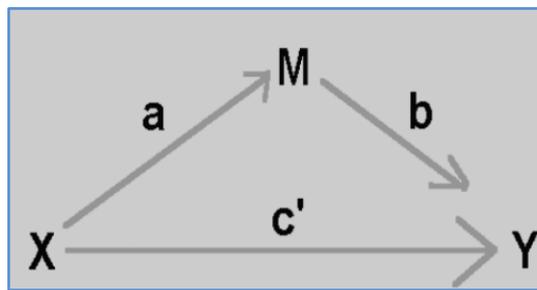


Figure 3: Relationship with mediation.

Results and discussion.

Demographic variables.

This study used four demographic variables including age, marital status, academic qualification and institution. Table 1 shows the summary of demographic characteristics of 400 respondents. Table depicts that majority of the respondents (34.5%) are in the age group (26-31) years while 29% of respondents are in age groups of 32-37 years. Furthermore, 17.5 % of participants are in the 20-25 years range. These statistics show that respondents are mostly from young age group. The three groups aged 20-25, 26-31 and 32-37 mutually comprise the largest segment of the respondents (81%). Remaining 19% respondents belong to age group of 38-43 and 44-49. Statistics regarding marital status indicates that 72.5% respondents are married while remaining 27.5% are unmarried. As for as academic qualification is concerned, results show that 44.2% respondents have master degree

followed by MPhil/PhD degree holders (29.25%) and bachelors (26%). The table also shows the data about respondents taken from each institution.

Table 1. Demographic variables.

Age		Marital Status		Academic Qualification		Institution	
Category	Frequency	Category	Frequency	Category	Frequency	Category	Frequency
20-25	70	Married	290	Matriculation	1	UAF	61
26-31	138	Single	110	Intermediate	1	BZU	64
32-37	116			Bachelors	104	CUI	89
38-43	50			Masters	177	EU	39
44-49	26			MPhil/PhD	117	MNSU	34
						PMASU	41
						WU	72
Total	400		400		400		400

Reliability Statistics.

To test the reliability of the data, two reliability tests i.e. KMO and Bartlett's Test and Cronbach's Alpha are conducted by using SPSS Version 20. Both tests show significant results for the reliability of the data.

KMO and Bartlett's test.

The basic purpose of using this test is to check the reliability of the data for factor analysis, as structural equation modeling is combination of different techniques which also involve factor analysis. This test performs two kinds of checks on the sampling adequacy including for each variable in the model and for overall model as well. This test is a measure of variance among the variables that could be the common variance. The rule of thumb about the KMO and Bartlett's test is that values of KMO and Bartlett's test ranging between 0.80 to 1.00 indicates a positive sampling adequacy, values less than 0.6 indicates inadequate sampling and values less than 0.5 shows a poor sampling adequacy for the data. Table 2 shows the SPSS output of study data for sampling adequacy.

Table 2. KMO and Bartlett's test.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.721
Bartlett's Test of Sphericity	Approx. Chi-Square	8206.945
	df	1176
	Sig.	.000

Table provides us the values for KMO and Bartlett's test of sampling adequacy as we have the value of 0.721 which is greater than 0.60 i.e. KMO and Bartlett's >0.6 , thus, we assume that our KMO and Bartlett's shows significant result for sampling adequacy.

Cronbach's Alpha test.

Most commonly the likert scale questionnaires are tested for the reliability through the Cronbach Alpha test. SPSS Version 20 was used for this purpose.

Table 3: Cronbach's Alpha test.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.865	.870	49

Rule of thumb for interpreting the cronbach's alpha is that values ranging 0.80 to 0.90 indicate a perfect reliability of the items. value above than 0.70 is also a perfect fit. Table 3 shows the value of Cronbach alpha (0.870), which is perfect fit for the reliability. It means that 87 percent of the questions asked to measure the dependent variable, are suitable and reliable.

ANOVA.

ANOVA is used to check the significance difference between the mean groups or within group's means. Table 4 shows the SPSS version 20 outputs for ANOVA. The results show that there is significant difference between mean groups or within group's means.

Table 4. ANOVA.

		Sum of Squares	DF	Mean Square	F	Sig
Between People		2542.470	398	6.388		
Within People	Between Items	1062.541	48	22.136	25.639	.000
	Residual	16493.826	19104	.863		
	Total	17556.367	19152	.917		
Total		20098.837	19550	1.028		
Grand Mean = 3.7267						

Inter-item correlation matrix.

Table 5 shows the SPSS output for inter-item correlation matrix. The coefficient range of 0.41 to 0.70 indicates a moderate relationship among the variables. Coefficients range of 0.21 to 0.41 shows a small but definite relationship among the variables. Coefficients range of 0.00 to 0.21 suggests a negligible relationship among the variables.

