Authentic Leadership and Organization Citizenship Behavior: A Case of Pakistani Electronic News Media Industry

Syed Sohaib Zubair[1]*, Mukaram Ali Khan[2]

Abstract

The role of leadership in an organizational system has remained of central concern in organization studies. Over the time, the emergence of various theories has unfolded the unique influential roles of leadership embedded in organizational management. Among various leadership styles and theories, a relatively new concept of Authentic Leadership (AL) is worthy of attention with respected to the changing demands of the media industry. The origin of the concept of authenticity is found in ancient Greek philosophy and it is defined in history as "being true to oneself". Trust is the basic constituent based on which people can count on one another and work together in a conducive environment. AL is an idea to leadership that focuses on developing leader's legitimacy via "honest relationships with followers". In this study, AL is measured through four dimensions that include Self-awareness, Balanced Processing, Moral Perspective and Relational Transparency. Media is expected to be a watchdog on affairs of the state and government, therefore, public requires media industry to be responsive, transparent and unbiased based on principles of ethics and true reporting. In order to achieve a positive environment and culture in the organization, this study focuses on the idea of Organization Citizenship Behavior (OCB) in connection with AL. This paper investigates the relationship between the said variables and tries to find out the impact of AL on OCB, for that matter, a quantitative research strategy has been followed. Respondents for this study were conveniently selected from bureau offices of six news channels making the sample size to be 220. The analysis led to the conclusion that all the dimensions of AL were positively related with OCB. Moreover, the regression analysis aided in concluding that the four dimensions of AL under consideration contributed approximately 61.3% in predicting the dependent variable i.e. OCB.

Keywords: Authentic Leadership, Organization Citizenship Behavior, Organization Environment, Media.
JEL Classification: M00, M54.

1. Introduction

The role of authentic leadership has an impact on the performance, behavior and extra role behavior of employees which can be termed as organizational citizenship behavior (OCB). Being the fundamental and vital part of any system, leaders can be

[1]Institute of Quality & Technology Management, University of the Punjab, Lahore, Pakistan
[2] Riphah International University, Lahore, Pakistan
*Corresponding author: sohaib.iqtm@pu.edu.pk

----

referred to as the backbone of any organizational system. They act as strong stimulators for the forces on which the system has an impact. According to Gardner (1993), leadership skills can either be evolving or can be evolved Probing the impact of leadership and its strong influence on the organizational system, extensive research has been carried out on leadership in recent years. Based on literature transformational, task-and relationship-oriented, charismatic leadership, democratic, spiritual leadership, impoverished, authoritarian, transactional, servant leadership country club management, self-leadership, autocratic, team management and consultative are the commonly used and researched styles of leadership (Ofori, 2008).

However, on the basis of organizational theories that have been developed during pre-modernism, modernism and post-modernism periods, one cannot assume that all the leadership styles worked best in all the circumstances and epochs. Some of these were a complete failure as the uniqueness and sensitivity of every situation cannot be tarred with the same brush. According to Nikolic (2014), an authentic and successful leadership is composed of four elements which are self-awareness, balanced processing, authentic behavior and internalized moral perspective. Authenticity in leadership cannot be ensured without the presence of these four characteristics.

The increasing exposure regarding the topic of AL and attention and contemplation of the practitioners and scholars which it has caught can be well attributed to the fact that authentic and lifelike leaders are not only the cause of elemental, structural and essential success; their influence is rooted well beyond that. As a result, these leaders have to play a greater role in society by dealing different problems and issues. Whether it is any public policy issue or any social, environmental or structural concern, an authentic leader should be capable enough to confront and nip these issues. As Avolio, Gardner, Walumbwa, Luthans, and May (2004) noted, "the unique stressors facing organizations throughout society today call for a new leadership approach aimed at restoring basic confidence, hope, optimism, resiliency, and meaningfulness".

As per Harter (2002), the ancient Greek philosophers have used the terms of "Know thyself" and "To thine own self be true" in order to envisage and understand the paradigm of authenticity. These maxims indicate that the crux of authenticity is 'genuineness', i.e. a person should have the courage to distinguish himself or herself from others and should accept the way one should remain true and loyal to himself/herself. Moreover, authenticity can be understood if it is seen as construction that exists on a scale, and in this way, maximum people stay loyal to their core values, characteristics, beliefs, emotions, personality, preferences, and feelings (Erickson, 1995).

