

REVIEW ARTICLE

THE EFFECT OF AUTHENTIC LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MODERATING ROLE OF ORGANIZATIONAL POLITICS

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ARTICLE DETAILS

Article History:

Received 15 January 2021
Accepted 21 February 2021
Available online 23 March 2021

ABSTRACT

Leaders are systems' fundamental piece and the effect factor for the forces impacted by the system. For this reason, the current study sought to investigate the effect of authentic leadership on organisational citizenship behaviour. It also examined the moderating role of organizational politics in the context of Ghana. The population for the study was teaching and non-teaching staff at the University of Education Winneba in Ghana. There were 237 samples. Data were obtained using the questionnaire. The research design used for the study was quantitative research with a descriptive study and this study has been used for explanatory purposes. The quantitative tool the researcher used to analyse data was Microsoft Excel, Amos, Process Macro, and statistical package for social sciences (SPSS 21). Findings revealed that authentic leadership had insignificant impact on organizational citizenship behaviour. Results also showed a positive but insignificant moderating role of organizational politics on the relationship between authentic leadership and organizational citizenship behaviour. The study recommended that institutions and businesses should not take note of authentic leadership to influence employees' behaviours and should not consider organizational politics in addressing the decrease in employees' behaviour.

KEYWORDS

Maximum share variance (MSV), Average variance extracted (AVE), Authentic leadership (AL), Organizational citizenship behaviour (OCB), Organizational politics (OP).

1. INTRODUCTION

Organizations need leaders capably to inspire employees to show positive behavior that can be to the advantage of the workgroup and the association, particularly where such acts are not formally expressed in job specifications (Edú-valsania et al., 2016). The idea of "authenticity" got from the word "authentic" has different implications, for example, "unique, real, genuine, valid, direct, not replicated, precise, straight to the point of speaking to the main author or source" (Dos and Özden, 2016). A root construct of leadership positive types expected to create positive workplaces and trust, and known to encourage worker maintenance is proposed as authentic leadership (Azanza et al., 2015). Authentic leaders can upgrade the work commitment of employees by serving as role models, thereby impacting turnover (Zaman and Ahmad, 2017). Authentic leadership will take a huge role to increase innovative job performance by impacting employee interest, according to Kaheh cited by (Nikpay et al., 2014). Organizational citizenship behavior (OCB) represents personal workplace commitment that meets past job prerequisites and legally compensated employment accomplishments (Lavy and Littman-ovadia, 2017). OCB talks of individual conduct, which is optionally interpreted by the structured structure of rewards, not unequivocally or straightforwardly, which helps the organization run effectively and efficiently (Miao et al., 2018). Organizational citizenship behavior (OCB) is

the idea that keeps on being of extraordinary consideration among scholars and experts (Javaid et al., 2020).

OCB for most of the time happens when employees of the organizations are feeling fulfilled to do their work, being rewarded reasonably with others, being satisfied with responsibility levels, or having great associations with their collaborators (Gupta et al., 2017). A group researcher cited by proposed that OCB assumes a significant job in organizational social capital improvement (Joo and Jo, 2017). Organizational citizenship behavior includes dedication, cooperation, and commitment which contribute to the development of social capital systemic, social, or psychological parts (Joo and Jo, 2017). Hsieh and Wang drew attention to the fact that authentic leadership could emphatically impact employee mentalities, conduct, and work results such as authoritative duty, worker's activity fulfilment, trust, creativity, performance, commitment, and organizational citizenship behavior (Yeşilkaya and Aydın, 2016). Arab Emirates (UAE), Arab leaders apply transactional leadership in groups where they are increasingly worried about everyday tasks instead of long haul objectives (Afsar and Badir, 2016). The transactional leadership in Arab groups implies that colleagues recognize the right of the leader to compensate for their output and condemn them for their poor results (Saeed et al., 2016). Managers in

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Website:
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DOI:
[10.26480/ccsj.01.2021.13.26](http://doi.org/10.26480/ccsj.01.2021.13.26)

Oman, Kuwait, and Saudi Arabia are seen unequivocally as subject to their capacity to connect with others in their work environment and advance community work (Saeed et al., 2016). Leadership, the explicitly authentic leadership (AL), might be a significant logical asset that adds to employee performance (Olckers and Plessis, 2019).

Authentic leaders know about their qualities, act as per their qualities, effectively support diverse perspectives, cultivate relational transparency, and endeavor to empower their follower's values (Kurtessis, 2018; Olckers and Plessis, 2019). Authentic leaders often inspire their followers to be authentic (Olckers and Plessis, 2019). The change in the self-personality of supporters through the recognition of true leaders drives workers to interpret their jobs as a declaration of who I am,' rather than what I can get from this effort, from the commercial point of view (Olckers and Plessis, 2019). A wide scope of research studies has planned organizations as political alliances of sometimes different goals; and both their universal organizational politics and their broad damaging effect on the performance of organisations have been further validated (Elbanna, 2016). About 75% of the US workers accept that organizational politics is important for future progression as per a study by Robert Half International (2016) cited by (Franke and Foerstl, 2018). These discoveries recommend that organizational politics see politics as both current and essential for progress (Ng et al., 2015). Perceptions of an employee on organizational politics appeared to have key and troublesome results on employees and organizations (Miao et al., 2018). For example, a study by an enrolling firm, Adecco, uncovered that 33% of U.K. employees' detailed sentiments of uneasiness and despondency which resulted in legislative issues at work. Present-day business organizations are political fields in which managers impact decisions through organizational politics, for example, campaigning, ingratiation, alliance, or utilization of social abilities (Franke and Foerstl, 2018).

The political conduct of people in the organization is impacted by different variables (Olejarski et al., 2019). These variables can be extensively arranged into individual and organizational factors (Klotz et al., 2018). This person or individual needs to gain influence and affect the decision-making process of the organization (Hart et al., 2016). These individual needs resemble to pick up power for control and to the impact decision-making process of the organization (Hup et al., 2016). Such people intend to build their area of impact (Chaudhary, 2020). The University of Education Winneba is one of the promising universities in Ghana and is doing well in terms of leadership. The kind of leadership style at the University of Education Winneba is more of an authentic leadership style that influences its' citizenship behavior. The way people perceive politics in the working environment is not different from what goes on at the University of Education, Winneba when for instance people want to assume some positions. Organizational politics exist among workers at the University of Education Winneba which made the researcher developed an interest in the area for a study. The current study sought to investigate the effect of authentic leadership on the behaviour of organizational citizenship with the moderating role of organizational politics in the Ghanaian context. Leaders are a fundamental piece of a system and the effect factor for the forces impacted by the system. At that point, leaders are both forming and being molded (Nikpay et al., 2014). Leadership as a core component in a service-based company is specifically recognized (George, 2015). It is because of the significance of customer relations, collaboration, and learning (George, 2015). In the present atmosphere of worldwide business, organizational politics (OP) is a typical test each worker must deal with day by day (Arda et al., 2017).

Quraishi and Aziz suggested in their study that more research around organizational citizenship behavior of teachers and authentic leadership in educational institutions of Pakistan was important to present a school leadership indigenous model (Quraishi and Aziz, 2018). In addition to organizational citizenship behavior and authentic leadership, the present study attempted to test the moderating role of organizational politics. This will be an advance to scholars' understanding and contribute to the study of organizational citizenship behavior and authentic leadership. In terms of theory, the study sought to contribute to social exchange theory and authentic leadership theory. As authentic leaders can change themselves

to adapt to their followers' commitment through trust, positive feelings, and hopefulness to achieve a shared objective. The social exchange comes into play between the responsibility of leaders and their followers to an organization's goal. There have been many researches done by researchers concerning authentic leadership, organizational citizenship behaviour, and organizational politics. Interestingly, most of them were matched with different variables that were not used in this study. It seems that literatures on authentic leadership, organizational citizenship behavior, and organizational politics are limited in Ghanaian context. This has called for the need to conduct a study in Ghanaian context. For this reason, the current study seeks to investigate the effect of authentic leadership on organizational citizenship behavior and examine the moderating role of organizational politics. Authentic leaders are those that are directly accountable and with strong qualities and uprightness (Kim and Kim, 2017). These attributes can construct the picture of the organization, the external community just as the improvement of the leader (George, 2015). Even though conceptualizations of authentic leadership (AL) were discovered numerous years before the literature, authentic leadership theory is recently rising and creating awareness in various leadership research zones, morals, and positive organizational behavior (Saeed et al., 2016).

As of late, there has been a developing enthusiasm for the investigation of authentic leadership (Akbar et al., 2017). A gap was found in the literature on authentic leadership theory identifying with information sharing. Few researchers have been theoretically intrigued by this conceivable relationship (Edú-valsania et al., 2016). Leadership in itself creates a lot of enthusiasm for the field of hierarchical research (Gao and He, 2016). As indicated, suggested, despite being concentrated in many researchers for a while, leadership generally remains unresolved. Mullins cited by characterizes leadership as a connection between a person who impacts the behavior or activities of others and the individuals who are affected (George, 2015). The study will contribute to policymakers, Vice-Chancellors, Principals, CEOs, government, and managers of government and private organizations. The discoveries of this study will contribute to the socio-economic development of educational institutions and businesses in Ghana.