Table 5. Inter Item correlation matrix.

Variables	Authentic Leadership	Organizational Citizenship Behavior	Employee job Performance
Authentic Leadership	1.000	0.370	0.401
Organizational Citizenship Behavior	0.370	1.000	0.449
Employee job Performance	0.401	0.449	1.000

The results indicate that authentic leadership has small but definite relationship with organizational citizenship behavior and coefficient 0.401 suggests authentic leadership has moderate relationship with employee job performance. The analysis shows that organizational citizenship behavior possesses a small but definite relationship with authentic leadership based on the coefficient 0.370 i.e. ranging 0.201 to 0.41. Whereas, coefficient 0.449 indicates that organizational citizenship behavior possesses a moderate relationship with employee job performance. Further, based on the

inter-item correlated matrix for employee job performance, it possesses a moderate relationship with organizational citizenship behavior and small but definite relationship with authentic leadership.

Analysis of Moment Structure.

This study uses the method of maximum likelihood estimates for measuring the relationship for the hypothesized model. The results were obtained by using AMOS version 22. Employee job performance and OCB are the observed endogenous variables while authentic leadership is the observed exogenous variable and e1 and e2 denote the unobserved exogenous variables.

Regression weights of model.

Table 6 provides the estimates of the regression for the variables i.e. authentic leadership organizational citizenship behavior and employee job performance, as it can be argued from the above result that all the estimated parameters are highly significant. We can interpret that 1 percent increases in authentic leadership will increase the OCB by 0.299 and 1 percent increase in OCB increases employee job performance by 0.347 and increase in the authentic leadership increases the employee job performance by 0.220.

Table 6. Regression weights of model.

Relationship of variables			Estimate	S.E.	C.R.	P
OCB	<---	AL	.299	.038	7.944	***
EP	<---	OCB	.347	.046	7.537	***
EP	<---	AL	.220	.037	5.896	***

Model fit summary.

Based on the table 7, we can have the estimation of the model fit. The column of NPAR provides us the information about the parameters used in the model. Table 7 concludes that our independent model is based on the three parameters, while, default and the saturated models contain 9 parameters.

Independence model is constructed or assumed for the study whereas the default model is used after introducing the mediation in the model. CMIN is goodness of fit test to check the validity of the model. CMIN is often termed as the Chi-square statistics that is used to compare the independence model with the saturated model. CMIN/DF is the value used to check the results and is accepted as a better indicator for testing the fitness of the model (Bentler and Bonnet, 1980). So, the value of 0.424 of default model is greater than value of 0.05. The result suggests that hypothesized model is accepted. The result shows an adequate fit between the structural model and the sample data collected. This is the desired result proposed and designed.

Table 7. Model fit summary.

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	9	.847	2	0.655	0.424
Saturated model	9	.000	0		
Independence model	3	181.607	6	.000	30.268

Baseline comparisons.

The Normed Fit Index (NFI), Relative Fit Index (RFI), incremental Fit Index (IFI), Trucker Lewis Fit Index (TLI) and Comparative Fit Index (CFI) are presented in the table 10.

The value of NFI ranges from zero to one. NFI for the default model is equal to 1 indicating a perfect fit for hypothesized model in the study (Bentler & Bonnet, 1980). Similarly, IFI index also shows a perfect fit. RFI is basically a derivative of NFI. The results show that value of RFI for default model is equal to zero that suggests a perfect or superior fit for hypothesized model (Hu & Bentler, 1999). Bentler, (1990) argue that CFI is improved form of NFI. In this study the value of CFI is equal to 1 suggesting for the better fit. TLI suggests a comparison of Normed chi-squared values for the null and default models. The model having TLI index approaching to one indicates a better fit on the other hand the values greater than 1 suggests a superior fit (Hu and Bentler, 1999; Saeidi & Prasad, 2014).

Table 8. Baseline comparison.

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	1.000	0	1.000		1.000
Saturated model	1.000	0	1.000		1.000
Independence model	.000	.000	.000	.000	.000

Hoelter Index and Root Mean Square Error of Approximation (RMSEA).

Hoelter (1983) provided index in an order to indicate the information about the sample size to be used in chi-square significance test. This index must be computed only if the chi-square statistics of a model is statistically significant. The Hoelter Index only makes a clear prediction for interpretation only if sample size is larger than 200 and chi square value is statistically significant. The value of Hoelter index is more than 200 at 0.05 and 0.01 and indicates an adequate fit for the model. Root mean square error value (0.07) shows the perfect fit for the default model.

Table 9. Hoelter Index.