In order to qualify as authentic leaders, it is normally perceived that the person should have gained high levels of authenticity in every matter. Leaders should clearly know

who they are, what are their beliefs and concerns and what things are important for them. Further, they should have the courage and determination to implement those values and beliefs while socializing and networking with people around them Avolio et al. (2004) defined authentic leaders as "those individuals who are deeply aware of how they think and behave and are perceived by others as being aware of their own and others' values/moral perspective, knowledge, and strengths; aware of the context in which they operate; and who are confident, hopeful, optimistic, resilient, and high on moral character".

Moving on to the second variable of this study, Organ (1990) termed extra role behavior at the workplace "the good soldier syndrome" (a metaphor indicating accountability, obedience and loyalty on the part of employees){as cited in (Mohammad, Habib, & Alias, 2010)}, eventually Bateman and Organ (1983) called it organizational citizenship behavior. Some believe this behavior is the key factor for achieving organizational effectiveness.

In 1988, Dennis Organ (Organ, 1988), who is generally considered the father of organizational citizenship behavior (OCB), gave a definition of OCB that is most widely used today. According to Organ (1988) OCB can be defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". According to him, organizational citizenship behavior is neither a binding on an employee nor a mandatory behavior required by him or her. It is in fact an elective and voluntary behavior exercised by the employees of an organization that leads to increased organizational performance and effectiveness. In spite of the well-known formal reward system, this behavior is completely discretionary. In order to evaluate the two main variables included in this study, following section lays out the research objectives.

1.1. Research Objectives
The main aim of this research is to find out the relationship between AL and OCB in the context of Pakistani Electronic News Media Industry, therefore, precisely the objectives include:
- To find out the relationship between Self-Awareness and OCB (if any)
- To identify the relationship between Balanced Processing and OCB (if any)
- To explore relation between Relational Transparency and OCB (if any)
- To investigate the relationship between Internalized Moral Perspective and OCB (if any)

1.2. Significance of the Study
Media industry since the last decade in Pakistan is being considered as the fourth pillar of the state. Its importance in shaping public opinion on various social, political and other issues cannot be undermined. Accountability, openness and transparency are

some of the principles on which media claims to stand and on the same principles it intends to emulate the incumbent governments. The authenticity and authentic leadership in this industry is of significance. On the other hand the concept of Organization Citizenship Behavior within the media industry also contributes towards a healthy organizational environment and relations among workers and leaders. An authentic leader can prove to be a valuable asset for the organization and can lead to the true success of an organization if reflects the idea of Self Awareness, Balanced Processing, Relational Transparency and Internalized Moral Perspective

By emphasizing on the progress and development of their subordinates, authentic leaders are actually ensuring the progress and development of the organization. They develop a learning environment and an open culture in the organization where the leaders and followers hold a relationship based on trust between them. They help their followers to recognize their mistake with an intention to overcome the gaps (Mazutis & Slawinski, 2008). So it can be said that the prime motive of authentic leaders is the betterment and best interest of their employees.

The rationale for selecting these two variables for this study is that these two concepts are based on the principles of ethics and morality, the study therefore, intends to explore the relationship between the said variables within the media industry, as to how do these professionals see authenticity and pro-peer behavior.

2. Literature Review

The concept of leadership is widely under research in recent years and its scope is quite vast and complex (Antonakis, Cianciolo, & Sternberg, 2004). A lot of research is involved in creating the theoretical bases of leadership. According to Hernez-Broome and Hughes (2004), the scope of leadership is far beyond than just developing individual leaders. It should include meticulous contemplation and proper guidance about using the leadership competencies in best ways and the work and life balances. The field of leadership is a very vast field and its further aspects are still emerging. A lot of research is being done on different dimensions of leadership but the topic that has gained increasing popularity and remarkable interest of researchers is 'authentic leadership'.