2. CONCEPTUAL REVIEW

The concept of the study was described. The concept was authentic leadership, organizational citizenship behavior, and organizational politics.

2.1 Organizational citizenship behaviour

The behavior of organizational citizenship means that a person exceeds his/her duties and does more volunteer work in that regard (an effort not included and specified in the official incentive system of the organization) than the requirements and job descriptions set by his or her organization (Christy and Duraisamy, 2016). Although in Smith, Organ, & Near's, 1983 paper, cited by some researcher, "oriented citizenship behavior" appeared for the first time in the past, the reasons behind the OCB's establishment reach far beyond the past (Hart et al., 2016). The word "good citizen" is an appealing region for research into social conduct. Good citizenship conduct demonstrates people's inspiration to endeavour to bring their social condition beyond traditional need and without any structured incentives using their effort (Wang et al., 2014). Good citizenship behaviour is currently the focus of study in many areas, for example, humanism, brain research, political theory, the board, and other organizational structures (Tinajero, 2019). This idea has additionally and extensively entered into management studies, giving us another comprehension of and understanding into the organization and working environment (Medina, 2018). The behaviour of organizational citizenship is a generally new idea in the literature of management and simultaneously, an old wonder of humanitarian behavior (Iqbal et al., 2018). The executive management functions of Chester Barnard cited by talks about the eagerness to coordinate (Nikpay et al., 2014). The management of works and labor cited by presented the possibility of a non-formal association (Nikpay et al., 2014). The conversation by social brain research of associations for unconstrained and inventive practices

set forth by Katz and Kahn as cited by slowly established the framework for shaping organizational citizenship conduct structure at the work environment (Nikpay et al., 2014).

In the 1990s, Organ et al. named this kind of extra-job conduct at the working environment "the good soldier syndrome" (a similitude showing responsibility, acquiescence, and unwaveringness to representatives) and ultimately cited by called it authoritative citizenship conduct (Nikpay et al., 2014). Some accept this conduct as the key factor for accomplishing organizational adequacy (Sepeng, 2016). Altruism refers to the supporting conduct that helps associates find issues in the working environment. This could be through helping somebody with a substantial remaining task at hand or helping a collaborator find an excess of work. The individual intentionally helps other colleagues and helps in forestalling the event of any business-related issues (George, 2015). Civic virtue is characterized as the inclusion, the interest, and the engagement of the workers in all the organizations in the life of the organization. Common guides to help this definition can be alluded to as a representative who goes to gatherings routinely gives productive recommendations at gatherings or even make suggestions using proposal packages that can contribute to the prosperity of the organization as a whole. The employee consistently has the wellbeing of the organization within reach regardless of whether it is at the worker's individual cost (George, 2015). Conscientiousness is an example of working out in a good way past insignificantly required degrees of participation, timeliness, housekeeping, preserving assets, and related issues of inner upkeep. This is extra-job practices; it includes participating in task-related exercises at a level that is a long way past the necessary insignificant skills (Gupta et al., 2016). The term conscientiousness was first alluded to as summed up consistence yet changed as it did not immediately affect helping explicit individuals however was summed up to the group impact (George, 2015).

Courtesy of proactive signals is shown in the light of a legitimate concern for forestalling issues. These motions include counseling associates in the organization before acting or settling on specific choices (Hartel, 2015). A courteous employee abstaining from making issues for associates decreases intergroup struggle so managers do not fall into an example of crisis management (George, 2015). A worker who has a citizen-like stance of enduring inevitable job difficulties without grasping and dwelling or complaining with colleagues can be viewed as a worker who has an exquisite sporting ability. Workers endure not exactly perfect conditions and are not insulted when others within the organization do not follow their recommendation. They are likewise ready to forfeit their very own enthusiasm to benefit the organization (George, 2015). Organizational citizenship behavior positively affects employee performance and prosperity which has a far-reaching influence on the organization (George, 2015). Workers who are occupied with organizational citizenship behavior attributes will in general get better performance appraisals by their administrators contrasted with the individuals who do not show these qualities (Tinajero, 2019). One of the aims of this training is to set up the workers to go the additional mile. Employees also get to earn bonuses and additional benefits, for example, if their levels of performance are high (Iqbal et al., 2018). A researcher argue that workers displaying organizational citizenship behavior will have less risk of being made excessive if performance evaluations are high after an enterprise has been cut back in an economic recession (George, 2015). Organizational citizenship behavior upgrades efficiency by helping collaborators and associates fulfill their time constraints, draw in and hold great workers by making an inviting and strong condition where employees feel a sense of belonging (Kim and Young, 2017).

OCB makes social capital which helps to better communication and more grounded organizing among representatives in the organization (Gupta et al., 2016). Organizational citizenship behavior increases the health and wellbeing of the follower as it aims to help those fortunate citizens. Also, Organizational citizenship behavior workers exhibit optimistic moods. OCB's can likewise profit organizations as far as deals, performance quality, and working effectively, even according to (George, 2015). A researcher proposes that directors esteem OCB which makes a workplace helpful for participation (George, 2015). Organizational citizenship

behavior alludes to the extra-job practices contributing incredibly to the ideal and required regarding the organization and surpassing role tasks just as manager desires (Dos and Özden, 2016). According to Dennis W. Organ, organizational citizenship alludes to the strengthening behavior; not alluding to the wilfulness and formal reward system in the organizations (Yeşilkaya and Aydın, 2016). Organizational citizenship behavior may be defined as the voluntary actions of the person excluded from the organization's formal compensation structure but which all enhance organizational performance (Iqbal et al., 2018). OCB alludes to employee's optional helping practices, past the honorable obligation, and not compensated with regards to an organization's formal reward system (Joo and Jo, 2017). Organizational citizenship behavior (OCB) alludes to worker conduct that is generally optional and adds to the successful working of an organization (Klotz et al., 2018). The researcher describes the behavior of organizational citizenship as the behavior of workers to achieve the organizational objective.

2.2 Authentic leadership

Authentic leadership (AL) is a sort of leadership comprising of motivation and advancement of the positive mental possibilities by featuring the good and moral part of conduct (Yeşilkaya and Aydın, 2016). AL is seen as an example of leadership, who are constantly coordinating aggregate interests and developing their team-mates with substantial levels of attentiveness, balanced decision-making, and clear communications (Edú-valsania et al., 2016). The parts of AL are first, authentic leaders know about their qualities, limitations, and the result of their work for their partners (Edú-valsania et al., 2016). Secondly, balanced processing: authentic leadership theory as cited in stated that authentic leaders do not misshape, misrepresent, or disregard data by mentioning and investigating in opposition to their own to dispassionately examine all the significant information they cannot think about, exceptionally when processing self-important data before making a decision (Edú-valsania et al., 2016). Thirdly, the inner moral standpoint: authentic leaders' practices are rooted in moral emotions and motivate the moral guidelines that are meant to serve the fundamental interests of the community (Joo and Jo, 2017). As indicated by the empirical studies completed to date, AL is decidedly identified with a progression of alluring outcomes, for example, among others, performance, work fulfillment, and associates' organizational citizenship behaviors (Edú-valsania et al., 2016).

Since the mission of ALs is to serve aggregate interests, they can promote and influence their actions by sharing knowledge, supporting the organization and the group from a key perspective (Dai and Chen, 2017). Studies have shown that the behaviour of leaders means enthusiasm for the success and activities of their partners. The basis for decisions and open contact, for example, is closely related to the pleasant activities of workers and the sharing of knowledge (Edú-valsania et al., 2016). A basic element of authentic leaders is the reality of imparting data to their supporters. Leaders who transparently convey and share their insight with their partners animate these equivalent practices in their workers (Edú-valsania et al., 2016). A fundamental segment in authentic leadership structure is self-awareness, as conscious leaders understand what is important to them (Nikpay et al., 2014). Stephen R. Flock expresses the effect of our own consciousness on others and our mentalities and behaviour's. Self-consciousness helps one to study and consider our viewpoints. Self-awareness includes flaws and qualities and also different elements in the inclination of an individual. Self-conscience is ultimately not an end, but a procedure by which a person can represent his own qualities, characteristics, emotions, goals, knowledge, skill, or capability which are sometimes encouraged by external occasions (Joo and Jo, 2017). Leaders with considerable levels of understanding of themselves enjoy great abilities to alter concepts, inspirations, and the option of their own actions using information when associated with individuals under or even beyond their authority (Dai and Chen, 2017). Self-conscious leaders know how to influence and affect others (Nikpay et al., 2014). Awareness of oneself is a state of leadership thinking that continuously asks "who am I?" It is a procedure that consistently recognizes special abilities and their own qualities to more likely to get individual and organizational targets and subsequently direct others.

