# The influence of authentic leadership on organizational citizenship behavior: The case of Ethiopian Airlines Aviation Academy, Ethiopia

*A Thesis Submitted to the School of Graduate Studies of Jimma University in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Business Administration (MBA)*

## By

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# Abstract

*The purpose of this study was to assess the influence of authentic leadership on organizational citizenship behavior of employees in Ethiopian Airlines Aviation Academy. As being the leading airlines in Africa, it is essential to have a leadership that engages employees that have willingness to go beyond their requirements', with the intention of continues competition and to maintain its quality service in this dynamic aviation industry. Currently employees in the Aviation academy are being faced with a demanding work environment which includes a lack of high level of OCB. This necessitated the need to determine whether authentic leadership ultimately leads to extra-role behaviors. In order to meet the objectives of the study, descriptive research design was used and from, the total populations of the study 367 management and non-management employees, who were working at Ethiopian Airlines aviation academy of 5 schools and supporting staff. The study considered 173 non-management and 36 management employees working at headquarters that were believed to be representative of the whole using a non-probability sampling method. However, the study did not consider employees who are working abroad and regional stations. For data collection two different standard questioners were used to assess the variables. The data obtained were analyzed by descriptive statistics (such as mean, standard deviation) and Correlation between Authentic leadership styles and OCB was calculated by applying Pearson coefficient. In addition to measure the effect of the AL on the OCB of respondents Linear Regression was used. The results indicated that authentic leadership has a strong positive significance on OCB and on all the five dimensions of OCB. The main findings suggest that Ethiopian aviation academy as an institution would benefit if leaders are encouraged to be more authentic as this might result in high level of employee engaged in OCB in the organization. As a result, employees can be more likely to work extra miles than what their work requires without additional payment.*

***Key words****: - Authentic leadership, Organizational citizenship behavior, dimensions of Organizational citizenship behavior, Ethiopian airlines aviation academy, Ethiopia.*

## Declaration

I, declare that the research report entitled: "***The influence of authentic leadership on organizational citizenship behavior: The case of Ethiopian Airlines Aviation Academy"*** submitted to research and post graduate studies office of business and economics collage of original and it has not been summited previously in part or full to any university.

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Date -------------------

# CERTIFICATE

We certify that the Research Report entitled "***The influence of authentic leadership on organizational citizenship behavior: The case of Ethiopian Airlines Aviation Academy***" was done by Eskindria Markos for the partial fulfilment of Master's Degree under our Supervision.


_____                                   _____

Ass.Prof. Wondwesen Siyum                                      Mr. Debebe Alemu\_\_\_

(Main Advisor)                                                         (Co-Advisor)

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# Acronyms and Abbreviations

AL- Authentic leadership

CC & CT-Cabin Crew and Catering Training school

EAA –Ethiopian Aviation Academy

ET- Ethiopian Airlines

MTS- Aircraft Maintenance Training school

OCB- organizational citizenship behavior

 PTS- Pilot Training school

SOM- Marketing and Ground Operations Training school

# Chapter 1 Introduction

## 1.1 Background of the study

We live in turbulent times, the world is changing rapidly, and technological advancement alone has a significant effect on all of our lives on a daily basis. Leaders in all walks of life are affected by many of these factors. Fiona, (2003) In spite of the seeing discontent the difference between success and failure, weather in a war, a business or a basketball game has been attributed to leadership. Fred, (2011) in addition, Fred ,(2011) indicated that problems facing managers of human organization have been around since the begging of civilization, only policies in any organization don't help in performing tasks efficiently. Managers and employees need to have required and positive attitude and standard ethics to give excellent results.

For this reason, today, organizations around the world are increasingly concerned about the effective and sympathetic leadership style. Thus 'Leadership style' largely refers to how you deal with people, particularly those employees reporting to you within your organization Tony, (2002) A town survey indicate that the majority employee believes that it's the leader, not the company, that guides the culture and creates situations where workers can be happy and successful Fred, (2011)

Employees who are inspired and motivated by their leaders can play an extra role performance in their organization and they might be involved in the various activities performed in their organization. As a result, it is worthwhile for management to understand the existing leadership styles prevalent in organizations and how specific leadership styles and the organizational citizenship behavior level of subordinates.

Deww, (2011) defined citizenship behavior as being helpful and supportive of colleagues in a way that benefits the organization, working towards the organization's goals.
It is clear that organizations requirements and desires employees who will do things that

aren't in any job descriptions, evidence indicates organizations that have such employees outperform than those that don't Stephen P et.al, (2013).

Another study made by Deww, (2011) verified that any organization will benefit from encouraging employees to engage in organizational citizenship behavior, because it has been shown that, to increase productivity, efficiency, customer satisfaction, and to reduce costs, rates of turnover and absenteeism, it is necessary for all type of organization to encourage employees to engage in organizational citizenship behavior. In addition he used additional reference to support the idea from Podsakoff et.al. (2009) that organizational citizenship behavior has been shown to have a considerable positive impact at the organizational level, enhancing organizational effectiveness from 18 to 38% across different dimensions of measurement.  Deww, (2011)

Different studies were undertaken to review the impact of Authentic leadership and organizational citizenship behavior Lynelle et.al.,(2016) in their study on the public health care sector, stated that authentic leadership had a significant indirect effect on organizational citizenship behavior through trust in the organization and trust in co-workers.
In addition, it suggested that public health care institutions would benefit if leaders are encouraged to be more authentic as this might result in increases in both trust among co-workers and in the organization. Consequently, employees might be more likely to exert additional effort in their work.

On the other hand Sergio et.al.,(2012) made study on the Authentic leadership and its effect on employees' organizational citizenship behaviors  stated  that  it is necessary for organizations to have authentic leaders and to design considering the leaders' relational transparency and internalized moral perspective as relevant variables, because these authentic leadership dimensions stimulate employees' organizational citizenship behavior s,  which are positively related to the efficacy and efficiency of the organizations. In Peter et.al.,(2018) study antecedents of Authentic leadership and organizational citizenship behavior in selected institutions in Brong Ahafo Region showed that there existed a significant correlation between authentic leadership and organizational citizenship behavior.

Despite the importance of authentic leadership, limited studies have been conducted with regard to leaders' influence on OCB, there is still limited empirical evidence relating to the relationship between authentic leadership and OCB, specifically in the aviation industry. This study focused on the level of practices of authentic leadership within Ethiopian Aviation Academy in relation to employee's engagement in organizational citizenship behavior.

## 1.2 Back ground of the sector / case Area

Ethiopian airlines have been a member of the International Air Transport Association since 1959 and of the African Airlines Association (AFRAA) since 1968. Ethiopian airlines is a Star Alliance member starting from December 2011. Its hub and headquarters are at Bole International Airport in Addis Ababa, and has secondary hubs in Togo and Malawi. Ethiopian airlines is Africa's largest airline in terms of passengers carried, destinations served, fleet size, and revenue. Ethiopian Aviation Academy in Addis Ababa is the largest Academy in Africa which is over six decades old, which provides trainings that are approved by ICAO, ATO (Approved Training Organization) and by the Ethiopian Civil Aviation Authority.

The academy is a world class Aviation Training Center, equipped with best in class room training equipment and technology offering full range of Aviation Training Programs in Basic Aircraft Maintenance Training, Pilot Training, Cabin Crew and Catering Training, Airline Sales, Marketing and Ground Operations and Leadership and Management Courses. (www.ethiopianairlines.com/eaa)

Since the aviation is growing rapidly, new employees from different culture and background are being recruited and transferred to meet the current requirement of the academy. As a result, at present it is characterized to be bottom heavy, which means, the newly joined employees' number is higher. This indicates that newly joining employee's needs to be motivated to be engaged in the OCB, because as it was stated before, OCB has positive effect on organization goals which can easily be achieved through OCB concept. Individual who behave like citizen of the organization with his attitude makes other to behave in the same way. Obviously such

behaviors are important to private organizations, as it affects the competitiveness and profitability of the Academy as well to sustain the airlines Star Alliance membership.

For this reason, the study aims to assess organizational citizenship behavior and authentic leadership impact on the aviation industry employees and management staff. It is clear that leadership style can affect the employees' behavior in a given work area. In this sense, it is necessary for organizations to have leaders that exhibit professional manner that can be observed with the intention of employees' high level of organizational citizenship behavior.