An employee needs proper dexterity and competency, capability and motivation to perform a job in best manners. A successful manager or leader is someone who knows how to get maximum output from the employees. One should be capable enough to ensure an open and outgoing environment for the employees. A leader must have the expertise and proficiency to influence employees and to create or enhance their willingness and determination to perform their jobs (Hackman & Oldham, 1975).

The origin of the concept of authenticity is found in ancient Greek philosophy and it is defined in history as "being true to oneself" (Harter, 2002). The basics of authenticity

have been brushed up by Harter (2002) and Erickson (1995) from a psychological and philosophical methodology. Authenticity has been viewed by many positive psychologists as a paradigm that not only includes having ones' own personal experiences, opinions, sentiments, and principles but also enacting according to the true self, this implies that people should work by remaining loyal to their own selves and present what they actually think and believe.

2.1. Authentic Leadership

The initial writings on transformational leadership by Bass and Steidlmeier (1999) can be attributed as the primer of authentic leadership development. In these writings, Bass and Steidlmeier (1999) propose there are two types of transformational leaders; pseudo or quasi versus authentic. They catered to the criticism by resorting that charismatic factor in a leader does not ensure that one is a transformational leader because there are chances that intentions are conceited and sanctimonious. Therefore, these leaders are known as 'pseudo-transformational'. To assuage this glitch, awareness was created regarding the importance and significance of authenticity in a leader's behavior.

Several definitions were developed for AL but conflict among scholars was high, with these arguments and discussions, a theoretical model was put forwarded by Avolio et al. (2004) on AL in 2004. Some of the factors that have been depicted in the model comprise of positive organizational behavior, hope, and recent work on leadership, sentiments and individuality theories. All these factors help in illustrating how the authentic leaders inspire the attitude of their followers such as job satisfaction and commitment. A number of other dimensions of authentic leadership have been researched further which include internalized parameter, interpersonal transparency and managing the information in a stable and composed manner (Avolio et al., 2004) .

The growth and development process of authentic leadership and followership has been illustrated in a self-based model presented by Avolio and Gardner (2005). In this model, it is argued that vigilance and self-awareness is an important element in developing authentic leadership. By self-awareness they refer to ethics, sentiments, principles and individuality of the leaders. Leaders should be true to themselves and be well aware of what they actually believe they are as well as what are their core values and emotions. In this way they can be held accountable for their own development and progress within the organization.

Authentic leadership has been summarized in terms of the significance of leader and follower as well as positive psychosomatic and interpersonal relationships between leader and the follower (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008). Luthans and Avolio (2003) stated AL as "a process that draws from both positive psychological capacities and a highly developed organizational context. This results in

both greater self-awareness and self-regulated positive behaviors on the part of leaders and associates, fostering positive self-development".

After studying the model of AL, Luthans and Avolio (2003) are of the view that this kind of leadership is different from the traditional psychology and it relinquishes the unconstructive overtones of conventional psychology. The primary focus of authentic leadership is on healthy and positive sensations and constructive ethical environment so as to ensure the true spirit of leadership development which is based on moral outlook of leadership.

Similarly, the positive features and characteristics of an individual's behavior should have a significant and quantifiable influence because they can directly affect the performance and behavior of the individual (Luthans & Youssef, 2007). Organizational citizenship behavior is generally considered to be an element of positive eccentricity as a demonstrative of positive behavior (Luthans & Youssef, 2007).

2.2. Constructing Authentic Leadership
Luthans and Avolio (2003) studied the topic of authenticity and derived four dimensions that reflect the variable of authentic leadership. All of these dimensions are discussed in detail below:

2.2.1. *Self-awareness*
Self-awareness basically involves identifying one's own beliefs, values, sentiments, emotions, strengths, targets, ambitions, goals and limitations. It further includes becoming aware of the impression these traits have on others and responding to people accordingly (Walumbwa et al., 2008).

For a leader it is important to be self-aware because it plays a vital and significant role in exhibiting a transparent behavior when they socialize and interact with those whom they lead. So an authentic leader should be open to constructive criticism from individuals to whom they are leading. Self-awareness helps a leader to behave in an ethical and moral manner as well as persistently in those confronting situations that demand stern and thoughtful interference(Walumbwa et al., 2008).