As such a person with self-awareness has a true understanding of himself and his universe. The knowledge of oneself can be defined as being aware of one's own strengths, qualities, and shortcomings, feelings, personality, targets, and objectives while realizing how individuals react to them by getting mindful of the effect on others (George, 2015). Leaders' degree of self-awareness plays a very important role in the openness of their interaction with their followers (Gupta et al., 2017). An authentic leader in this manner should be responsive to helpful analysis from people who can guide them. Self-awareness provides a solid premise to ensure that in testing conditions that require true intercession the pioneer consistently and morally acts (Gao and He, 2016). As the undeniable evidence that is present in the field of social brain science suggests, individuals, as data processors, inevitably endure imperfections and predispositions at whatever stage process the data associated with themselves. The term balanced processing was sought to be used (Nikpay et al., 2014). In other study, portrays a kind of unbiased, less deniable, skewed, or misrepresented knowledge collection and overlooks the very encounters, information, and external input of citizens (Nikpay et al., 2014).

In this way, it is assumed that authentic leaders need not bother with inner self-securing inclinations to contort self-dependent informational processing (Nikpay et al., 2014). Balanced processing addresses leaders who impartially dissect realities and information both inside (doing reflection of oneself) and remotely (considering helpful analysis from their leaders or peers). The leader should not ignore data and acknowledges the opinions of those who lead before a final decision is reached (Kim and Kim, 2017). This guarantees that bias is limited. According to a study, balanced processing is viewed as the platform of individual uprightness (George, 2015). The logical and internalized kinds of self-regulation are illustrated in an internal moral context (Nikpay et al., 2014). Along these lines, the internalized moral viewpoint is in opposition to practices that are because of external weights, for example, social pressures, partners, and organizational pressures. It is inevitable that leaders who respect the prevailing moral standpoint continue to think well and in greater community-friendliness in line with established esteem mechanisms in handling ethically troubling ambiguities and difficulties (Lavy and Littman-ovadia, 2017). In moral terms, the more the inner qualities and beliefs of the followers are endorsed by the leaders, the more it becomes natural for them to form and develop genuine autonomy more than any other time ago. As people discover their characters, they will be clearer simultaneously while in regards to the leaders who advantage them as far as their development (Arda et al., 2017). Also, authentic leaders show balanced processing by gathering input from individuals helped and uncontained by them to clarify the problems and their outcomes (Nikpay et al., 2014).

As the ethical view shows, the supporters are gradually required to change and upgrade their psychological image of genuine self and conveyable self if the ideals and intern beliefs of the followers are improved by the leaders. As the followers discover their personality, the leaders who help them improve will always become more accessible to them (Hup et al., 2016). Authentic leaders often demonstrate prepared, balanced conduct by welcoming input from their subordinates and freely addressing their problems and results (Nikpay et al., 2014). A moral perspective can be characterized as the way where people or leaders utilize their qualities, morals, and convictions to control their behavior in any event, when circumstances may appear to be testing or the internal or external atmosphere places some weight on them (George, 2015). Ethical and moral steps are taken in the actions of authentic leaders. Authentic leaders have a high understanding of their aspirations as far as their roles and responsibilities are concerned. This helps them to behave ethically for the good of others (Hart et al., 2016). Clear relationship: The simple self-disclosure and importance of values, emotions, and goals and motivating that present the genuine self is not understood cited by (Nikpay et al., 2014). To share unmistakably data brings about expanding the certainty of devotees to their leader (Khalili, 2015). In this way, a clear connection points to the fact that a leader shows his authentic self openly share details describes his thoughts and genuine feelings (despite the false and mutilated self) (Gao and He, 2016).

It fortifies a degree of managing others all together that an opportunity will be given; it readies their perspectives, difficulties, and perspectives to be introduced (Akbar et al., 2017). Relative honesty as cited by refers to how a leader introduces himself to other people and this means that a leader can have no twisted individual (George, 2015). The leader reveals their actual emotions and convictions, straightforwardly, and does not shroud anything (Klotz et al., 2018). The relationship with the employees ought to be kept up dependent on the standards of genuineness and truthfulness. Goldman and Kernis characterize relational transparency as a functioning procedure of self-revelation in which confidence and seriousness between the worker and the person are established (George, 2015). Then a faithful relationship between the employee and the manager or organization must be created. Authentic leadership is characterized as a straightforward model of ethical leadership that rises with the mix of morals and positive organizational behavioral science and which bolsters data sharing and exactness (Dos and Özden, 2016). The principle of confidence and simplicity is authentic leadership, a key component that enables individuals who collaborate to know that they can definitely rely on each other (George, 2015). Authentic leadership is a collection of four parts, for example, relational transparency, mindfulness, balanced processing, disguised good points of view (Iqbal et al., 2018). Authentic leadership is regarded as an example of leadership that builds and advances both positive mental vulnerabilities and a positive moral atmosphere to promote a better understanding, a veiled moral standpoint, healthy information processing, and social straightforwardness for supporters encouraging positive self-improvement (Azanza et al., 2015). Authentic Leadership advances a positive moral climate and positive mental limits (Quraishi and Aziz, 2018). Authentic leadership is known as an approach that demonstrates and energizes positive mental behavior and the concept environment which promotes internalized moral perspectives (IMPs) and self-awareness (SA) (Gatling et al., 2016).

2.3 Relationships between OCB and authentic leadership

There have been several research centers over the past two decades to investigate the effects and causes of organizational citizenship behavior. This reason and results incorporate individual contrasts, organizational, and task qualities, and all the more explicitly leader behaviors (George, 2015). Experimental examinations have demonstrated that authentic leadership practices and employees' organizational citizenship behaviors correspond emphatically to one another going from coefficient scores of 0.09 to 0.35 (Miao et al., 2018). The closer the alpha coefficient to 1, the more the inner consistency is prevalent. Authentic leadership behaviors encourage a reasonable and open workplace and this outcome has an immediate effect on the employees' perspectives and thus urges them to create significant levels of fulfillment, duty, and trust (George, 2015). A group researcher support Avolio and Gardner and Luthans and Avolio cited by expressing that authentic leaders can impact their workers through an increment in the positive display of trust in leaders and backing of self-assurance (George, 2015). A study led, yielded consequences of a positive connection between employees' organizational citizenship behaviors and authentic leadership (George, 2015). The studies show that both individual and team factors are positively related. Progressively credible leaders take on an urgent role of motivating employees to behave themselves by making employees more aware of the value of supporting each other (Ng et al., 2015). Research also indicates that genuine leaders impact group performance by promoting employee autonomy, which is related to performance (George, 2015). Leaders concentrate on employee principles, values, and behaviors to teach everyone how they can make the right choices about their events (George, 2015). At the point when group individuals approach data, they are bound to use cognitive resources accessible within a group, they additionally take care of tasks without being intruded on (George, 2015). George further proceeds to state this ought to directly affect group adequacy. Leadership research has discovered that leadership essentially and decisively correlates with organizational citizenship behaviors of subordinates (Nikolic, 2015). Specifically, research on authentic leadership uncovered that authentic leadership triggers organizational citizenship behaviors among subordinates (Nikolic, 2015).

2.4 Organizational politics

The actions of an organization to protect, grow, and use power and resources to promote individual outcomes are organizational politics (Agarwal, 2016). Exceptionally political organizations that reward workers who take part in strong impact strategies assume acknowledgment for other people, work, are individuals from ground-breaking alliances, and have associations with high-positioning partners. Albeit unique organizational politics of conceptualizations exist, a subject proposes consideration for self-serving actions not allowed by an organization (Agarwal, 2016). Historically, organizational politics research has been delegated tending to one of three fundamental classes: political conduct, POPs, and political ability (Behavior et al., 2019). We see the utilization of these classes as a significant yet also as a conceivably constraining approach to compose the politics literature. Hence, in efforts to energize new research on organizational politics, we arrange our review around an extension and enunciation of the interrelated idea of these classifications and recommend that these classes catch the argentic portrayal laid out above. That is, we recommend that the classifications ought to reflect argentic qualities, argentic activities, and results of office. To this end, we recommend that political aptitude, political conduct, and POPs are delegate develops of political qualities, political activities, and political results, separately (Behavior et al., 2019). Extending the classes of organizational politics research empowers us to arrange other related developments properly within the literature. Organizational politics long has been the subject of social perception and logical request. The most punctual reference we found to increasingly contemporary conceptualizations was (Behavior et al., 2019). In any case, *The Prince* (Il Principe), which stays an appropriate treatise on force and politics in organizational life, was composed by Niccolo Machiavelli [1592 (1532)] 400 years earlier. Furthermore, because organizational politics will, in general, evoke the most grounded of responses in both positive and negative bearings, it has been the subject of efficient studies that has contacted various themes in the organizational sciences.

Thus, a few surveys have been published in various regions of the organizational politics literature, just as a couple on the politics literature all in all. These surveys have noticed that study inside the wide organizational politics literature, by and large, can be named concentrating on one of three zones: political ability, political conduct, or perceptions of organizational politics (POPs) (Behavior et al., 2019). Even though these are particular areas of request, we battle that these three subjects are more related than most past studies and surveys have shown and ought to be talked about additional as associated portions of a more prominent entirety. Further, we recommend that references to these three themes as the essential regions of organizational politics request has had the unintended impact of restricting research to pointlessly limit conceptualizations (Moe and Geis, 2020). Thus, organizational politics research look likely has been obliged by counterfeit limits that emerged from efforts to separate between political builds, obstructing significant studies that cut over these three spaces just as those that fuse other related areas (Behavior et al., 2019). Subsequently, with the current review, we would like to give a progressively cohesive organizing framework for organizational politics study that properly sums up earlier studies and sparkles future request that widens its degree (Marengo, 2019). We start with a concise history and portrayal of the organizational politics construct space before presenting our sorting out structure for the review (Moe and Geis, 2020). At that point, we work through the areas of the structure, featuring the present condition of the literature for each. At long last, we close with a conversation of proposed directions for future research inside and over the parts of our system.