## 1.3 Statements of the problem

Now a day's organizations are facing many challenges in creating profitable existence in a competitive market due to rapid change in work force. The process starts with understanding the shift, not just keeping up with incremental change, but a new way of thinking about managing human resource in today's dramatically changed work force. Fred, (2011)

Effective leadership is one of the important factors that aid organizations to be more effective in achieving the organizations vision through employees. Even though Excellent pay, job security and working circumstances are necessary, it's currently evident that such approach falls far short of providing significant result to the complicated challenges facing today's human resource management. Fred, (2011)

Achieving success in the marketplace requires a coordinated effort of many individuals and the leaders. Successful organization need employee who will do more than their usual job duties – who will provide performance beyond expectations. (Stephen Pet.al.,2013.) in addition in Ebrahim, (2018) study mentioned that organizational performance is associated with the leadership style and they have both a positive and a negative impact on the performance. It is important for a leadership style to offer opportunities to employees, offer a sense of belonging along with allowing them to participate in the decision -making.

Different scholars have suggested that there is high correlation between leadership and organizational citizenship behavior. Wasin, (2015) stated in his study that the primary task for a

firm is to develop OCB in order to maximize the benefits obtained from both external and internal sources.

Ethiopian airlines aviation academy with different schools under it, is currently facing challenging work environment which made it difficult to operate in the same manner as it was before. One of these challenges is qualified employees like instructors, experts are leaving the airlines and/or is asking for transfer to other departments, which has an impact on both the employees and the academy activities. The other challenge includes employee complain about work overload and an uncertain work schedule which creates stress on the rest of the staff. In addition increased diversity of employees is also considered as one of the challenges in EAA. These challenges can affect the service provided by the EAA and gives negative perception to users.

Being as part, certain issues related to leadership style and citizenship behaviors are observed in the academy. As mentioned in Ermiyas ,2017 study, per Ethiopian Airlines Industrial relation office exit interview annual report of year 2014/15 shows, (43%) of the employees who resign from the company is  associated  with leadership style of the company .(Ermiyas, 2017)

EAA as one of main operation support department, it is necessary for the academy to engage in effective leadership style that can create the required level of citizenship behavior, with low rate of turnover and absenteeism, which cannot only best support the operation but also in achieving the academy's goal. However, leadership behavior that is effective in one context is not necessarily effective in another context and a one-size-fits-all approach cannot be used indiscriminately (Avolio & Walumbwa, 2014).

On the other side, working within the EAA, is demanding and the employees are required to put extra effort to achieve the goal of EAA.  This tendency to go the "extra mile" is directly the result of organizational citizenship behavior. Thus, this demanded the need to determine whether the current practice of leadership style in EAA ultimately leads to extra-role behaviors and motivation or not.

In line with this, the study assesses the leadership styles of Ethiopian Airlines Aviation academy in relation to organizational citizenship behavior in the airline industry particularly at Ethiopian Airlines aviation academy.

Despite the importance of authentic leadership, limited studies have been conducted in an Ethiopian Aviation Industry context. It is believed that the study fills the gaps of different research studies that have been conducted on leadership style and its effect on OCB.

## 1.4. Objectives of the study

The general objective of the study was to investigate the influence of authentic leadership on organizational citizenship behavior particularly in Ethiopian airlines aviation academy.

### 1.4.1 Specific Objectives

Beside the above major objective, the following were specific objectives of the research: -

- To identify the overall organizational citizenship behavior level of employees in the Ethiopian Aviation Academy.
- To observe the level of practice of Authentic leadership styles by Ethiopian Airlines academy managements.
- To illustrate the influence of authentic leadership style on the 5 dimensions of the organizational citizenship behavior components.

## 1.5. Significant of the Study

This study helps in understanding the level of practice of authentic leadership in the academy managements and to create good opportunity to improve the academy's practiced leadership style. Later on, to forward better suggestions that can create great employee citizenship behavior engagement with in the Academy.

Furthermore, investigating the effect of leadership style of Ethiopian airlines management's on the employee's level of OCB, in relation to positive organizational outcomes, which can results in greater understanding of the contribution of organizational citizenship behavior for the success of the organization.

The results of this study will have significant impact on the aviation training and development personnel, human resources management, leadership scholars and top-level management for understanding and filling the existing gaps in relation to organizational citizenship behavior dimensions.

The study can also be used as secondary data for other researcher which has a plan of conducting research in related matters.

## 1.6. Scope of the study

The study covers employees working in Ethiopian airlines aviation academy employees located in Addis Ababa Ethiopia (Head Quarters) specifically leaders, instructors and employees, that are working on ground duties. As a result, those leaders and employees working in the regional area of the company would not be part of the population of the study.

This research was limited only to one of selected styles of leadership, namely authentic leadership style, which is believed to have relevance to ever changing aviation industry working environment.

It is known that there are different variables that affect employee's level of organizational citizenship behavior but for this study purpose, only authentic leadership styles were taken as an independent variable.

## 1.7. Organization of the paper

The first chapter contains introductory part which incorporates introduction, background of the organization, Problem statement, the research questions, objectives of the research, significance of the study, scope and limitation of the study, and organization of the research.

The second chapter covers discussion an overview of related literatures.

The third chapter presents the research methodology which was used for this research.

The fourth chapter contains the results of the data analysis of the research.

The fifth chapter of this study serves as a part to discuss results of the study, to provide conclusion and recommendation by the researcher.

# Chapter 2 Review of related literature

## 2.1 Concept and definitions of leadership

It is generally accepted that in current society and organizational life leadership is not simply reserved for those in assigned leadership positions. Frequently we experience amazing evidence of good leadership in surprising people and places', suggesting that leadership is often contextual or situational. Fiona, (2003).

Mehtap et.al., (2015) on study made on the Mediating role of leadership style on the organizational citizenship behavior and innovativeness relationship, they stated that There is no consistency on the definition of leadership in literature because researchers define it according to their individual perspectives and the aspects of the phenomenon of most interest to them. After a comprehensive literature review, Stogdill, (1974) concluded that "there are almost as many definitions of leadership as there are persons who have attempted to define the concept", which supports the previous statement.

For this reasons, some view leadership as a series of specific traits or characteristics. Others see it as comprised of certain skills and knowledge. And some think of leadership as a process that places an emphasis on social interaction and relationships David R., (2014). In addition he defined a leader as someone who has developed a group of followers. These followers have found something in that leader that encourages them to "get hitched to his/her wagon." David R.,(2014). Sara, (2012) defined leadership in simply as "the action of leading a group of people or organization, or having the ability to do this".

### 2.1.1 Leadership vs manager

Although leaderships and managements are often interchangeable they are not the same thing. The manager may lack the inspirational and motivational feature of a leader and a leader may lack the planning, coordinating and budget concerns of a manager. The optimal state is therefore to be and have people who if in a position of a management or leadership have the skill, tools and technics to be a great leader in any given situation. Sara, (2012)

### 2.1.2 Functions of leadership

Having identified the main functions or principles of leadership, (defining the task, planning, briefing, controlling, evaluating, motivating, organizing and setting an example) there are skills required in providing those functions in different conditions and leaders are required to develop their talents to bring those skills for increasing levels of excellence. Neil, (2004)

### 2.1.3 Over view of relevant theories

Behavioral theory contains some completely different assumptions from attribute theory. Trait theory assumes that a leader is born with specific traits that make him or her good leader. Behavioral theory, on the other hand, assumes that you can learn to become a good leader because you are not drawing on personality traits. Your actions, or what you do, define your leadership ability. David R., (2014)

According Contingency Theory or Situational Leadership Theory, what works for a leader in one situation may not work in another. This theory attempts to explain why a leader who is very successful in one situation may fail when in another new situation or when the situation changes. But this leadership theory holds that a leader's most appropriate action or behavior depends on the situation and on the followers.   To an extent, the effectiveness of a leader depends on whether his or her followers accept or reject him/her, as well as on the extent to which the follower have the ability and willingness to accomplish a specific task. David R., (2014) In this theory, then, how you lead isn't a question merely of you and your skills and abilities; it also depends heavily on your followers' abilities and attitudes.

## 2.2 Leadership styles and work related outcomes

Today organizations around the world are increasingly concerned about the effective and sympathetic leadership. Innovative leaders can make a difference in all sectors of the economy: public, private, education, business etc. And it is important to recognize that people do not always stick to one style rigidly. In fact leaders adopt their style to the circumstances, the organization, and the employee. James, (2009-2011)

Nan et.al.,(2014), on their study they stated that , in  this  global  competitive  environment, effective leadership style  is  necessary  to reduce  the  attrition rate and effective leadership styles only make it possible to achieve organizational goal . In addition, leadership style affects the employee performance and productivity. Besides, leadership  is  a  social  influence process   in which the leader seeks the voluntary participation of subordinates   in   an   effort to   reach organization goals.