Model	HOELTER .05	HOELTER .01
Default model	226	209
Independence model	29	39

Table 10. Root Mean Square Error of Approximation (RMSEA).

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	0.000	0.000	0.200	0.07
Independence model	.265	.233	.299	.000

Summary of model fit indices.

The table 11 provides information about two fit indices i.e. RMSE and CMIN. The first one is Root Mean Square Error and the second is value of chi-square used for the estimating the fit between the structured model and the sample data collected and used for the analysis.

Table 11. Model fit indices.

Type of Model	Fit Indices					
	NPR	CMIN	DF	P	CMIN/DF	RMSEA
Default Model	9	.847	2	0.655	0.4235	0.07
Saturated Model	9	0.00	0.00			
Independence Model	3	181.607	6	0.00	30.628	0.00

The above-mentioned table provides us the model fit indices for the hypothesized model by using the method of maximum likelihood estimation. Chi-square goodness of fit and RMSEA are considered to be suitable indices to check the fitness of hypothesized model (Baron and Kenny, 1986). Based on the values of CMIN/DF and RMSEA, we conclude that model achieves an ample fit for the hypothesized model by using the method of maximum likelihood estimation (Peus et al., 2012).

Acceptance or rejection of hypotheses.

H1 describes that authentic leadership has a direct effect on employee job performance in higher educational institutes. The results show that authentic leadership and employee job performance have a positive relationship. According to mediation approach suggested, this is first stage of process; i.e. a positive relationship exists which can be mediated by the mediator.

H2 shows that authentic leadership positively influences OCB in higher education institutes. The result ($\beta=0.30$, $p<0.05$) in table 12 confirms that authentic leadership positively and significantly influences organizational citizenship behavior. The significance of this hypothesis shows that independent variable possesses a significant relationship with mediator variable.

H3 denotes that OCB has a direct effect on the employee job performance in higher educational institutes. Table 12 depicts the value ($\beta=0.35$, $p<0.05$) which shows that organizational citizenship behavior has a positive and significant relationship with employee job performance. This significant value supports third hypothesis of current study.

H4 describes that OCB mediates the relationship between authentic leadership and employee job performance. Table 13 shows that direct effect without mediator is equal to 0.32, whereas direct effect of authentic leadership on employee job performance in presence of mediator is 0.22. These results show that organizational citizenship behavior mediates the relationship between authentic leadership and employee job performance.

Table 12. Calculation of Direct and Indirect effects.

Variables	Authentic Leadership			Organizational Citizenship Behavior		
	Indirect	Direct	Total	Indirect	Direct	Total
Organizational Citizenship Behavior	.00	0.30**	0.30**	.00	.00	.00
Employee job performance	0.105*	0.22*	0.325**	.00	0.35*	0.35*

** shows significant at 1 percent and *shows significant at 5 percent.

Table 13. Significance of mediation.

Variables	Direct Effect without mediator	Direct Effect with mediator	Indirect Effect	Rule of thumbs statistics	Type of mediation
Authentic Leadership	0.32**	0.22*	0.105*	$0.30 \times 0.35 / 0.32 = 0.33$	Partial

** shows significant at 1 percent and *shows significant at 5 percent.

In case of complete/full mediation, the indirect affect (product of path “a” and path “b”) divided by direct effect of independent variable on dependent variable must be at least equal to 0.80 or greater. In current study, table 12 depicts the values for path “a” (relationship of authentic leadership and organizational citizenship behavior) and path “b” (organizational citizenship behavior has direct positive impact on employee job performance). We can compute the indirect effect by multiplying path “a” and path “b” as $0.30 \times 0.35 = 0.105$. The direct effect of authentic leadership on employee job performance without mediator is 0.32. The mediation result shows that 0.33 is less than 0.80 and confirms partial mediation.

CONCLUSIONS.

The study accentuates on role of relationship of authentic leadership, employee job performance and organizational citizenship behavior.

The study concludes positive relationship of authentic leadership and employee job performance in higher educational institutes while OCB partially mediates the relationship of authentic leadership and employee job performance.

Results of current study conclude that chairpersons of educational institutes can create organizational citizenship behavior in faculty and non-faculty staff in order to increase the employee job performance. The study indicates that having authentic leaders in educational institutes and by awakening organizational citizenship behavior in order to provide impetus to employee job performance, educational organizations can address any challenges being faced.

Way forward and key recommendations of study indicate significance of authentic leadership in academic organizations. For sake of brevity, educational heads should opt out authentic leadership to promote organizational citizenship behavior to enhance employee job performance of academic institutes. These three concepts are proved to be catalysts for success of academic institutes. At the end, study encourages researchers and scholars to explore further aspects of authentic leadership along with organizational citizenship behavior and their impact on employee job performance.

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