2.2.2. *Balanced Processing*
Leaders who scrutinize the facts and figures in an empirical manner both internally (doing self-analysis of oneself) and externally (taking into account constructive criticism from cohorts and leaders) are basically involved in balanced processing. The leader takes into account all the information and does not overlook any fact. An authentic leader does not declare any decision solely on his or her findings. One rather takes into consideration the standpoint of the followers before finalizing a decision (Avolio & Gardner, 2005). This helps to eradicate biases in the decisions. Balanced processing is known to be the core construct of personal veracity (Kernis, 2003).

2.2.3. *Moral Perspective*
Moving on to the third dimension of AL i.e. Moral Perspective, it helps the individuals or leaders to acquire an approach in which they exhibit a behavior guided by their morals, values, principles and attitudes when they face situations which pressurize them or when they confront challenges in their internal and external environment (Tapara, 2011).

Ethical and moral standards lay the base of the behavior that is depicted by authentic leaders. Authentic leaders are well aware of the expectations that people hold from them with regards to their roles and responsibilities. This makes them behave in a way that is in the best interests of others (May, Chan, Hodges, & Avolio, 2003).

2.2.4. *Relational Transparency*
The fourth dimension explaining AL is that of Relational transparency, which means how authentic a leader is when he/she interacts with others. The leader should be true and authentic while socializing with others which mean that the leader may not have a biased or misleading personality (Walumbwa et al., 2008). One should behave in a way that reflects true thinking and openness. An authentic leader should not hide or conceal anything from followers. Authenticity, truthfulness and honesty should be the foundation of the relationship between the leader and his followers.

Similarly, trust and sincerity should be present in the relationship between the leader and the followers for ensuring relational transparency. It can be seen as an effective means of self-disclosure. Therefore, the trust and authenticity serve as the foundation of relational transparency (Goldman & Kernis, 2002).

2.3. Organizational Citizenship Behavior (OCB)
Referring to the dependent variable in this study, in 1930's, Chester Barnard indirectly presented the phenomenon of Organizational Citizenship Behavior (OCB), he termed it as an 'extra role behavior' (Barnard, 1938). The extra-role behavior exhibited by the employees in an organization was explained using the terms of 'citizenship' by Katz (1964) a few years later. According to Katz (1964) , the employees who exhibit citizenship behavior find their jobs easier and more convenient. As a result, they are much more valued and appreciated by their employers. The efficiency and effectiveness of the organization will be increased if some extra time is allotted to managers to perform managerial tasks.

Although OCB had been gaining attention of the practitioners for years, thorough and extensive research on Organizational Citizenship Behavior started in 1980's. In 1988, Dennis Organ (Organ, 1988), who is generally considered the father of organizational citizenship behavior (OCB), defined it as a behavior that is not a part of the official and recognized organizational reward system, yet it is related to work. According to Organ (1988), such kind of behavior plays an important role in developing the organization's efficiency and effectiveness.

OCB call for a behavior that includes much more than the performance indicators that constitute the formal job description and the requirements of the organization. Under Organizational Citizenship Behavior, the employees are involved in such actions and arrangements that are not the part of their job description and surpass the minimum job requirements. This directly becomes a cause of the well-being of peers and co-workers and is in the best interests of work groups. OCB can prove to be a critical factor for the survival of an organization (Organ, 1988). Consequently, understanding the favorable impacts and outcomes of this behavior within the organization is very much important. According to a research, there are a lot of factors that can influence and affect OCB in an organization such as employee satisfaction, age, tenure, motivation and leadership. Organizational citizenship behavior has a constructive influence on employee performance and wellbeing which ultimately has an effect on an organization (Zhang & Liao, 2009).

Employees exhibiting the characteristics of organizational citizenship behavior have better performance than those who do not have these characteristics. Employees who engage in OCB are more encouraged and appreciated by their managers (N. P. Podsakoff, Whiting, Podsakoff, & Blume, 2009).