Podsakoff, (1996) mentioned that leadership behavior can affect trust and satisfaction of employees to organization and organizational citizenship behavior further enhances the relationship between leadership style and organizational commitment directly.

According to Yukl (2011), the most commonly used measure of leader effectiveness is the extent to which the performance of the team or organizational unit is enhanced and the attainment of goals is facilitated. Furthermore, followers' attitude and behavior provide an indirect indicator of dissatisfaction and hostility toward the manager. Examples of such indicators include absenteeism, voluntary vacancies, grievances, complaints to higher management, requests for transfer, work slowdowns, and deliberate sabotage of equipment and facilities.

## 2.3 Authentic leadership definition

According to Avolio, (2004) Authentic leaders are defined as "those who are deeply aware of how they think and behave and are perceived by others as being aware of their own and others' values /

moral perspectives, knowledge and strengths; aware of the context in which they operate; and who are confident, hopeful, optimistic, resilient and of high moral character."

Heather M., (2012), mentioned in their study that, in the early 2000s, authentic leadership emerged as a formal leadership theory in response to "challenging and turbulent times" (Avolio et.al. (2005), and Luthans et.al. (2003) describe authentic leadership using the terms genuine, reliable, trustworthy, real, and veritable. Moreover, authentic leadership requires an honest sense of awareness of self and others and a higher level of moral values. The higher level of the self implies a strong and virtuous character. Authentic leaders maintain honesty and integrity in their everyday interactions and constantly search for "true self" Avolio et.al., (2005) and reject actions and interactions that are deceptive, hypocritical, duplicitous, and manipulative

Recent corporate, financial and governmental scandals and misconduct have also led to a growing interest in the related idea of authentic leadership. This focuses on being genuine, honest and trustworthy in leadership style. Authentic leaders must 'live their values,' showing that they practice what they preach, in order for their followers to see them as authentic. An important aspect of an authentic leadership style is self- knowledge, although there is also a strong emphasis on knowing others and knowing your organizational culture. This enables you to strike the right balance between being an authentic, true version of yourself and fitting in to your company or organization. Rob et.al., (2006)

Even though there are numerous suggested leadership styles, the need to be authentic as a leader and to have a style that suits you, your personality and the people you lead is widely accepted. Adopting an appropriate style is likely to build a good relationship between a leader and their team members, helping to establish rapport, trust and respect. Conversely, leaders who adopt or display an inappropriate style are unlikely to be successful in their job. Some employees may become disenfranchised, disengaged and uninspired when faced with a leader who lacks the self-awareness and know-how to pick the right kind of leadership style. Reflecting on how you lead is an essential aspect of being a good leader. Tony, (2002)

### 2.3.1 Dimension of Authentic leadership

The growing demand from society for more transparency, integrity and ethical behavior within organizations has led to the development of authentic leadership. Gardner, (2011) A more recent study by Walumbwa, (2008) proposes that authentic leadership consists of four main dimensions: self-awareness, relational transparency, balanced processing and internalized moral perspective. The first component is **internalized moral perspective**, which refers to the leader's well-developed values that guide their actions through an internal locus of control, regardless of any external pressures.

The second key component of authentic leadership is **self-awareness**, which refers to an individual's knowledge and understanding about themselves, which includes cognitive, emotional and moral development.

The third key component of authentic leadership is relational **transparency**, which refers to a leader's capacity to articulate and process their values and thoughts with their subordinates, thus creating a mutual and open trust relationship.

The fourth key component of authentic leadership is **balanced processing**, which refers to a leader's capacity to objectively process information and critically reflect on tasks and circumstances before making any decisions. Walumbwa (2008); Nikolic,( 2014)

The approach by Terry ,(1993) is oriented on practice and it uses the formula: "How leadership should work." Authentic leadership developed by his approach is aimed at the actions of a leader in certain situation. Authentic leaders make efforts to act appropriately. Each leader has to answer the two following questions: 1) what is actually happening? 2) What are we going to do about that? The proper estimation and responses by leaders on these questions are essential for an organization.

The approach developed by George Bill identifies compassion and emotions. He described the important features of authentic leadership and the way in which individuals can develop them in order to become authentic. George claimed that authentic leaders have a true wish to serve others which originates from their core values. Authentic leaders have five main features: they understand the purpose of their leadership; they have strong values for the real thing; they develop honest relationships with others; and they provide self-discipline and passion to leadership straight from their heart.

2.3.2. Authenticity and moral aspect of authentic leadership

The idea of being authentic dates back to the ancient Greeks and the notion of being true to one's self Sara, (2012). According to Harter (2002), authenticity can be defined as "owning one's personal self-awareness refers to demonstrating an understanding of how one derives and makes meaning of the world and how that meaning making process impacts the way one views himself or herself over time. It also refers to showing an understanding of one's strengths and weaknesses and the multifaceted nature of the self, which includes gaining insight into the self through exposure to others, and being cognizant of one's impact on other people Kernis, (2003). Relational transparency refers to presenting one's authentic self (as opposed to a fake or distorted self) to others. Such behavior promotes trust through disclosures that involve openly sharing information and expressions of one's true thoughts and feelings while trying to minimize displays of inappropriate emotions Kernis, (2003). Balanced processing refers to leaders who show that they objectively analyze all relevant data before coming to a decision.

In (Bruce J. et.al., 2005) Study they cited the concept of authenticity has its roots in Greek philosophy (To own self be true). Excellent reviews of the origins and history of authenticity within the fields of philosophy and psychology are provided by Harter, (2002) and Erickson, (1995). Particularly relevant to our focus are the writings of the humanistic psychologists (Carl, 1959 and (1963) and Maslow (1968, 1971)). Rogers and Maslow focused attention on the development of fully functioning or self-actualized persons, i.e., individuals who are bin tune with their basic nature and clearly and accurately see themselves and their lives. (Avolio, et.al. , 2004) define authentic leaders as those who are deeply aware of how they think and behave and are perceived by others as being aware of their own and others' values/moral perspectives, knowledge,

and strengths; aware of the context in which they operate; and who are confident, hopeful, optimistic, resilient, and of high moral character as cited in (Avolioet.al., 2004).

On the other side (Shamir et.al., 2005) to address their concerns, they advance a narrower focus with their definitions. They posit the following four characteristics of authentic leaders: (1) rather than faking their leadership, authentic leaders are true to themselves (rather than conforming to the expectations of others); (2) authentic leaders are motivated by personal convictions, rather than to attain status, honors, or other personal benefits; (3) authentic leaders are originals, not copies ;that is, they lead from their own personal point of view; and (4) the actions of authentic leaders are based on their personal values and convictions.

The 4 qualities of authentic leadership were mentioned by Sara, (2012) as 1. Being true in yourself in the way you work, 2.Being motivated not by your ego but by a bigger purpose 3. Making decisions not because you want to be liked or it will help you 'get on' but because they feet your value system and feel right. 4. Concentrating on long term sustainability.

According to Heather M, (2012), study Leader authenticity was significant at the individual level, but not at the group level in conscientiousness. Leaders rated as authentic only influence individual followers behaviors regarding rules and regulations. The leader will not influence the group. Leader authenticity did not influence follower sportsmanship behaviors. Authentic leaders behave according to their deep personal values and convictions. This behavior builds credibility and gains the trust and respect of followers. When supervisors/managers build networks of collaborative relationships with followers and encourage diverse viewpoints, they lead in a manner that followers recognize and describe as authentic Avolio et al., (2004).

Leader authenticity is described today more broadly as leaders choose to take responsibility for personal freedom along with obligations to their organization and community. It is crucial to understand that leaders need to make choices that will help them construct themselves as moral individuals. Heather M., (2012).

## 2.4 Concept and definitions of Organizational Citizenship Behavior

### 2.4.1 OCB definition

Organizational citizenship behavior (OCB) is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the company. Typically, employees who frequently engage in OCB may not always be the top performers  but they are the ones who are known to 'go the extra mile' or 'go above and beyond' the minimum efforts required to do a merely satisfactory job Deww , (2011).

Organizational citizenship behavior (OCB) has undergone subtle definitional revisions since the term was coined in the late 1980s, but the construct remains the same at its core. OCB refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations job Deww , (2011).

Stephen P. et.at., (2013. ) Defined organization citizenship behavior as the desecration behavior that is not part of an employee's formal job requirement, and the contributes to the psychological and social environment of the workplace.