Organizational politics is comprehensively characterized as intentional activities by a person which are coordinated towards the accomplishment of one's matters while dismissing the welfare of others or their organization (Rn and Rn, 2017). The perception of organizational policy (POP) comprises the attribution of an individual to self-serving expectation behaviors and it is a personal emotional evaluation of the extent to which employees and directors demonstrate such self-serving actions (Malik et al., 2018). Albeit contemporary organizations have

gotten less formal and at various levels, and progressively libertarian, organizational politics is an unavoidable and inevitable piece of an organization's social texture (Gupta et al., 2016; Agarwal, 2016). Organizational politics are a social effect in which behavior tends to improve self-interests on a short or long-term basis either continuously or to the detriment of the interests of others (Agarwal, 2016). It is all around acknowledged that organizational politics (OP) assume a focal job in molding unfortunate work results, for example, work burnout, work disappointment, and turnover intentions (Kim and Young, 2017).

2.5 Theoretical Review

2.5.1 Authentic leadership theory

Several theories for leadership have been developed for better understanding and for developing a methodology that best fits organizational problems. An understanding of its effect on individuals, families, organizations, and society supports a huge enthusiasm for leadership (George, 2015). AL came up as an important concept of moral leadership and constructive organizational behavior in the literature. The idea was at first explored by Luthans and Avolio (2003) as cited in (Saeed et al., 2016) and was theoretically derived from the positive organization behavior (Saeed et al., 2016). AL was defined as a technique focused on positive psychological vulnerabilities and the entire organizational context that gives the leaders more self-awareness and takes into account the conduct of the supporters (Saeed et al., 2016). AL is a type of leader conduct that happens when people act as per their values, convictions, ethics, morals, and self-awareness, and utilize those capacities to formalize the relationship with their followers (Saeed et al., 2016). According to AL includes four fundamental components: first, awareness of oneself, which alludes to a comprehension of one's qualities, shortcomings, standards, and follower's impact (Saeed et al., 2016). The next is, social openness, referring to transparency when data, emotions, and positive feelings are exchanged with adherents; thirdly, balanced processing, which refers to an unwavering option, after a valid study; and fourthly, an internalized moral viewpoint, alluding to an internal virtue-and-rule structure that builds the decision-making of the leader (Monzani et al., 2016).

Followers consider leaders authentic as per the amount they encapsulate these four components. A group researcher recommended in their authentic leadership the principle that authentic leaders should increase the commitment of followers by enhancing the distinctive proof of community individuals with each other and the organization, and by cultivating hopes, faith, hope, and optimistic sensations (Azanza et al., 2015). Authentic leaders will adjust to respond to the recognition of their supporters to achieve their common goals, enhance roles, improve overall efficiency, and guarantee confidence (Saeed et al., 2016). Authentic leadership (AL) assumes a key job in upgrading employees' workplace, work fulfilment, and general performance (Saeed et al., 2016). An ongoing study has recommended that AL may influence employees' work results, for example, responsibility, fulfilment, commitment, and OCB (Saeed et al., 2016). They used the model of Structural Equation to report the identification of the model factors (interpersonal trust and authentic leadership) that are identified with one another. In a second study, the linkage between the perception of preceptor authentic leadership and fulfillment of jobs of the new alumni was explored cited in (Saeed et al., 2016).

2.5.2 Social exchange theory

The study, which depends on the theory of social exchange, clarifies the way employees who see organizational policy will fight negatively. The researcher has extended research on the influence of organizational political perceptions on the behavior of employees (Crawford et al., 2019). The researcher found that workers who see the company as politically influenced by freak practices based on the organization would level their trade relationship. As a result, managers will consider subordinates of decadent as missing key skills and offer freak subordinates interpersonal skills evaluations and less performance in a similar way (Xueying, 2019). The researcher researched whether politically talented people can explore the world of politics and abstain from encountering an expansion in

troublesome appraisals from their directors. Politically talented people are socially sharp, ready to impact others, and seem genuinely contrasted with people low in political ability (Crawford et al., 2019). In like manner, politically talented workers might have the option to abstain from being seen as decadent by their directors as they endeavor to adjust the exchange relationship. Social exchange theory is a thought that depends on the idea that the connection between two individuals or teams is made through giving and taking. It is an exertion put in by an individual to assemble and be sure about a relationship. The advantages and shortfalls of that relationship might appear through the information indicating how much exertion a group is placing into the relationship.

This theory did not measure the relationship on an emotional premise, yet it additionally depends on systems. It can likewise be applied to decide the balanced relationship within an organization. This was established later on, numerous researchers demonstrated that Social Exchange Theory has made vital measures of studies that help this theory (Munir, 2019). It shows that the degree of promise to a representative outlined by an organization will affect the dedication that workers express to the organization consequently. One significant part to comprehend worker responsibility is to consider the connection between the administrators and subordinates as one reasonable trade through how a chief treat its subordinates, it directly affects their performance, conduct, and their choice to remain in the organization. Furthermore, in support of Social Exchange Theory Witt, Kacmar, and Andrews cited by exhibited that a solid connection between the responsibility of an individual to a target of organization and the sort and nature of the help given by the organization can be clarified by Social Exchange Theory (Yu and Tsung-Lin, 2019; Munir, 2019). It predicts that in case individuals go into a relationship within which the two parties can distinguish a bit of leeway, then a lot of responsibilities cause the two parties to feel obliged to achieve. This is the same as a worker who uses his aptitudes, capacities, and abilities for the organization, and consequently, the association pays him as far as it is advantageous to hold him. For instance, an employee who feels that his activity is secure will be substantially more prone to show a dedication with an association than the worker who fears being terminated in the distant future (Helfers et al., 2019).

When employees are oftentimes allowed the chance to go for training and advancement workshops, they will see the organization's responsibility to push ahead their aptitudes and will be bound to remain where they have a ceaseless chance to develop. This is normally valuable for both the employees and the organization since it assists with improving the quality of the organization and the whole workforce. Agreeing to Ogilvie cited by such hierarchical help is bound to positively affect employees' dedication and their maintenance (Helfers et al., 2019). At first, social exchange theory was made for the motivation to look at human conduct later, it was associated with inspecting organizational behavior. As stated, that organizational politics has been able to widen the exchange procedure, this suggests authoritative issues are a standard that manages to be tended to because the exchange relationship is hurt, if there is foul play, clearly it prompts dissatisfaction (Helfers et al., 2019). From a social exchange perspective, individuals are probably going to break the relationship if they consider it to be unbeneficial to them (Chiou et al., 2018). This proposes that when employees are baffled, they are probably going to leave the organization, along these lines, there is a risk to penetrate the exchange between the organization and workers. At the point when workers get to the limit, there's no turning around. In this way, organizations ought to do everything inside their control to shape and bolster a thoughtful, complete condition. Supervisor's help is the significant thing that workers worship roughly about their activity. The more grounded the connections between the directors and their subordinates, the unrivaled the environment inside the organization will be. As indicated by social exchange theory, since perceived authoritative support is probably going to frame sentiments of responsibility to think about organizational targets, organizational help is relied upon to bring down turnover. The standard of correspondence exhibits that individuals will, in general, feel resolved to help the individuals who have helped them. Likewise, individuals who see progressively conspicuous help from their organization would feel increasingly dedicated to "reimburse" their

organization.

2.6 Hypotheses development

2.6.1 Organizational citizenship behavior and Authentic leadership

The idea of authentic leadership (AL) was at first investigated as cited in (Javaid et al., 2020). They demonstrated AL as a strategy with promptings from both positive mental limits and settled with regards to an organization. Also, proposed the principle five components which are contributed in the OCB, for example, altruism, sportsmanship, conscientiousness, courtesy, and civic virtue (Javaid et al., 2020). Also portrayed a noteworthy connection between OCB and the measure of control individuals have over their occupations (Javaid et al., 2020). Various research has endeavored to clarify that AL is decidedly connected with different constructs, for example, organizational behavior satisfaction, worker's performance, and partners' knowledge sharing practices. A group researcher concentrated on the factors that connected AL, work commitment, and organizational citizenship behavior (Javaid et al., 2020). In his investigation, they looked at the intervening impact of mental strengthening (MS) on AL and OCB. The study results have shown that AL is strongly aligned with the job engagement and OCB, and demonstrated that MS assumes an interceding job to build the quality of associations between AL with work commitment and OCB. In another study, it was found that AL decidedly connected with OCB being emphatically connected to productivity (Javaid et al., 2020). Further, AL is expected to create OCB among leaders and employees. AL has a beneficial outcome on OCB among their workers. Past studies analyzed the connection among authentic leadership and different organizational results and found that authentic leadership was emphatically identified with the job performance of employees and job satisfaction, work commitment, followers' commitment, organizational citizenship behavior of employees, and extra effort of employees among others (Azanza et al., 2013).