Another positive feature of OCB is that the well-being and comfort of employees is increased when they attempt to assist those who need help (Spitzmuller, Van Dyne, & Ilies, 2008). Moreover, employees exhibiting Organizational Citizenship Behavior tend to have a positive attitude. According to P. M. Podsakoff and MacKenzie (1995) as cited in Zellars, Tepper, and Duffy (2002), OCB not only creates a healthy environment within the organization but also enhances the sales, performance quality and operational efficiency of the organization. Managers also give importance to OCB because it creates an open and cooperative culture in the organization (Buentello, Jung, & Sun, 2008).

2.4. Relationship between AL and OCB

Research on AL and other organizational and individual factors in a current topic, referring to one such factor, Khan, Afridi, and Sarwar (2017) found out that Authentic Leadership has a significant and strong impact on job satisfaction and employee engagement. Researches indicate that there is a positive correlation between authentic leadership behaviors and employees' organizational citizenship behaviors. Avolio and Gardner (2005) state, behavior of authentic leaders makes possible the development of a rational and open work environment. This open and fair culture also affects the attitudes and behavior of employees directly in a positive manner and consequently inspires them to achieve higher levels of contentment, dedication, responsibility, trust and hope. Ilies, Morgeson, and Nahrgang (2005) also supports Luthans and Avolio (2003) and Avolio and Gardner (2005) by arguing that authentic leaders can use positive modeling as a medium to encourage the employees to increase their trust in the leaders and support self-determination..

Walumbwa et al. (2008) in their study concluded that a positive relationship exists between authentic leadership and the employees' organizational citizenship behaviors. The studies indicate that a positive relationship exists between the two variables both at an individual and group level. Leaders playing a critical role in developing a good and helping culture among his/her followers are considered more authentic by making them understand the importance and benefits of assisting and facilitating each other.

According to Amunkete and Rothmann (2015) , authentic leadership and factors related to individual employees are very much related personal factors of employees. Leaders help their followers in developing and shaping their beliefs, trust, principles and attitudes which ultimately enable them to make best choices about their development and improvement (Luthans & Avolio, 2003). When group members have a feeling of belonging to the organization and they can access all the information, they feel much more determined and satisfied. As a result, they are more likely to make best use of the cognitive resources and assets available within a team and perform their tasks without any interruption (Argote, 1999). He further states that this ultimately has a direct influence on the effectiveness of the team.

Based on the literature and objectives of this study, following research hypotheses have been developed:

H_1: Higher the authenticity of a leader, higher the OCB of the followers in Electronic News Media Industry.

$H_{1(a)}$: Higher the self-awareness of the leader, higher the OCB of the followers in Electronic News Media Industry.

$H_{1(b)}$: Higher the moral perspective of the leader, higher the OCB of the followers in Electronic News Media Industry.

$H_{1(c)}$: Higher the balanced processing of the leader, higher the OCB of the followers in Electronic News Media Industry.

$H_{1(d)}$: Higher the relational transparency of the leader, higher the OCB of the followers in Electronic News Media Industry.

3. Research Methodology

In order to meet the objectives of this research, a quantitative research strategy has been developed. Research uses a cross sectional approach collecting data from respondents at one point in time. With reference to the population the population comprised of employees working at the news channels having their bureau offices in Lahore, Pakistan. For data collection, a convenient sampling strategy was followed and a total of 250 questionnaires were distributed among the respondents from six channels. The category of employees include: Cameraman, IT/ Technical, NLE (Non-

Linear Editors), News Anchor, Producer and Reporter. All the respondents were told to respond to the questionnaire by keeping immediate leader in mind. The standard questionnaire adopted for the study was divided into three sections; the first section was about demographic information of the respondents, whereas the second and third sections were allocated to measurement of the two variables i.e. AL (Walumbwa et al., 2008) and OCB (Smith, Organ, & Near, 1983). The measurement instrument developed by Walumbwa et al. (2008) is the most widely used tool for measuring AL and consists of 16 items for measuring the construct, out of which 4 belong to self-awareness, 5 measure relational transparency, 4 refer to internalized moral perspective, and 3 reflect balanced processing. Whereas, the measure adapted from Smith et al. (1983) also consisted of 16 items.

4. Data Analyses and Findings

The idea of this study is to look at the relationship between AL and OCB. Questionnaires were distributed among 250 employees of 6 different organizations/channels including Cameraman, IT/ Technical, NLE, News Anchor, Production and Reporter. Participants were asked to answer according to their immediate supervisors.