As stated in Sania et.at., (2016.) study, OCB is defined as a "discretionary and voluntary behavior being followed by formal reward system" Organ, (1988). Studying organizational citizenship behavior is important because it contributes to greater productivity in organizations Podsakoff, (1997) and previous findings on the nature and antecedents of organizational citizenship behavior. Therefore, it is worthwhile for management to understand the existing leadership styles prevalent in organizations and how a specific leadership style augments the organizational citizenship behavior level of subordinates.

 Gülseren et.al., (2017,) mentioned in their study that, today, it has become a priority for organizations to have organizational citizenship behavior in order  to  overcome  the  challenges of  becoming  dynamic, efficient, proactive, innovative, and successful organizations being able to quickly respond to changes Lapierre et.al., (2007).  Organizational citizenship behavior, which is a type of conduct assumed to bring desired success within the organization, aims to protect the organization from harmful and undesirable acts and to increase organizational productivity by

means of increasing the abilities and skills of its employees Ölçüm, (2004). Also, the concept of organizational citizenship behavior is closely related with employees' JS and motivation, performance, personal development, and their bond to the organization Çavuş et.al., (2016).

2.4.2 Dimensions of Organizational citizenship behavior

As itemized in Mehtap et.al., (2015) study, Organizational citizenship behaviors include constructive behaviors which employees generally show in order to improve the performance and effectiveness of the organization such as supporting the objectives and missions, holding organizational interests above personal interests, bringing innovation to the organization. With this scope, organizational citizenship behavior goes beyond the conventional performance-boosting behavior and covers occupational behaviors which are required for long-term success and is studied with this sense.  It can be defined as behavior which includes positive and extra-role behavior at employee's discretion which regulates the harmony of work, and avoidance from negativities. Organ, (1988) classifies those behaviors into 5 categories: **altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.**

Smithet.al., (1983) defined **altruism** as voluntary behaviors where an employee provides assistance to an individual with a particular problem to complete his or her task under unusual circumstances. Altruism refers to a member helping other members of the organization in their work.

**Civic Virtue**: The dimension of civic virtue includes development of and support for organizational policies, and organization members' involvement in the operations Organ, (1966). It involves total organizational commitment, and macro-level interest in the organization Podsakoff, (2000). When considered as provision of support for organizational development, civic virtue includes having a say at personal discretion, suggesting solutions to problems, participation in the decisions, and making constructive suggestions to improve unit functions Bommer et.al., (1999). It involves expressing opinions clearly and encouraging other colleagues to do so Organ, (1988). It is keeping pace with the developments in the organization, following closely the changes in the organization and active involvement in other's adopting changes Ozen, (2000).

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**Conscientiousness** is used to indicate that a particular individual is organized, accountable and hardworking. Organ, (1988) defined it as dedication to the job which exceed formal requirements such as working long hours, and volunteer to perform jobs besides duties.

Organ, (1988) defined **sportsmanship** as the behavior of warmly tolerating the irritations that are an unavoidable part of nearly every organizational setting

**Courtesy** includes behaviors, which focus on the prevention of problems and taking the necessary step so as to lessen the effects of the problem in the future. In other words, courtesy means a member encourages other workers when they are demoralized and feel discouraged about their professional development.

As mentioned by Berry et.al.,(1991) each dimension of OCB offers a different rationale for this relationship. Altruism or helping coworkers makes the work system more productive because one worker can utilize his or her slack time to assist another on a more urgent task. Acts of civic virtue may include offering suggestions for cost improvement or other resource saving ideas, which may directly influencing efficiency. To a lesser extent, conscientiousness employees, as well as those who avoid personal gain or other negative behaviors, demonstrate compliance with company policies and maintain predictable, consistent work schedules, increasing the reliability of the service. As reliability increases, the costs of rework are reduced, making the unit more efficient.

According to Kota et.al., (2009) empirical study the dimensionality of organizational citizenship behavior in the Malaysia context has chosen large scale manufacturing companies' employees in Malaysia as respondents as there exists bidirectional relationship between supervisors and their subordinates. In this research, it was found that only four dimensions of OCB, namely civic virtue, conscientious, altruism, and courtesy are capable of explaining sufficient variation in the construct being measured. Nonetheless sportsmanship was not found to be a valid dimension in Malaysia context. The result is not surprising as OCB may be referred as a general tendency to be cooperative within an organizational setting LePine, (2002) and Koster, (2007). In addition to that, previous researchers have demonstrated that "helping behavior" has a negative effect on

organizational performance Castro, (2004), hence it is not surprising to see that sportsmanship is not an important dimension in OCB, particularly in Malaysia.

Patiraj et.al., (2017) A study aimed to examine the impact of organizational citizenship behavior on organizational effectiveness in Jaiprakash Associate Ltd. (Cement Division), Noida result showed that among the constructs of organizational citizenship behavior: altruism, sportsmanship and civic virtue have the highest and significant correlation with organizational effectiveness. The impact of organizational citizenship behavior on organizational effectiveness is also found to be significant.

### 2.4.3 Categories of employee's level of OCB

As stated in I. Maria et.al., (2013). Study, employees play two roles in an organization they are the "In Role" and the Extra Role". In role performance represents the result connected with the work output where extra role performance is usually linked to the aspects of individual behavior studies have demonstrated that both roles influence employee performance and in turn organizational success, employees who are satisfied with their job have gratitude towards their organization and as a result have a strong organizational citizenship behavior.

Categorization of Citizenship Behaviors: the first one is Self-inculcated citizenship behavior: An employee has this kind of behavior when he has a good understanding about the organization but this behavior is not encouraged by the organization until the individual makes an extra effort to educate and influence others, and when the organization is able to visibly see the benefit of this behavior, encourages the cause and motivates the individual and the organization I. Maria et.al., (2013). The second one is External Driven Citizenship behavior: In this kind of behavior the management motivates the individuals to inculcate an additional responsibility through which they create enough awareness and need to become a citizenship of the organization rather than just an employee but it requires additional effort from the part of the management to motivate and align them further to the company goals. I. Maria et.al., (2013)

## 2.4.4 Benefit of OCB

In today's dynamic workplace where tasks are increasingly performed by team and flexibility is critical employees who engage in "good citizenship " behaviors helps others on their teams, volunteer for extra work, avoid unnecessary conflict, respect the spirit as well as the letter of rules and regulations ,and gracefully tolerate occasional work related impositions and nuisances Stephen P. et.al. ,(2013).

The benefits of organization citizenship behavior in increasing the effective functioning of organizations and to minimize the controlling and monitoring of the organization has created an interest to investigate how can this behavior be prompted among its employees. All types of OCB should be actively encouraged – employees support the organization through enhancing each other's performance and wellbeing, and this is reflected in reduced costs and increased profitability at the organizational level. Deww, (2011).

Prior theory suggests and some research supports the belief that these behaviors are correlated with indicators of organizational effectiveness.

According to Gülseren et.al., (2017) study, employees who have OCB contribute positively to the organization and exhibit good relations with their co-workers.  At the heart of organizational citizenship behavior lies the contribution made by human potential, which forms the most important capital for companies in fierce competition. The competitiveness of the companies increases when employees adopt voluntary behaviors beyond their job description in dealing with the clients.   Another factor that makes it imperative for companies to have employees with organizational citizenship behavior is the need to foster communication among employees and ensure good coordination.

Yıldız, (2016) states that having a higher number of employees with OCB contribute significantly to organizational communication and functioning. Hence, it can be said that the biggest intellectual capital for a company is its employees with OCB employed for the company objectives.

According to C.F. Lam, et.al., (2016) study, the researchers found that employees who experience work meaningfulness at the end of the day also experienced more vigor, which basically means feeling more energized. Past research has shown that when employees cannot find meaningfulness in their work, negative outcomes such as burnout can occur. To put it all together, the authors say that not only is performing OCB associated with work meaningfulness, but that same increase in meaningfulness can explain why organizational citizenship behavior ends up associated with increased vigor.

A study on Leadership Styles and organizational Citizenship behaviors, among Supervisors I. Maria et.al., (2013) the world is looking to high performance organization, which would provide high job satisfaction to their employees and would also cherish excellence and effectiveness. This would be achieved if we could develop organizational citizenship behavior and good leadership. Leadership styles are leader's styles of providing direction and motivation to people, different situations call for a different leadership styles.