The theory of authentic leadership incorporated the positive organizational setting and positive psychological capacities as precursors of authentic leadership. As far as authentic leadership is concerned, the authors have highlighted the value of the organizational climate, including the authoritative vision, methodology, and culture as forerunners for an authentic leadership change and have identified the organization's culture as a true framework, a culture that inspires and promotes the creation of leadership (Azanza et al., 2013). The impact of organizational culture on real initiative stays unexplored. As to the connection between adaptability situated societies and genuine authority, through transparent and legitimate relations with workers, the inner attributes of authentic leaders who are expected to stimulate workers' inventiveness and imaginativeness might be seen by others. A studied the interrelation between the authentic leading of secondary school teachers' leadership and OCB (Quraishi and Aziz, 2018). The outcomes demonstrated a blended connection between the components of the two constructs. Generally, a connection was found between organizational citizenship behavior and authentic leadership. These outcomes are under the consequences of analysis correlation which demonstrated a positive and straight connection between organizational citizenship behavior and authentic leadership in schools (Dos and Ozden's, 2016). The findings of this research study by revealed that there is no clear correlation between the authentic leadership dimension (balanced processing, awareness of oneself, transparency of relation, and moral perspective) and organizational citizenship behavior dimension (civic virtue, conscientiousness, altruism, and courtesy sportsmanship) (George, 2015). Also, the authentic leadership elements explain the shift in organizational citizenship behavior of less than 10%. The employees' showcase of organizational citizenship behaviour in this research is not subject to the style of authentic leadership leaders. It could be reasoned that different variables will lead to employee organizational citizenship behaviour inside the working environment.

H1: Authentic leadership will have no significant effect on organizational citizenship behavior.

2.6.2 The moderating role of organizational politics

With authentic leadership theory playing a significant role in the relationship between organizational citizenship behavior and authentic leadership, such that employees establish a relationship with the leader makes organizational politics play a role. The study aimed to study the moderating role of organizational politics on the relationship between authentic leadership and organizational citizenship behavior. Agarwal explored the mediating mechanism through which perceived organization support (POS) and CWB relate to each other (Agarwal, 2016). The study introduced and exactly explored a model in which antagonistic vibe intercedes the connection between POP and the two types of CWB (Agarwal, 2016). The political perspective of organizations concerns how individuals from organizations, for example through alliance formation, can influence the hierarchical choices using power or through steps, strategy management, scheduling techniques, the use of external experts, haggling or arrangement, and strategies for control and exploitation (Elbanna, 2016). This opinion expects that decisions of authority are the result of a procedure in which individuals with various impulses and institutional alliances to safeguard their preferences. Customarily, authors see political conduct as a damaging utilization of intensity looking for individual objectives, even to where it contradicts authoritative principles or interests (Elbanna, 2016). It tends to be troublesome, regularly setting individuals in opposition to other intensity formal systems, for example, formal power.

The researcher contends that the essentialness of organizational politics implies that there is a lot in question for the individuals who remain to lose or pick up from their results, tangibly or in notoriety. Since political activity is characteristic of organizations, a good understanding of such behavior will thwart unsafe outcomes. Pettigrew (1973: 20e21) cited by (Elbanna, 2016) contends notes that political action can occur as long as organizations function as systems of resource-sharing if such resources are unachievably short. Significant behavior of organizations includes a political issue of accommodating interests of conflict notwithstanding a specialized issue of attempting to decide the best choice given various contemplations. This circumstance increments political conduct between the advocates of the contending proposition. As contended, directors at work may much of the time leave from objectivity since the association is commonly a political field, an end which raises vulnerabilities on the rational model adequacy. The political authenticity is consolidated into its behavioral theory. They contend that irreconcilable circumstances rely on changes in the objectives and interests of different groups of organizations, as they are also common for the culture of authority (Elbanna, 2016). These journalists in this manner see organizational choice procedures as political as decision-makers are extraordinary and have unmistakable inspirations for taking an interest in various (Elbanna, 2016).

At the end of the day, political conduct is essentially made by the mix of organization and variety among individuals who go after constrained assets in manners that can make struggle between them (Elbanna, 2016). Power interplay, struggle, and interest among individuals in associations imply that the way toward settling on choices can be normally viewed as political as groups and individuals train their behavior of politics to defend their interests and role within the organization. Research indicates that the relationship between burnout and politics in organizations, occupational stress and intended turnover (Silva et al., 2020). Also, literature revealed negative associations between organizational politics perception, organizational commitment, the behaviour of organizational citizenship, job satisfaction, and job performance (Silva et al., 2020). Consequently, condition with higher authoritative legislative issues typically delivers negative pictures of the organization, which can involve destructive ramifications for work (Silva et al., 2020). Chaudhary states that a large portion of the instructors concur that the comprehension about my job obligations and duties, no aim of leaving my place of employment, and work goals by the organization are conveyed to employees (Chaudhary, 2020). The study likewise inferred that these elements are named as promotion and pay policies; come to excel and general political conduct. The study suggested that organizations would

need to investigate the causes of perceived separation to eliminate possible risky psychological contract violation indicators to meet Hispanic employee's obvious guarantees.

The effect of working politics on job outcomes in nursing professionals has been investigated by (Rn and Rn, 2017). From this analysis, it can well be inferred that OP recognitions were emphatically connected with low occupation fulfilment, expanded pressure, and burnout levels in medical caretakers. An impression of OP has been found to foresee medical attendants' aim to leave their organization. The analysis of approaches to minimize the impact of political behavior is a test for administrators at the hospital as high levels of OP affect individual and organizational productivity. Kim cited by expressed that it is the obligation of the leader in a partnership to attempt that there is a reasonable and nonpartisan workplace to accomplish the organizational objectives of the organization and meet the worker's desires (Bhatti and Aljarah, 2019). As per this theory, the employees accept that there ought to be a reasonable working environment and all workers ought to be dealt with similarly by their supervisor. All together for an organization to succeed; the pioneer should guarantee that there is an equalization working climate, the degree of governmental issues in any partnership should be diminished all together for the employees to be happy with their occupations. A few Scholars have made a review of the mediating effect of perceived organizational politics on the connection between job satisfaction and leadership style. For example, by emphasized that the leader status and administrative skills may impact in transit employees perceived their activity and the environment around it since this will thusly clarify the degree of duty or difficult work the employees will place into their employments (Bhatti and Aljarah, 2019). In this manner, the view of employees' working conditions must be constrained by the leadership style.

A group researcher investigates the influence of mediation on organizational politics on the relation between the behaviour of organizational citizenship and the leadership style and the impact of organizational politics on the connection among styles of leadership and the conduct of organizational nationality (Bhatti and Aljarah, 2019). They detailed that organizational politics was somewhat intervening in that construct. The study of Kimura cited by examined the factors that could explain the relationship between satisfaction and transformational leadership (Bhatti and Aljarah, 2019). Their investigation detailed that transformational leadership style had a positive relationship with the satisfaction of employees from their occupations by diminishing perspective of organizational politics.

H2: Organisational politics will have no significant moderating effect on the relationship between authentic leadership and organizational citizenship behavior.

3. METHODOLOGY

A research design illustrates how a problem can be solved (Lewis et al., 2019). The study's research design was quantitative research with a descriptive study. The quantitative research allowed the researcher to construct structured surveys carefully that provided data from all the respondents in the same form (Grace-martin et al., 2014). The study design was suitable because the researcher identified certain aspects of a population by selecting impartial samples of workers at the University of Education Winneba. Explanatory research is the type of research purpose that establishes a causal relationship. The current study adopted an explanatory research approach that aims to identify cause-and-effect relationships of intervening variables, dependent and independent. Explanatory research was employed because descriptive research describes a phenomenon as they exist to portray an accurate profile of a situation and pertinent issues' characteristics. Whereas exploratory research was employed for qualitative research. The current study was quantitative research. Descriptive research does not explain the cause-and-effect relationship which the current study seeks for. In this regard, the purpose was to investigate the effect of authentic leadership on organizational citizenship behavior: The moderating role of organizational politics. Hence, this study method can be considered as explanatory to test the hypotheses.

3.1 Population and Sampling

The population is the group or individuals to whom the survey applies. It is the population to which a researcher needs to distribute the findings of a trial to the population (Muianga et al., 2019). The population for the study was all teaching and non-teaching staff of the University of Education Winneba, Ghana. The total population for the study was one thousand, nine hundred, and ninety-four (1,944). The researcher used stratified sampling in selecting participants for the study. The sample size was two hundred and thirty-seven (237). The total population for males was one thousand one hundred (1,100) whiles eight hundred and forty-four (844) were females. The researcher selected the sample size by calculating a fraction of males over the population (1,100/1,944) of the sample for men which was two hundred and nine (209) and another fraction of females over the population (844/1,944) of the sample for females which was one hundred and sixty-one (161).