To begin with, the sample characteristics have been explained followed by reliability analysis, normality testing, and correlation and regression tests in order to check the relationships between variables under study. Out of 250 respondents only 220 questionnaires were received in usable manner. Following tables show the sample composition w.r.t gender and designation of the respondents:

Table 1: Gender Wise Sample Composition

Gender	Frequency	Percentage
Male	147	66.8
Female	73	33.2
Total	220	100

Table 2: Designation of the Respondent

Designation	Frequency	Percentage
Cameraman	30	14
IT/ Technical	28	13
NLE	18	08
News Anchor	30	14
Producer	65	30
Reporter	49	22
Total	220	100

4.1. Reliability Analysis

In this section, reliability of the instrument is discussed. Cronbach's Alpha is considered as the indicator of reliability. According to (Sekaran (2003)), if the coefficient is above 0.80 it can be concluded that instrument used is a reliable. In this study, the cronbach' alpha for AL is closer to 0.80 and for OCB is above 0.8 as shown in Table 3:

Table 3: Reliability Statistics

Variable	Cronbach's Alpha	No. of Items
AL	0.824	16
OCB	0.813	16

4.2. Tests of Normality

A test which is used to identify that the sample data is from a normally distributed population or not is known as Normality test. It is very important to know about the normality of the data because you have to apply suitable tests to the data.

Table 4: Shapiro-Wilk Test of Normality

Variable	Statistic	Df	Sig.
Self-Awareness	0.965	220	0.062
Moral Perspective	0.970	220	0.055
Balanced Processing	0.962	220	0.211
Relational Transparency	0.960	220	0.081
OCB	0.983	220	0.112

Referring the statistical data above, it can be concluded that the data for all the dimensions being covered is normally distributed.

4.3. Hypothesis Testing

4.3.1. Correlation Analysis

Pearson Correlation has been used to test the hypotheses. The results have been presented from Table No. 5 to Table No. 8.

Correlation between OCB and Self-Awareness is calculated to be 0.502 at significance level of 0.05.The P-Value is 0.000 which is less than the Significance level, hence a statistically significance but moderate relationship exists between the two items in Electronic News Media Industry.

Table 5: OCB and Self-Awareness

			OCB	Self Awareness
Pearson Correlation	OCB	Correlation Coefficient	1.000	0.502
		Sig. (1-tailed)	.	0.000
		N	220	220
	Self Awareness	Correlation Coefficient	0.502	1.000
		Sig. (1-tailed)	0.000	.
		N	220	220

Table 6: OCB and Moral Perspective

			OCB	Moral Perspective
Pearson Correlation	OCB	Correlation Coefficient	1.000	0.409
		Sig. (1-tailed)	.	0.000
		N	220	220
	Moral Perspective	Correlation Coefficient	0.409	1.000
		Sig. (1-tailed)	0.000	.
		N	220	220

Moving on to the second hypothesis, from the above table, it can be concluded that the correlation between OCB and Moral Perspective is statistically significant, but moderate (r=0.409, P=0.000) as far as this industry is concerned.

Referring to table no. 7, Correlation between OCB and Balanced Processing is calculated to be 0.400 at significance level of 0.05.The P-Value is 0.000 which is less than the Significance level, hence a statistically significance but moderate relationship exists between these two items as well.

Referring to table no. 8, Correlation between OCB and Relational Transparency is calculated to be 0.317 at significance level of 0.05.The P-Value is 0.001 which is less

than the Significance level, hence a statistically significance but weak relationship exists between these two variables

Table 7: OCB and Balanced Processing

			OCB	Balanced Processing
Pearson Correlation	OCB	Correlation Coefficient	1.000	0.400
		Sig. (1-tailed)	.	0.000
		N	220	220
	Balanced Processing	Correlation Coefficient	0.400	1.000
		Sig. (1-tailed)	0.000	.
		N	220	220

Table 8: OCB and Relational Transparency

			OCB	Relational Transparency
Pearson Correlation	OCB	Correlation Coefficient	1.000	0.317
		Sig. (1-tailed)	.	0.001
		N	220	220
	Relational Transparency	Correlation Coefficient	0.317	1.000
		Sig. (1-tailed)	0.001	.
		N	220	220

4.3.2. Regression Analysis

Correlational analysis concludes that all the four dimensions of Authentic Leadership are related with the concept of Organization Citizenship Behavior as far as the data from the industry under lens is considered. Furthermore, now regression has been used to identify the factor that is likely to contribute more towards OCB. As a result of regression, a prediction model/equation has been given.