Study made on the Effect of Organizational Citizenship Behavior on Employee Performance in Banking Sector, Nairobi Kenya, Lelei et.al., (2015) stated that Organizational citizenship behavior is an important factor that can contribute to the survival of an organization. Therefore, it is crucial for banks to understand the variables that significantly and positively aid in creating this favorable behavior within the organization. However, few comprehensive studies have shown how OCBs influences employee performance in banking sector Study findings indicated that, altruism, and courtesy had positive and significant effect on employee performance. The study concluded that organizational citizenship behavior is important factor for enhancing employee performance. The implication of the study is that it is prudent for bank employees to take on additional assignments, voluntarily assist new employees at work, keep a positive attitude and tolerate inconveniences at work so as to keep up with development in their own profession and also heighten organization's performance. Employees need to discuss with other teammates before initiating actions that might affect them. Also, they need to take steps to prevent problems with other teammates. More so it is important for them to keep minor complaints to themselves and try not to find fault with other employees.

## 2.4.5 Factors predicting employees level of OCB

Nadeem et.al., (2012) mentioned in their study that, Organizational citizenship behavior and its significant relation with Job satisfaction and commitment, employee engagement and human resource development climate clearly. It was proposed that well established predictors of organizational citizenship behavior may lead to promote required behaviors among employees for improved performance and negative voluntary intentions.

Besides, it is significant to emphasize that organizational citizenship behavior refers to a specific class of employee behaviors, while constructs such as "organizational commitment". Fundamentally attitude based on the commitment is typically measured by seeking responses of the employees, such scale item statements as "ï found my values and organizational values are same".

The correlations between OCB and job satisfaction is approximately 0.4 Organ, (1988). There is empirical evidence for the widely-held belief that satisfied workers perform better, but this is correlational, not causal. However, certain types of performance – primarily those related to citizenship behavior – will be affected by job satisfaction. Think of workers who are cooperative with their superiors and colleagues, willing to make compromises and sacrifices and are 'easier to work with', workers who 'help out with the extra little things' without complaining (or even offering to do so without being asked) – these behaviors are all encompassed within organizational citizenship behavior. Deww, (2011).

## 2.4.6. Relationship between OCB and Leadership styles

Fatih, (2015) currently, leadership and organizational citizenship behaviors are the most significant actors in management of organizations. Leadership ensures management of human factor within organizations while orientation and control of human factor is provided by organizational citizenship behavior. Managers' leadership characteristics have a direct and highly important impact on primarily employees and organizational citizenship sensed as well as organizational culture, climate and success. Managers' personal and professional characteristics and their communication and management styles are essential determinants for formation and

shaping of organizational citizenship. Organizational citizenship behaviors are the most significant factors for high performance working, increasing efficiency, showing extra effort beyond the expectations, forming the culture of "big family" among employees, establishing efficient management dedicated to organizational vision, mission, core values and goals.

A study made by Paula, (2017) on Leadership Style and Organizational Citizenship Behavior in Community-Based Mental Health Facilities, which focused on the correlation between the leadership styles and organizational citizenship behavior with a secondary focus specifically on transformational leadership. In the study, it was confirmed that a there is significant relationship between transformational leadership and organizational citizenship behavior among residential care workers. Organizational citizenship behavior performed by residential care workers promotes the worth, dignity, and development of individuals with mental health needs living in residential care facilities.

On a study on Leadership Styles and Organizational Citizenship Behavior,among Supervisors by I. Maria et.al, (2013) Major findings of the Study was, There was no association between age and the level of OCB, there was no association between the years of experience and the level of OCB, there was no association between the respondents educational Qualification and the level of OCB and there is a positive relationship between Autocratic, Democratic leadership into OCB.

According to Sania et.al, (2016.), study on the effect of leadership styles on organizational citizenship behavior in employees of telecom sector in Pakistan. The three popular styles of leadership including autocratic leadership style, democratic leadership style and Laissez faire leadership style have been observed and their relationship is explored with organizational citizenship behavior in three major telecom companies of Pakistan. Statistical findings demonstrate that there is significant difference in leadership styles across telecom companies and indicated that there is strong positive relationship between leadership styles and organizational citizenship behavior. Democratic leadership style stimulates more organizational citizenship behavior among the employees. However, autocratic leader is unable to stimulate the feelings of helping others due to its task-oriented nature. Furthermore, Laissez faire leadership style has a very weak relationship with organizational citizenship behavior

A study made on health work performance in public hospitals in Sakarya by CemilÖrgev et.al., (2013), explored that the relationship between the superior leadership styles and organizational citizenship relations to Health workers' performance. The results indicated that there is positive and significant relation between Relationship-Oriented Leadership (ROL) and Health Workers' performance and a similar relationship between Task-Oriented Leadership (COL) and subordinates' organizational citizenship behavior (OCB).

I. Maria et.al., (2013) the fact is that both Organizational Citizenship Behavior and Leadership styles are important aspects for the success of an organization. OCB has been linked with the overall effectiveness of an organization; hence remarkable consideration has to be given to improve organizational citizenship behavior.

A study made on the role of authentic leadership and ethical leadership in an organizational setting – predictors for ethical climate, organizational citizenship behavior, affective organizational commitment and in-role performance by Brad, (2005), intended to investigate the direct and indirect effects of leadership behaviors on organizational outcomes within the context of organizations from the private industry sector in Australia. The study found that each leadership construct, authentic leadership and ethical leadership, had unique and positive effects on follower criterion variables. Authentic leadership was significantly and positively related to ethical climate, organizational citizenship behaviors, affective organizational commitment and in-role performance. Ethical leadership was also significantly and positively related to ethical climate, organizational citizenship behavior, affective organizational commitment and in-role performance. Subordinates demonstrated higher levels of organizational citizenship behaviors when authentic leadership was supported by a perceived ethical climate, Brad, (2005).

According to Demis, (2018), study made on the Common Leadership Practices and Organizational Citizenship Behavior: A study of North West Region Ethiopian Electric Power Corporation Ethiopia, aimed to examine the most common leadership styles practiced in the corporation as well as to investigate the relationship between leadership behavior and organizational citizenship behavior. The result showed that the Pearson product moment result indicated that

transformational and transactional leaderships were weak but statistically significant relationship with organizational citizenship behavior.

## 2.5 Empirical literature review on the relationship between authentic leadership style organizational citizenship behavior

Leadership is known that to exist and to have a remarkable influence on human performance. Due to this many scholars have studied a lot about Leadership particularly authentic leadership and its effect on OCB.

Heather M, (2012) determined in their study that there are positive associations among authentic leadership, positive organizational behaviors, and performance, it can be assumed – based on the research and the relationships proposed, that leaders who emulate authenticity and act as an authentic leader will be able to develop a high quality relationship (LMX) with followers and bring out the best in their employees, therefore leading employees to exhibit positive behaviors above and beyond their stated job description.

As stated in Sergio et.al., (2012), recent study on Authentic leadership and its effect on employees' organizational citizenship behaviors, Walumbwa et al., (2010) carried out with 397 employees and their 129 immediate supervisors, the result showed that authentic leadership behaviors were positively related to employees' OCBs ($\beta = .20$, $p<.01$), and that relation was mediated by the level of the employees' identification with their supervisor and their feelings of empowerment.

A study made by Lynelle et.al. (2016), on authentic leadership and organizational citizenship behavior in the public health care sector: The role of workplace trust, in South Africa. The objective was to determine whether authentic leadership affects organizational citizenship behavior through workplace trust (conceptualized as trust in the organization, immediate supervisor and co-workers). The results indicated that authentic leadership has a significant influence on trust in all three referents, namely the organization, the supervisor and co-workers. Both trust in the organization and trust in co-workers positively influenced organizational citizenship behavior. Trust in the organization was found to have the strongest indirect effect on the relationship between authentic leadership and organizational citizenship behavior.

According to Sergio et.al., (2012) study aimed to analyze the effect of authentic leadership on employees' organizational citizenship behaviors, specifically focusing on the relations of the four components of authentic leadership with the individual and organizational dimensions of the organizational citizenship behaviors. The results, obtained with stepwise multiple regression analysis, show that two components of authentic leadership—moral perspective and relational transparency—present significant relationships with OCB. Moreover, authentic leadership is a better predictor of employees' OCB when these behaviors are impersonal and directed towards the organization than when they are directed towards other people. The study also verified that there was positive association of authentic leadership with organizational citizenship behaviors.