3.2 Data Collection Instrument

The questionnaire for respondents was close-ended (Ngitoria, 2014). Simple sentences were used for the wording such that respondents could understand the instructions. Five-point Likert-type scales were given ranging from '1' to '5'- from 'strongly disagree' to 'strongly agree' and 'Never' to 'Always'. The questionnaire consists of four main sections that are section A, B, C, and section D. Section 'A' comprise the background of respondents. It focused on the gender, occupation, qualification, work experience, and age of the participants. Section B consist of information about organizational politics, section C was based on areas about authentic leadership and section D consists of items under organizational citizenship behavior. Eleven items were adapted from to design the questionnaire and measure organizational politics, another sixteen items were adapted from to measure authentic leadership (Chaudhary, 2020; Nikolic, 2015). Another nine items were adapted from to measure organizational citizenship behavior (Fox et al., 2012). All items used for the study were adopted from past studies. Although the sample size for the study was three hundred and seventy (370) but the researcher shared four hundred questionnaires to avoid any inconveniences. The analysis was quantitative. Regression analysis was used to determine the extent to which the independent variable (Authentic Leadership) affects the dependent variable (Organizational Citizenship Behaviour). Also, ascertaining the moderating effect of organizational politics on the relationship between Authentic Leadership and Organizational Citizenship Behaviour was analyzed using Hayes Process Macro. Statistical package for social sciences and AMOS were also used as analytical tools to analyze the results of the study. Results analyzed were presented in descriptive statistics, confirmatory and exploratory factor analysis, reliability test, correlation table, and hypotheses testing through regression analysis. Presentation of data was done using tables and figures.

3.3 Measure

Primary data means the data gathered from the source or field of study. This comprised of the data that was collected for the current study. About eleven questionnaire items for organizational politics were adopted (Chaudhary, 2020). Sixteen questionnaire items for authentic leadership were adapted from a study. Nine questionnaire items for organizational citizenship behavior were adopted from (Fox et al., 2012).

4. ANALYSIS AND DISCUSSION

4.1 Descriptive tables

The descriptive table for this study highlighted all the variables in the study. The variables were organizational politics, authentic leadership, and organizational citizenship behaviour.

4.1.1 Organizational politics

Table 1 showed that agreeing with powerful others is the best alternative in this organization (OP5) had a higher factor of 3.436 among the other items. This means that agreeing with powerful others was the best alternative in this organization. The average distance a score was from the

mean is 1.2994, representing the measure of dispersion (standard deviation) which widely spread the distribution. It is safer to consider what you are told than to make up your own mind (OP9) had the second-highest factor of 3.406. This means that employees believe it is safer to think about what you are told than to make up your own mind at the workplace more than the other items. The average distance a score was from the mean is 1.3280, representing the measure of dispersion (standard deviation) which widely spread the distribution. People in this organization attempt to build themselves up by tearing others down (OP1) followed by a factor of 3.109. This means that employees believe people in the organization attempt to build themselves up by tearing others down. The average distance a score was from the mean is 1.2239, representing the measure of dispersion (standard deviation) which widely spread the distribution.

Table 1. Organizational politics

Code	Items	N	Min.	Max.	Mean	SD
OP5	Agreeing with powerful others is the best alternative in this organization	101	1.0	5.0	3.436	1.2994
OP9	It is safer to think about what you are told than to make up your own mind	101	1.0	5.0	3.406	1.3280
OP1	People in this organization attempt to build themselves up by tearing others down	101	1.0	5.0	3.109	1.2239

Note: SD= Standard deviation

Source: Field study, (2021)

4.1.2 Authentic leadership

Table 2 showed that my manager demonstrates beliefs that are consistent with actions (AL5) had a higher factor of 3.515 among the other items. This means that employees firstly believe their managers demonstrate beliefs that are consistent with actions. The average distance a score was from the mean is 1.1629, representing the measure of dispersion (standard deviation) which widely spread the distribution. My manager listens carefully to different points of view before coming to conclusions (AL10) had the second-highest factor of 3.426. This means that employees secondly believe their managers listen carefully to different points of view before coming to conclusions. The average distance a score was from the mean is 1.3065, representing the measure of dispersion (standard deviation) which widely spread the distribution. My manager shows his or her understanding of how specific actions impact others (AL11) followed by a factor of 3.307. This means that employees thirdly believe their managers show their understanding of how specific actions impact others. The average distance a score was from the mean is 1.1640, representing the measure of dispersion (standard deviation) which widely spread the distribution. My manager listens very carefully to the ideas of others before making decisions (AL12) followed by a factor of 3.277. This means that employees fourthly believe their managers listen very carefully to the ideas of others before making decisions. The average distance a score was from the mean is 1.3720, representing the measure of dispersion (standard deviation) which widely spread the distribution. My manager solicits views that challenge his or her deeply held position (AL9) followed with a factor of 3.238. This means that employees fifthly believe their managers solicit views that challenge their deeply held position. The average distance a score was from the mean is 1.2740, representing the measure of dispersion (standard deviation) which widely spread the distribution. My manager admits mistakes when they are made (AL14) followed by a factor of 3.079. This means that employees lastly believe their managers admit mistakes when they are made. The average distance a score was from the mean is 1.3167, representing the measure of dispersion (standard deviation) which widely spread the distribution.

Table 2: Authentic leadership

Code	Items	N	Min.	Max.	Mean	SD
AL5	My manager demonstrates beliefs that are consistent with actions	101	1.0	5.0	3.515	1.1629
AL10	My manager listens carefully to different points of view before coming to conclusions	101	1.0	5.0	3.426	1.3065
AL11	My manager shows his or her understanding of how specific actions impact others	101	1.0	5.0	3.307	1.1640
AL12	My manager listens very carefully to the ideas of others before making decisions	101	1.0	5.0	3.277	1.3720
AL9	My manager solicits views that challenge his or her deeply held position	101	1.0	5.0	3.238	1.2740
AL14	My manager admits mistakes when they are made	101	1.0	5.0	3.079	1.3167

Note: SD= Standard deviation

Source: Field study, (2021)

4.1.3 Organizational citizenship behaviour

Table 3 showed that I learn a compassionate ear when someone has a work problem (OCB3) had a higher factor of 4.020. This means that employees learn a compassionate ear when someone has a work problem. The average distance a score was from the mean is .8483, representing the measure of dispersion (standard deviation) which widely spread the distribution. I defend a co-worker who is being 'put-down' or spoken ill of by other co-workers or supervisor (OCB5) had the second-highest factor of 3.673. This means that employees defend a co-worker who is being 'put-down' or spoken ill of by other co-workers or supervisors. The average distance a score was from the mean is .9498, representing the measure of dispersion (standard deviation) which widely spread the distribution. I help a co-worker who has too much to do (OCB2) followed with a factor of 3.554. This means that employees help a co-worker who has too much to do. The average distance a score was from the mean is 1.0047, representing the measure of dispersion (standard deviation) which widely spread the distribution. I finish something for a co-worker who leaves early (OCB1) was the last with a factor of 3.149. This means that employees finish something for a co-worker who leaves early. The average distance a score was from the mean is .9837, representing the measure of dispersion (standard deviation) which widely spread the distribution.

Table 3: Organizational citizenship behaviour

Code	Items	N	Min.	Max.	Mean	SD
OCB3	I learn a compassionate ear when someone has a work problem	101	1.0	5.0	4.020	.8483
OCB5	I defend a co-worker who is being 'put-down' or spoken ill of by other co-workers or supervisor	101	1.0	5.0	3.673	.9498
OCB2	I help a co-worker who has too much to do	101	1.0	5.0	3.554	1.0047
OCB1	I finish something for a co-worker who leaves early	101	1.0	5.0	3.149	.9837

Note: SD= Standard deviation

Source: Field study, (2021)

4.2 Confirmatory factor analysis

Different models were tested and the one that best fit the data was used. The confirmatory factor analysis results displayed that the hypothesized three-factor model fits the data well and displayed a better fit relative to the alternative factor models. The alternative factor models included a two-factor model merging organizational politics and authentic leadership and a two-factor model merging authentic leadership and organizational citizenship behaviour. CMIN/DF was 1.785 which was below the upper threshold of 5, meaning, it was okay. Organizational politics, authentic leadership, and organizational citizenship behaviour indicated a good convergent validity. Discriminant validity was confirmed with maximum share variance (MSV) less than the average variance extracted (AVE). This was with a normal fit P-value of 0.000 (below 0.05). NFI Delta1 was 0.845, RFI rho1 was 0.804, IFI Delta2 was 0.925, TLI rho2 was 0.903 and CFI was fine with a value of 0.923. NFI Delta1 and RFI rho1 were close to 0.9. IFI Delta2, TLI rho2, and CFI were above 0.9 meaning that they suggested a good model fit. PCFI was also fine with a value of 0.734. PCLOSE was acceptable with a value of 0.013. RMSEA was good and acceptable with a value of 0.089 which was above 0.05 and better than the other alternatives. This showed a good model fit as compared to other alternatives.