Table 9: Linear Regression Analysis

Predictors	Criterion Variable: Organization Citizenship Behavior (Y)		
	R^2	B	P-Value
Constant (B_0)		70.17	
Self-Awareness (X_1)		47.12	0.002
Moral Perspective (X_2)	0.613	39.04	0.192
Balanced Processing (X_3)		34.57	0.007
Relational Transparency (X_4)		29.19	0.282

As shown in the table above, R^2 value of the Full Model regression is 0.613 which implies that the independent variables are predicting the dependent variable up to 61.3%. The equation of the full model developed is shown below:

Full Model: $Y = 70.17 + 47.12\ X_1 + 39.04\ X_2 + 34.57\ X_3 + 29.19\ X_4$

5. Conclusion, Discussions, and Implications

The study was conducted to find out the relation between the constructs of Authentic Leadership (AL) and Organizational Citizenship Behavior (OCB) with particular reference to the Electronic News Media Industry. The analysis led to the conclusion that all the dimensions of AL were positively related with OCB. Moreover, the regression analysis aided in concluding that the four dimensions of AL under consideration contributed approximately 61.3% in predicting the dependent variable i.e. OCB. Among these four dimensions, Self-Awareness was found to be relatively more correlated with OCB, which implies that if the leader is perceived to be more self-aware then the followers are likely to exhibit more organization citizenship behavior. Furthermore, the regression model also shows the same pattern. As far as the Electronic News Media is concerned, authenticity, transparency are key factors that should be part of the overall culture in this industry because of the importance and sensitivity of the impact of news media/channels on the general public.

6. Recommendations
On the basis of findings discussed in the earlier sections of this paper, following are some of the recommendations proposed by authors:
- A leader must exhibit characteristics of an Authentic Leader like integrity, accountability, consistency, fairness and honesty that might result in an increase in the trust level of the followers.

- Leader must show justice in his/her behaviors, justice creates an encouraging environment which is essential for benevolence.
- Leaders should create an environment and culture that is conducive for learning and encourages teamwork.
- Organizational leaders should promote a culture that enables the workforce to go an extra mile for achievement of organizational goals.
- Current study findings suggest that the leadership should pay more attention to promote OCB because this will help organizations to work effectively and efficiently which at the end will add to the organizational success and growth.

References

Amunkete, S., & Rothmann, S. (2015). Authentic leadership, psychological capital, job satisfaction and intention to leave in state-owned enterprises. *Journal of Psychology in Africa, 25*(4), 271-281.

Antonakis, J., Cianciolo, A. T., & Sternberg, R. J. (2004). Leadership: Past, present, and future. *The nature of leadership*, 3-15.

Argote, L. (1999). Organizational learning: Creating, retaining and transferring At Work. In Brink & Wood (Eds.), *Advanced design in nursing research* (Vol. 2). Thousand Oaks: Sage Publications.

Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The leadership quarterly, 16*(3), 315-338.

Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *The leadership quarterly, 15*(6), 801-823.

Barnard, C. I. (1938). u. 1968: The Functions of the Executive, Cambridge Mass. *Harvard Uni. Press (30. Aufl.)*.

Bass, B. M., & Steidlmeier, P. (1999). Ethics, character, and authentic transformational leadership behavior. *The leadership quarterly, 10*(2), 181-217.

Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship". *Academy of management Journal, 26*(4), 587-595.

Buentello, O., Jung, J., & Sun, J. (2008). Exploring the casual relationships between organizational citizenship behavior, total quality management & performance. *SWDSI Proceedings, Decision Science Institute*.