Leadership seems to be a challenge for organizations, institutions as well as countries specifically, developing countries. A study made by (Peter et.al., 2018) to investigates the antecedents of one promising remedy for today's leadership crisis namely, authentic leadership Bill, (2003) and Wang, (2014) cited in in three higher education institutions in Brong Ahafo region. The main aim was to examine how social and cognitive intelligence link to authentic leadership, and how organizational citizenship behavior acts as an outcome of authentic leadership. The study revealed that there is a significant positive correlation between social intelligence and authentic leadership as well as cognitive intelligence and authentic leadership. Finally, it was revealed that a significant positive relationship existed between authentic leader and organizational citizenship behavior. In addition, the study recommended that leaders within an institution and other organizations must focus on philosophy like openness, confrontation, trust, authenticity, proactive, autonomy, and collaboration to make authentic leadership effective and successful.

According to a study made by Sadaf et.al.(2018), which was intended to examine the effect of authentic leadership on organizational citizenship behavior, as well as the mediating mechanism of corporate social responsibility on the aforementioned relationship. Using the cross-sectional design method, the data were collected from 395 employees working in the banking sector of Pakistan. Drawing on social exchange theory, it was hypothesized that authentic leadership would positively predict organizational citizenship behavior and hypothesized that CSR would positively mediate the relationship between authentic leadership and organizational citizenship behavior. The

study results clearly revealed that authentic leadership positively predicts organizational citizenship behavior.

## 2.6 Conceptual framework of the study (goal of the study)
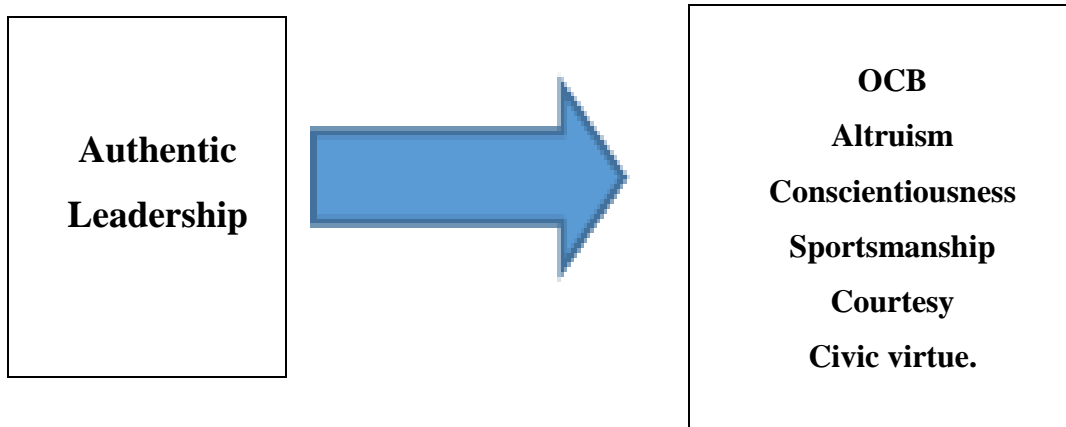


FIGURE 1: A hypothesized model of authentic leadership and organizational citizenship behavior (source: own developed hypothesized model)

The aim of this study is to investigate the influence of authentic leadership on organizational citizenship behavior and its 5 dimensions particularly in Ethiopian airlines aviation academy schools .

Authentic leadership has been classified as main influencing variables. It directly influence organizational outcomes and affect performance outcomes. Based on the literature review, the goal of the study is to analyze the level of practice of authentic leadership style and to determine the possible alterations in the influence of authentic leadership on the dimensions of the OCBs components like altruism, courtesy, conscientiousness, sportsmanship, and civic virtue.

In addition, in this study, it is vital to define employees perceptions how authentic leadership influences organizational citizenship.

From the above theoretical as well as empirical studies the following hypotheses were developed.

Hypotheses

H1= There is a positive and significant relationship between Authentic leadership and organizational citizenship behavior.

H2= There is a positive and significant relationship between Authentic leadership and altruism

H3= There is a positive and significant relationship between Authentic leadership and courtesy

H4= There is a positive and significant relationship between Authentic leadership and conscientiousness

H5= There is a positive and significant relationship between Authentic leadership and sportsmanship

H6= There is a positive and significant relationship between Authentic leadership and civic virtue

# Chapter 3 Research design and Methodology

In this section full detailed research activities were shown and how the activities were carried out, including the research design, data source and data collection methods, and target population, methods of sampling and data analysis finally presenting the outcome. Furthermore it identified and discussed the relevance of the chosen research methodologies and its appropriateness to the desired outcome.

## 3.1 Research design

According to Ranjit, (2011)A research design is a plan, structure and strategy of investigation so conceived as to obtain answers to research questions or problems . In order to get the most valid findings and to examine the practices of Authentic Leadership style in Ethiopian Airlines Aviation academy and to forward recommendations descriptive survey method was carried out.

## 3.2 The study Area

This paper intended to study the impact of authentic leadership on Organizational citizenship behavior in the case of Ethiopian Airlines Head Quarter aviation academy of 5 schools and supporting sections located in Addis Ababa, namely MTS, Cabin crew and catering school, PTS, Leadership, SOM and supporting section in the academy.

## 3.3 Source of data and data collection Instruments

The study was made based on both qualitative and quantitative data. First those factors associated with (Authentic leadership styles), or in other sense the independent variables were identified, and then their application by EAA leaders as well as followers and its consequence on the employee OCB (the dependent variable) have been assessed. The main data collection method in this study was set of close ended standard questionnaire that were prepared in English language. Since the working language of Ethiopian airlines is English, the questioners were prepared only in English language.

The reason why questioners were used for data collection was according to Nicholas, (2011) questionnaire as data collection method is a very flexible tool, that has the advantages of having a structured format, is easy and convenient for respondents, and is cheap and quick to administer to a large number of cases and There is also no personal influence of the researcher, and embarrassing questions can be asked with a fair chance of getting a true reply.

To collect data, three sections were designed in the questionnaire. The first section contained questions relating to personal information (such as age, gender, education, total work experience and time in the current position). The second section of the questionnaire contained OCB, and

the third section contained the AL related questions.

The OCB scale used in this study was developed by Organ (1988), which was further used by other researchers such as Ehrhart (2001), Evans (2001), Love (2001), Liao (2002), and Reis (2002) and adapted to Turkish by Bolat, Bolat, and Seymen (2009) and used in their own studies, to assess the five dimensions of OCB (Altruism, courtesy, sportsmanship, civic virtue, and conscientiousness). The questionnaire elements were further modified to suit the academic environment of the Aviation industry. Authentic leadership questionnaire (ALQ) was utilized to measure authentic leadership in accordance with work by Avolio, Gardner, Walumbwa and colleagues (Avolio & Gardner 2005; Avolio et al. 2004; Walumbwa et al. 2008).

As the study was cross-sectional type, one time data was collected from employees of EAA. The Leader's self-rating questionnaire consisted 16 items that measures the leaders perception on Authenticity and questionnaire that consisted 12 items used to measure employees' perception towards their supervisors' leadership style. Likewise, employee self-rating questionnaire consisted 26 items were used to measure their level of OCB and questionnaire that consisted 15 items were also used to measure employees' Level of OCB in the perception of their supervisors'.

Accordingly, the questionnaire were distributed to the sample population at EAA in which all questions were rated 5 points frequency scale scores of rated supervisors and level of employee's OCB using the five point Liker scale was interpreted as 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree, and 1= Strongly Disagree. For the purpose of easy analysis and interpretation, the mean values of each item and dimension were interpreted (the self-rating from the leader were added to the averaged employees' rating and then those two score were averaged).

Furth more, secondary data was collected from sources such as journals, books, published and unpublished materials which are believed to be relevant to the study found in or out side of Ethiopian airlines were used. The secondary sources were used to support the primary sources in order to get better picture of the practices of authentic leadership in Ethiopian Airlines aviation academy. In addition, to analyzing the effects of perceived authentic leadership behavior from

employees' point of view and its impacts on subordinates' level of organizational citizenship behavior.

## 3.4 Target Population, Sample size determination and selection

The data was collected from employees of EAA schools particularly instructors, supporting staff and management located at headquarters Addis Ababa.

The reason behind the selection of this target population was to get as many managers, team leaders and supporting staff, as a result purposive sampling were used to select sample from the population relevant to the study was used.

The total populations of the study who works in EAA were **367** employees including employees in managerial positions. However, the study will not consider employees who are working abroad and regional stations. The study aimed to consider all **39** employees in different managerial positions and **180** employees working at the EAA that were believed to be representative of the whole non managerial positions using a non-probability sampling method specifically; purposive sampling were used and selection was made on the basis of their accessibility. The reason behind the selection of purposive sampling is that, according to Naresh k et. (2007) it is the least expensive and least time consuming of all sampling techniques. The sampling units are accessible, easy to measure and cooperative, In addition, the researcher, exercises judgment or expertise, chooses the elements to be included in the sample because he or she believes that they are representative of the population of interest or are otherwise appropriate.