Table 4: Factor model table

	Three-factor Model	Two-factor Model Merging OP and AL	Two-factor Model Merging AL and OCB
CMIN/DF	1.785	2.967	3.747
P value	0.000	0.000	0.000
NFI Delta1	0.845	0.733	0.663
RFI rho1	0.804	0.675	0.590
IFI Delta2	0.925	0.806	0.729
TLI rho2	0.903	0.758	0.662
CFI	0.923	0.801	0.723
PCFI	0.734	0.658	0.593
PCLOSE	0.013	0.000	0.000
RMSEA	0.089	0.140	0.166

Note: N = 237. ** $p < .01$.

Source: Field study, (2021)

4.3 Reliability test

There is good reliability when Cronbach's alpha ranges from 0.70 to 0.80. There is fair reliability when Cronbach's alpha ranges from 0.60 to 0.70. In table 5, the alpha coefficient for organizational politics was 0.747 which showed good reliability. The alpha coefficient for authentic leadership was 0.684 which showed fair reliability. The alpha coefficient for organizational citizenship behaviour was 0.714 which showed good reliability.

Table 5: Reliability test results

Constructs	Number of Items	Cronbach's Alpha
Organizational Politics	3	0.747
Authentic Leadership	6	0.684
Organizational Citizenship Behaviour	4	0.714

Source: Field study, (2021)

4.4 Correlation

Table 6 showed the strength and direction of the relationship between authentic leadership (AL) and organizational citizenship behaviour (OCB), the relationship between organizational politics (OP) and organizational

citizenship behaviour (OCB), and the relationship between organizational politics (OP) and authentic leadership (AL). The relationship between Age and authentic leadership (AL), the relationship between Age and organizational politics (OP), and the relationship between Age and organizational citizenship behaviour (OCB). The relationship between Gender and authentic leadership (AL), the relationship between Gender and organizational politics (OP), and the relationship between Gender and organizational citizenship behaviour (OCB). The relationship between Gender, and Age. The correlation between gender and age was positively weak ($r = .004, n = 237, p < 0.05$) and not significant. This explained a 0% variation of gender in age ($r^2 = .004 * .004 * 100$). This means no change of Gender in Age. The correlation between organizational politics and age was negatively weak ($r = -.052, n = 237, p < 0.05$) and not significant. This explained a 0.3% variation of organizational politics in age ($r^2 = -.052 * -.052 * 100$). This means that the more there is politics in the organization, the more employees stay and age but at a weaker rate. The correlation between organizational politics and gender was positively low ($r = .271, n = 237, p < 0.05$) and not significant. This explained a 7.3% variation of organizational politics in gender ($r^2 = .271 * .271 * 100$).

This means that the more there is politics in the organization, the more employees' gender increases and age but at a low rate. The correlation between authentic leadership and age was negatively low ($r = -.223^{**}, n = 237, p < 0.01$) and significant. Similar was presented in an article by Askew et al., (2019). This explained a 5% variation of authentic leadership in age ($r^2 = -.223 * -.223 * 100$). This means that the more leadership is authentic, the more employees stay and age but at a low rate. The correlation between authentic leadership and gender was negatively low ($r = -.223^{**}, n = 237, p < 0.01$) and significant. This explained a 5% variation of authentic leadership in gender ($r^2 = -.223 * -.223 * 100$). This means that the more leadership is authentic, the more employees' gender increases but at a low rate. The correlation between authentic leadership and organizational politics was positively weak ($r = .015, n = 237, p > 0.05$) but not significant. This explained a 0% variation of authentic leadership in organizational politics ($r^2 = .015 * .015 * 100$). This means that no change of authentic leadership in organizational politics. The correlation between organizational citizenship behaviour and age was negatively weak ($r = -.035, n = 237, p > 0.05$) and not significant. This explained a 0.1% variation of organizational citizenship behaviour in age ($r^2 = -.035 * -.035 * 100$). This means that organizational citizenship behaviour increases age at a weaker rate. The correlation between organizational citizenship behaviour and gender was negatively low ($r = -.340^{**}, n = 237, p > 0.05$) and significant. This explained a 11.6% variation of organizational citizenship behaviour in gender ($r^2 = -.340 * -.340 * 100$).

This means that organizational citizenship behaviour and gender affect each other increasingly at a low rate. The correlation between organizational citizenship behaviour and organizational politics was positively weak ($r = .089, n = 237, p > 0.05$) and not significant. This explained a 0.8% variation of organizational citizenship behaviour in organizational politics ($r^2 = .089 * .089 * 100$). This means that organizational citizenship behaviour and organizational politics affect each other at a weaker rate. The correlation between organizational citizenship behaviour and authentic leadership was positively low ($r = .126, n = 237, p > 0.05$) and not significant. This explained a 1.6% variation of organizational citizenship behaviour in authentic leadership ($r^2 = .126 * .126 * 100$). This means that organizational citizenship behaviour and organizational politics affect each other at a weaker rate. Organizational citizenship behaviour had the highest factor of 3.599 as compared to other variables. The average distance a score was from the mean was 0.7375, representing the measure of dispersion (standard deviation) which widely spread the distribution. The second highest was organizational politics with a factor of 3.317. The average distance a score was from the mean is 1.077, representing the measure of dispersion (standard deviation) which widely spread the distribution. The last was authentic leadership with a factor of 3.307. The average distance a score was from the mean is 1.047, representing the measure of dispersion (standard deviation) which widely spread the distribution.

Table 6: Correlation, means, and standard deviations						
		1	2	3	4	5
1	Age	1				
2	Gender	.004	1			
3	OP	-.052	.271	1		
4	AL	-.223*	-.233*	.015	1	
5	OCB	-.035	-.340**	.089	.126	1
Mean				3.317	3.307	3.599
Standard deviation				1.077	1.047	.7375

Note. $N = 237$ OP = organizational politics; AL = authentic leadership; OCB = organizational citizenship behaviour.

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

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

Source: Field study, (2021)

4.5 Hypotheses testing

A hierarchical multiple regression analysis method were adopted to facilitate the SPSS hypotheses test. The dependent variable, independent variable, and the moderating variable were used to present table 7. The most suitable method to test for central hypotheses due to different variables needed to be analyzed and measured in a precise order is hierarchical multiple regression. In model 1 of Table 4.8, the standardized coefficient (β) values were shown with the total value for Sig. F statistics, Adjusted R Square, and R Square. Control variables represented demographic variables were entered to predict organizational citizenship behaviour. Results showed no significant with F Change = 1.596; Adjusted R Square = .006; R Square = .016; and $p = .209b$ ($p < .05$). Independent variable entered had no significant influence with a variance of 1.6% in organizational citizenship behaviour. A similar interpretation was done in a paper by Nikolic, (2015). Authentic leadership showed a positive relation with organizational citizenship behaviour ($B = .126, t = 1.263$). Model 2 testified significant with F Change = 2.737; Adjusted R Square = .101; R Square = .164; and $p = .017c$ ($p < .01$). Independent variables and control variables entered had significant influence with a variance of 16.4% in organizational citizenship behaviour. A similar interpretation was done in a paper by Nikolic, (2015). Age showed a negative relation with organizational citizenship behaviour ($B = -.023, t = -.213$). Gender showed a negative relation with organizational citizenship behaviour ($B = -.286, t = -2.872$). Qualification (Highest) showed a negative relation with organizational citizenship behaviour ($B = -.207, t = -2.098$). Type of employment showed a positive relation with organizational citizenship behaviour ($B = .021, t = .204$). Work experience in this organization showed a positive relation with organizational citizenship behaviour ($B = .012, t = .101$). Work position showed a positive relation with organizational citizenship behaviour ($B = .077, t = .754$). Authentic leadership showed a positive relation with organizational citizenship behaviour ($B = .096, t = .930$).

Table 7: Hierarchical multiple regression analysis results predicting organizational citizenship behaviour from authentic leadership – standardized coefficients				
	Model 1		Model 2	
	Beta	t	Beta	t
Constant		13.571		7.084
Age			-.023	-.213
Gender			-.286	-2.872
Qualification (Highest)			-.207	-2.098
Type of employment			.021	.204
Work experience in this organization			.012	.101
Work positions			.077	.754
Hypothesized Paths				
Independent Variable				
AL	.126	1.263	.096	.930
Fit indices				
R Square	.016		.164	
R Square Change	.016		.148	
Adjusted R Square	.006		.101	
F Change	1.596		2.737	
Sig. F change	.209		.017	
ANOVA				
F	1.596		2.598	
Sig.	.209 ^b		.017 ^c	

Note. $N = 237$. Standardised coefficients are reported $p < .05$; $p < .01$. a. Dependent variable: OCB

Source: Field study, (2021)

4.6 Process macro with power distance as a moderator

In this model, values were shown with the total value for p, F, and R Square. Moderating variable represented power distance was entered to predict employee cyberloafing. In total, the model testified no significance with $F = 1.0543$; $R\text{ Square} = .0316$; and $p = .3723$ ($p > .05$). The moderating variable entered had no significant influence with a variance of 3.16% in organizational citizenship behaviour. Results shown in Table 8 disclosed that authentic leadership positively and not significantly related to organizational citizenship behaviour ($B = .0522$, $t = 2044$, $p = .8384$). This specified that path of authentic leadership to organizational citizenship behaviour was not significant. Additionally, organizational politics positively and not significantly related to organizational citizenship behaviour ($B = -.1960$, $t = -1.7728$, $p = .0776$). This specified that path of organizational politics to organizational citizenship behaviour was not significant. Lastly, authentic leadership and organizational politics were not significantly related to organizational citizenship behaviour ($B = .0168$, $t = 2371$, $p = .8131$) as shown in table 4.9. This specified that path of the moderation model was not significant. The results indicated that organizational politics did not enhance the effectiveness of authentic leadership to impact organizational citizenship behaviour.