Erickson, R. J. (1995). The importance of authenticity for self and society. *Symbolic interaction, 18*(2), 121-144.

Gardner, J. W. (1993). *On leadership*. New York: The Free Press.

Goldman, B. M., & Kernis, M. H. (2002). The role of authenticity in healthy psychological functioning and subjective well-being. *Annals of the American Psychotherapy Association, 5*(6), 18-20.

Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied psychology, 60*(2), 159.

Harter, S. (2002). Authenticity. In Snyder.C. & Lopez.S (Eds.), *Handbook of Positive psychology* (pp. 382-392). UK: Oxford University Press.

Hernez-Broome, G., & Hughes, R. L. (2004). Leadership development: Past, present, and future. *People and Strategy, 27*(1), 24.

Ilies, R., Morgeson, F. P., & Nahrgang, J. D. (2005). Authentic leadership and eudaemonic well-being: Understanding leader–follower outcomes. *The leadership quarterly, 16*(3), 373-394.

Katz, D. (1964). Motivational basis of organisational behaviour. Behavioural Science, 9 (2), 131-146.

Kernis, M. H. (2003). Toward a conceptualization of optimal self-esteem. *Psychological inquiry, 14*(1), 1-26.

Khan, S., Afridi, G. W., & Sarwar, I. (2017). Effect of authentic leadership on job satisfaction and employee engagement. *City University Research Journal, 7*(1), 151-166.

Luthans, & Avolio, B. J. (2003). Authentic Leadership Development. In J. Dutton & R. Quinns (Eds.), *Positive Organisational Psychology* (pp. 241- 258). San Francisco: Berret-Koehler Publishers Inc.

Luthans, & Youssef. (2007). Emerging positive organizational behavior. *Journal of management, 33*(3), 321-349.

May, D. R., Chan, A. Y., Hodges, T. D., & Avolio, B. J. (2003). Developing the moral component of authentic leadership. *Organizational dynamics*.

Mazutis, D., & Slawinski, N. (2008). Leading organizational learning through authentic dialogue. *Management learning, 39*(4), 437-456.

Mohammad, J., Habib, F. Q. B., & Alias, M. A. B. (2010). Organizational justice and organizational citizenship behavior in higher education institution. *Global Business and Management Research, 2*(1), 13.

Nikolic, B. (2014). Cognitive Moral Development- its relevance to authentic leadership and organizational citizenship behavior: A conceptual illustration. *The Journal of American Business Review, Cambridge, 3*(1), 111-121.

Ofori, G. (2008). Leadership for future construction industry: Agenda for authentic leadership. *International Journal of Project Management, 26*(6), 620-630.

Organ, D. W. (1988). OCB: The good soldier syndrome: Lexington, MA: Lexington Books.

Organ, D. W. (1990). The motivational basis of organizational citizenship behavior. *Research in organizational behavior, 12*(1), 43-72.

Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual-and organizational-level consequences of organizational

citizenship behaviors: A meta-analysis. *Journal of applied Psychology, 94*(1), 122.

Podsakoff, P. M., & MacKenzie, S. B. (1995). An examination of substitutes for leadership within a levels-of-analysis framework. *The leadership quarterly, 6*(3), 289-328.

Sekaran, U. (2003). Research methods for business . Hoboken: NJ: John Wiley & Sons.

Smith, C., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of applied Psychology, 68*(4), 653.

Spitzmuller, M., Van Dyne, L., & Ilies, R. (2008). Organizational citizenship behavior: A review and extension of its nomological network. *The SAGE handbook of organizational behavior, 1*, 106-123.

Tapara, P. L. (2011). *Authentic leadership: organisational outcomes and leader and follower development: a thesis presented in partial fulfilment of the requirements for the degree of Master of Arts in Psychology at Massey University, Albany, New Zealand.* Massey University.

Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of management, 34*(1), 89-126.

Zellars, K. L., Tepper, B. J., & Duffy, M. K. (2002). Abusive supervision and subordinates' organizational citizenship behavior. *Journal of applied Psychology, 87*(6), 1068.

Zhang, Y., & Liao, J. (2009). Study on organizational citizenship behavior examination and influences. *Human Resource Development of China, 7*, 6-9.