Furthermore **180**-sample size is taken using Yamane's formula 1967 as suggested by Richard M. Jacobs 1995 to calculate sample size which is believed to obtain accurate information and to be representative of the population.

$$n = N/1 + N\ (e)^2$$

n = sample size                         $n = 328/1 + 328\ (0.05)^2$

Confidence level 95%             $n = 328/1 + 328\ (0.0025)$

Sample error 5%                  $n = 328/1.82$

e =level of precision             n= **180**

N= population

Subsequently the questionnaires were distributed to 39 Managers and 180 employees, Out of these respondents, 36(92%) and 173(94%) returned the questionnaires respectively.

## 3.5 Method of data analyses and presenting the out come

After collecting the distributed questionnaire, the data were properly organized and codified. The coded data were fed to IBM SPSS Version 23 software program. To analysis the data descriptive statistics such as mean, standard deviation, and frequency was used to describe the demographic characteristics, and correlation analysis statistical tools were also used to examine the relationship between leadership styles with organizational citizenship behavior. In addition, regression analyses were conducted to determine the effect of independent variable (Authentic leadership style) on dependent variable (employees' organizational citizenship behavior). Percentage and frequency counts were also used to analyze the characteristics of the population as it helps to determine the relative standing of the respondents.

## 3.6 Validity, Reliability and Ethical considerations

According to Andy Field (2013) Reliability means that a measure (or in this case questionnaire) should consistently reflect the construct that it is measuring. The instruments were adopted from previous researches whose reliability and validity have widely commended.

As the study used multiple variables, internal consistency analysis was carried out through

Cronbach alpha reliability tests. Andy Field (2013) stated that a value of 0.7 to 0.8 is an acceptable value for Cronbach''s α; values substantially lower indicate an unreliable scale.

**Table 1: Reliability Analysis of the items**

| No. | Description | Cronbach's Alpha | Items |
|-----|-------------|------------------|-------|
| 1 | Authentic Leadership(Managers self-rated) | 0.996 | 16 |
| 2 | Authentic Leadership(Employee-rated) | 0.776 | 12 |
| 3 | OCB(Employee self-rated) | 0.733 | 26 |
| 4 | OCB(Managers -rated) | 0.990 | 15 |

As Table 1 above shown, the cronbach''s alpha values of all the variables are more than 0.70. This shows that the questions used in the survey instruments for the independent and dependent variables possess high accuracy, stability, and Consistency.

Formal permission was given by corporate human resources department before data collection. A set of self-administered questionnaires was distributed among all the selected respondents. To eliminate and prevent the occurrence of vague item that cause bias through ambiguous phrasing, instructions were written in an understandable non-academic language for respondents to comprehend and to respond as accurately as possible.

In addition, to enhance motivation to respondent in providing accurate responses, detailed information and consent form were distributed in combination with the survey to ensure respondents' anonymity and strict confidentiality of their given responses to the survey items. This was done to eliminate fear of some respondent that it might be difficult for them to give genuine response due to personal concern.

Since this research gathered information regarding leadership practices from two interacting parties, the researcher was ethical in keeping all information that were collected from two groups of respondents (leaders & followers) confidential. Beside to this, it was the researcher's responsibility to ensure that no harm was caused to respondents participating in the study.

## 3.7 Regression model

Regression model: $OCB = B_0 + B_1 x_1 + B_2 X_2 + B_3 X_3 + B_4 X_4 + B_5 X_5 + \varepsilon$

{Where} OCB= Organization citizenship behavior;

$B_0$= the y intercept when $x_{1..5}$ is zero;

$B_{1..5}$= is regression coefficients of the Authentic Leadership

$X_{1..5}$ = Authentic Leadership

E= Is the error (residual)

# Chapter 4 Data analysis, result and discussions

## 4.1 Introduction

The research design and methodology were discussed in chapter three. And this chapter of the paper is used to analyze and present the data which was collected in line with selected research approach, design and methodology.

The data analysis of this paper had four major subparts to present analysis results. The first part contained description of selected demographic characteristics of the population. The second part presents the measures of reliability. In the third and the last sub section, the inferential statistics and hypothesis testing is presented.

The timeframe for data collection was 16 days and was carried out in January 2020.

## 4.2 Demographic profile of the respondent

The demographic profile of the respondents is presented in this section. Descriptive statistics were performed on the demographic variables as a means of describing the respondents.

The below table 2 indicates about gender, age category and years of experience in the organization and in the current position.

**Table 2:- Employee Demographics and Management's Demographics**

|  | Employee Demographics (N=173) | | Managements' Demographics (N=36) | |
|---|---|---|---|---|
|  | Frequency | percent | Frequency | percent |
| Gender |  |  |  |  |
| Male | 90 | 52 | 28 | 77.8 |
| Female | 83 | 48 | 8 | 22.2 |
| Age |  |  |  |  |
| 20–30 years | 56 | 32.4 | 0 | 0 |
| 31–40 years | 88 | 50.9 | 15 | 41.7 |
| 41–50 years | 18 | 10.4 | 13 | 36.1 |
| ≥ 51 years | 11 | 6.4 | 8 | 22.2 |
| Academic qualification |  |  |  |  |
| Graduates | 112 | 64.7 | 30 | 83.3 |
| Post graduates | 33 | 19.1 | 6 | 16.7 |
| Diploma/Certificates | 25 | 14.5 | 0 | 0 |
| Years in the organization |  |  |  |  |
| <1 year | 9 | 5.2 | 0 | 0 |
| 1-10 years | 95 | 54.9 | 11 | 30.6 |
| 11-20 years | 49 | 28.3 | 15 | 41.7 |
| 21-30 years | 13 | 7.5 | 8 | 22.2 |
| ≥31 years | 7 | 4 | 2 | 5.6 |
| Years in current position |  |  |  |  |
| <1 year | 37 | 21.4 | 8 | 22.2 |
| 1-5 years | 95 | 54.9 | 17 | 47.2 |
| 6-10 years | 49 | 28.3 | 7 | 19.4 |
| 11-15 years | 13 | 7.5 | 4 | 11.1 |
| ≥16 years | 7 | 4 | 0 | 0 |

Based on Table 2 the sample - 173 employees and 36 managers was drawn out of the population of approximately 367, working in the Ethiopian aviation academy, from 5 schools and supporting sections. The analysis shows, from the targeted non- management employees respondents, 90 (52%) were male and the remaining 83 (48%)were female employees. 50.9% of the participant's age was in the range of 31-40 years and 64.7% of the sample were graduates.

Furthermore, 5.2% of the sample has been working for the organization for less than one year, majority of the respondents 54.9% falls on 1-10 years of work experience and with 4% working for the organization for more than 31 years. 21.4% of employees have been working in their current position for less than one year and 54.9% fall on 1-5 years on current position. Thus, the participants had an average current position experience of 4.13years (SD = 3.204). In terms of distinctive title, the sample indicated that (64.2%), (7.5%), (6.4%), (17.9%) and (4%) are Instructors, training coordinators, administration, experts and others respectively.

On the other hand, Table 2 shows, Management employees in EAA were 77.8% male and 22.2% female with an average age of 44.25 years. 83.3% of the managers had obtained bachelor's degrees, 16.7% master's degrees. Additionally, 30.6% of the sample has been working for the organization for one year up to 10 years, with 5.6% of the respondents were working in the organization for more than 31 years. Besides to this, 22.2% of managers have been working in their current position for less than one year and 11.1% are working from 11 up to 15 years. In terms of distinctive title, the sample indicated that (30.6%), (27.8%), (11.1%) and (30.6%) are Heads, Chief, A/Chief and Team leaders respectively.