Table 8: Process macro with organizational citizenship behaviour as a moderator

Mode 1	Coeff	Se	t	p	LLCI	ULCI
Constant	3.1328	.8731	3.5880	.0005	1.3998	4.8657
AL	.0522	.2554	.2044	.8384	-.4547	.5592
OP	.0343	.2326	.1473	.8832	-.4274	.4959
Int_1	.0168	.0709	.2371	.8131	-.1240	.1576

Note. $N = 237$. The internal reliability (alpha) coefficients are shown on the diagonal. $*p < .05$; $**p < .01$. Dependent variable = organizational citizenship behaviour; Independent variable = authentic leadership; moderating variable = organizational politics. LL = lower limit; CI = confidence interval; UL = upper limit.

Source: Field study, (2021)

4.7 Discussion of hypotheses

4.7.1 The effects of authentic leadership on organizational citizenship behaviour

Results showed no significant with $F\text{ Change} = 1.596$; Adjusted $R\text{ Square} = .006$; $R\text{ Square} = .016$; and $p = .209b$ ($p < .05$). Authentic leadership entered had no significant influence with a variance of 1.6% in organizational citizenship behaviour. Authentic leadership had a positive significant impact on organizational citizenship behaviour with $F\text{ Change} = 2.737$; Adjusted $R\text{ Square} = .101$; $R\text{ Square} = .164$; and $p = .017c$ ($p < .01$). Authentic leadership and control variables entered had significant influence with a variance of 1.6% in organizational citizenship behaviour. Authentic leadership showed a positive relation with organizational citizenship behaviour ($B = .096$, $t = .930$). As indicated in the literature review, similar was presented by (Saeed et al., 2016). In his article, the direct path coefficient between authentic leadership and the psychological empowerment latent construct indicates that authentic leadership significantly and positively ($\beta = 0.33$, $t\text{-value} = 4.73$) influenced psychological empowerment. Authentic leadership was positively related to job satisfaction ($\beta = .33$, $p < .01$) and thus, supported its condition (Azanza et al., 2013). There was the goodness of faith since the impact of authentic leadership on organizational citizenship behaviour proved to be significant. Authentic leadership without control variables entered had no significant influence in organizational citizenship behaviour. To answer the research question of the current study, authentic leadership had no significant moderating role on organizational citizenship behaviour. The proposed hypothesis was not met.

4.7.2 The moderating role of organizational politics on the relationship between authentic leadership and organizational citizenship behaviour

The moderation effect of organizational politics on the relationship between authentic leadership and organizational citizenship behaviour was not significant with $F = 1.0543$; $R\text{ Square} = .0316$; and $p = .3723$ ($p >$

$.05$). The moderating variable entered had no significant influence with a variance of 3.16% in organizational citizenship behaviour. Organizational politics positively and not significantly related to organizational citizenship behaviour ($B = -.1960$, $t = -1.7728$, $p = .0776$). At high levels of political skill, the relationship was nonsignificant ($b = .07$, ns), (Crawford et al., 2019). When indirect effect of perceived organizational support was included in the equation, the positive impact of person organization fit on organizational citizenship behavior was 0.123 (0.30£0.41), reducing the direct impact (0.123 < 0.23), supporting Hypothesis 3 (Afsar and Badir, 2016). Lastly, authentic leadership and organizational politics were not significantly related to organizational citizenship behaviour ($B = .0168$, $t = 2371$, $p = .8131$). This specified that path of organizational politics to organizational citizenship behaviour was not significant. The results is in line with (Munir, 2019). This specified that path of the moderation model was not significant. This was because the lower and upper confidence intervals showed zero between them for interaction 1. This signified that the interaction effect was not significant. In the low condition of organizational politics, there was zero between the confidence interval signifying that the moderation effect was not significant. To answer the research question of the current study, organizational politics had no significant moderating role in the relationship between authentic leadership and organizational citizenship behaviour. The proposed hypothesis was not met.

4.8 Summary of hypotheses results

Table 9: Summary of hypotheses results		
S/N	Developed Hypotheses	Test
H1	Authentic leadership will have a positive and significant effect on organizational citizenship behavior	Not supported
H2	Organizational politics will have a positive and significant moderating effect on the relationship between authentic leadership and organizational citizenship behavior	Not supported

4.9 Summary of findings

This section emphasized a summary of the effects of authentic leadership on organizational citizenship behaviour and a summary of organizational politics as a moderating role.

4.9.1 The effects of authentic leadership on organizational citizenship behaviour

It was found that the correlation between organizational citizenship behaviour and authentic leadership was positively low and not significant. This explained a 1.6% variation of organizational citizenship behaviour in authentic leadership. This means that organizational citizenship behaviour and organizational politics affect each other at a weaker rate. Authentic leadership entered had no significant influence with a variance of 1.6% in organizational citizenship behaviour. Authentic leadership and control variables entered had significant influence with a variance of 1.6% in organizational citizenship behaviour. Authentic leadership showed a positive relationship with organizational citizenship behaviour. There was the goodness of faith since the impact of authentic leadership on organizational citizenship behaviour proved to be significant. Findings revealed that managers demonstrate beliefs that are consistent with actions. Managers solicit views that challenge his or her deeply held position. Managers listen carefully to different points of view before coming to conclusions. Managers show their understanding of how specific actions impact others. Managers listen very carefully to the ideas of others before making decisions. Managers admit mistakes when they are made. This kind of leadership style has made employees develop certain behaviours in the organization. These behaviours are that employees finish something for their co-workers who leave early. They help a co-worker who has too much to do. They learn a compassionate ear when someone has a work problem. They defend a co-worker who is being 'put-down' or spoken ill of by other co-workers or supervisors.

4.9.2 The moderating role of organizational politics on the relationship between authentic leadership on organizational citizenship behaviour

It was found that the correlation between authentic leadership and organizational politics was positively weak but not significant. This explained a 0% variation of authentic leadership in organizational politics. This means that no change of authentic leadership in organizational politics. The correlation between organizational citizenship behaviour and organizational politics was positively weak and not significant. This explained a 0.8% variation of organizational citizenship behaviour in organizational politics ($r^2 = .089 * .089 * 100$). This means that organizational citizenship behaviour and organizational politics affect each other at a weaker rate. The moderation effect of organizational politics on the relationship between authentic leadership and organizational citizenship behaviour was not significant. Organizational politics positively and not significantly related to organizational citizenship behaviour. This specified that path of organizational politics to organizational citizenship behaviour was not significant. Findings revealed that people in this organization's attempt to build themselves up by tearing others down was not significant. Agreeing with powerful others is the best alternative in this organization was not significant. It is safer to think about what you are told than to make up your mind was not significant.

5. CONCLUSION

The existing study purposed to assess the effects of authentic leadership on organizational citizenship behaviour and the moderating role of organizational politics on the relationship between authentic leadership and organizational citizenship behaviour. Many works of literature were retrieved online and were reviewed based on the variables used in the existing study. The literature reviewed showed how currently researchers put much effort into publishing papers about the variables used in the existing study. Each variable used in the existing study was used by other authors but they linked with different variables that were not used in the existing study. The current study employed quantitative research, adopted a survey design and a questionnaire was applied. The study method was explanatory to test the hypotheses. An online sample size calculator from survey monkey with a 5% margin error, 95% confidence level, and 2,065 population size was used to generate a sample size of 237. The researcher adopted a purposive sampling technique and a snowball sampling technique. The quantitative tool the researcher used was Microsoft Excel, Amos, Process Macro, and statistical package for social sciences (SPSS 21) to analyze data. Authentic leadership had a positive significant impact on organizational citizenship behaviour. Results also showed a positive but no significant moderating role of organizational politics on the relationship between authentic leadership and organizational citizenship behaviour.

RECOMMENDATIONS

This section is comprised of recommendations based on the two findings revealed in the current study. Institutions and businesses should not take note of authentic leadership to influence employees' behaviours: Findings revealed that there was no significant impact of authentic leadership on organizational citizenship behaviour. Based on this, the researcher recommends that institutions and businesses should not take note of authentic leadership to influence employees' behaviours. Institutions and businesses should not consider organizational politics in addressing employees' behaviour: Findings revealed that there was no significant but positive moderating role of organizational politics on the relationship between authentic leadership and organizational citizenship behaviour. Based on this, the researcher recommends that institutions and businesses should not consider organizational politics in addressing employees' behaviour.

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