## 4.3 Descriptive analysis

**Table 3 Descriptive Analysis Result of Independent variables, (from both managers' self-rated and Employees' rated).**

| | From managers' self-rating | | | From Employees' rating | | |
|---|---|---|---|---|---|---|
| | Frequency | percent | Cumulative % | Frequency | percent | Cumulative % |
| 2.00 | | | | 4 | 2.3 | 2.3 |
| 3.00 | 5 | 13.9 | 13.9 | 42 | 24.3 | 26.6 |
| 4.00 | 29 | 80.6 | 94.4 | 120 | 69.4 | 96 |
| 5.00 | 2 | 5.6 | 100 | 7 | 4 | 100 |
| Total | 36 | 100 | | 173 | 100 | |

Source: Survey Result (2020)

Table 3 above demonstrates the response of the Managers (self-rating) on their level of Authenticity in their leadership style. From the Leadership question 16 items that were related to measuring the authentic leadership behavior. As it can be seen in table above the majority 29 (80.6%) of the respondents fall within the range of 4 in a response provided in a liker scale that ranges between 1 to 5 whose mid-point is 3. These respondents rated their leadership style more than satisfactory as scored 4. Also we can see that the remaining 5(13.9%) of the respondents rated their leadership style as demonstrating average authentic behavior with rating scale of 3 and 2(5.6%) of the respondents rated their leadership style as demonstrating fully authentic behavior with rating scale of 5. From this it can be said that majority of the management respondents believes that they demonstrate relational transparency, individualized consideration and internalized moral more than satisfactory in EAA leadership.

From the questions 12 items were distributed to respective employees to measure the leadership behavior of their respective supervisors. As it can be seen in table 4.3, the majority 120(69.4%) of the respondents fall within the range of 4 in a response provided in a liker scale that ranges between 1 to 5 whose mid-point is 3. Also we can realize that 7(4%) of the

respondents rated their bosses as demonstrating fully Authentic behavior with rating scale of 5. The remaining 4(2.3%) and 42(24.3%) respondents rated their bosses with less and average authentic leaders as scored 2 and 3 respectively. From this one can conclude that majority of the employee respondent that measured the level of their leaders' authenticity, believes that they demonstrate inspirational motivation, individualized consideration and internalized moral more than satisfactory in their leadership style.

**Table 4 Descriptive Analysis Result of Independent variable**

|  | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
|  | Statistic | Statistic | Statistic | Statistic | Statistic |
| AL_MGR_Mean | 36 | 2.75 | 4.19 | 3.45 | .36 |
| AL_EMP_Mean | 173 | 1.50 | 4.50 | 3.34 | .49 |
| AL_BOTH_Mean | 209 | .75 | 4.05 | 2.03 | .75 |

Source: Survey Result (2020)
AL MGR Mean = Leader's authentic leadership (self-rated) mean
AL EMP Mean = Employees rating of their leader's authenticity
AL_BOTH_Mean = Employees and leaders ratings of authentic leadership Mean

As it's clearly shown in descriptive analysis result of the independent variable (Table 4) Managers Self-rating and employee rating their manager's authenticity had a mean of 3.45 and 3.34 with standard deviation .36 and .49 respectively. From the above table it is clear that

moderate mean value of authenticity has indicated the leader's level of care and concern in dealing with each employee under their supervision.

**Table 5 Descriptive Analysis Result of dependent variable (from managers rated and Employees 'self-rated)**

|  | Managers rated | | | Employees 'self-rated | | |
|---|---|---|---|---|---|---|
|  | Frequency | percent | Cumulative % | Frequency | percent | Cumulative % |
| 3.00 | 16 | 44.4 | 44.4 | 29 | 16.8 | 16.8 |
| 4.00 | 19 | 52.8 | 97.2 | 143 | 82.7 | 99.4 |
| 5.00 | 1 | 2.8 | 100 | 1 | 0.6 | 100 |
| Total | 36 | 100 |  | 173 | 100 |  |

Source: Survey Result (2020)

Table 5 above demonstrates the response of the Managers on their employee's level of OCB. From questions, 15 items that were related to measuring the employee's OCB were distributed. As it can be seen in table above the majority 19(52.8%) of the respondents fall within the range of 4 in a response provided in a liker scale that ranges between 1 to 5 whose mid-point is 3. These respondents rated their employee OCB level as satisfactory as scored 4. Also we can see that the remaining 16(44.4%) and 1(0.6%) of the respondents rated employee OCB level as average and fully agree respectively with rating scale of 3 and 5. From this we can say that majority of the leaders assumes that there is above satisfactory level of OCB in the employees of EAA.

On the other side, from the distributed questioners to employees, self-rating 26 items questions were related to measuring their level OCB. As it can be seen in table 4.5, the majority 143(82.7%) of the respondents fall within the range of 4 in a response provided in a liker scale that ranges between 1 to 5 whose mid-point is 3. Also we can see that 29(16.8%) and 1(0.6%) of the respondents rated their level of OCB was average and fully agree with rating scale of 3 and 1 respectively. This indicates that employees in EAA believe that their level of OCB is above satisfactory.

Thus, from all the response it can be assumed that employees' feel obliged to develop skills and contribute to productivity and efficiency in their job for the organization to be successful.

**Table 6 Descriptive Analysis Result of dependent variable**

|  | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
|  | Statistic | Statistic | Statistic | Statistic | Statistic |
| OCB_MGR_Mean | 36 | 2.13 | 4.13 | 3.13 | .48 |
| OCB_Emp_Mean | 173 | 2.08 | 4.04 | 3.30 | .33 |

Source: Survey Result (2020)
OCB MGR Mean = Manager rating of Employee Level of OCB mean
OCB EMP Mean = Employees self-rating of their level of OCB Mean

As it's clearly shown in the descriptive analysis result of the dependent variable (Table 6) Employee Self-rating and manager rating separately had a mean of 3.30 and 3.13 with standard deviation .33 and .48 respectively.

From the above Table 6, one can conclude that employees in EAA are devoted to accomplish the organizational objectives and abstain from harmful acts for the good of the organization.

**Table 7 Descriptive Analysis Result of Altruism, Consciousness and Sportsmanship (both management and non-management)**

|  | Altruism | | | Consciousness | | | Sportsmanship | | |
|---|---|---|---|---|---|---|---|---|---|
|  | Frequency | percent | Cumulative % | Frequency | percent | Cumulative % | Frequency | percent | Cumulative % |
| 1.00 | 3 | 1.7 | 1.7 | 1 | 0.6 | 0.6 | 1 | 0.6 | 0.6 |
| 2.00 | 13 | 7.5 | 9.2 | 10 | 5.8 | 6.4 | 12 | 6.9 | 7.5 |
| 3.00 | 51 | 29.5 | 38.7 | 27 | 15.6 | 22 | 47 | 27.2 | 34.7 |
| 4.00 | 106 | 61.3 | 100 | 120 | 69.4 | 91.3 | 110 | 63.6 | 98.3 |
| 5.00 | 0 | 0 |  | 15 | 8.7 | 100 | 3 | 1.7 | 100 |
| Total | 173 | 100 |  | 173 | 100 |  | 173 | 100 |  |

Source: Survey Result (2020)

Table 7 above demonstrates the response of the employees towards on their level of Altruism dimension of OCB they exhibit. As per the survey result it showed about 3(1.7%) of the respondents rated their Altruism level with scale of 1, whereas 106(61.3%) of respondent's rate 4. And the remaining 13(7.5%) and 51(29.5%) of respondents rate their Altruism level as 2 and 3 respectively. This indicates that employees demonstrate altruism behavior like helping

new colleague and freely giving time to others in EAA at moderate level.

Table 7 above demonstrates the response of the employees towards on their level of Consciousness dimension of OCB they exhibit.  As per the survey result it showed about 1(0.6%) of the respondents rated their Consciousness level with scale of 1, whereas 15(8.7%) of respondent's rate 5.  And the remaining 10(5.8%), 27(15.6%) and 120(69.4%) of respondents rate their Consciousness level scrod 2, 3 and 4 respectively. This reflects that employees in EAA with conscious behavior such as efficient use of time and going beyond minimum expectations are categorized as above satisfactory.

Table 7 above demonstrates the response of the employees towards on their level of Sportsmanship dimension of OCB they exhibit.  As per the survey result it showed about 1(0.6 %) of the respondents rated their Sportsmanship level with scale of 1, whereas 3(1.7%) of respondents rated 5.  And the remaining respondents 12(6.9%), 47(27.2%) and 110(63.6%) scored 2, 3 and 4 respectively. This shows that employees in EAA who has sportsmanship behavior such as avoids complaining and wining are categorized under satisfactory level.

**Table 8 Descriptive Analysis Result of Courtesy and Civic Virtue**

|  | Courtesy | | | Civic Virtue | | |
|---|---|---|---|---|---|---|
|  | Frequency | percent | Cumulative % | Frequency | percent | Cumulative % |
| 1.00 | 5 | 2.9 | 2.9 | 1 | 0.6 | 0.6 |
| 2.00 | 6 | 3.5 | 6.4 | 4 | 2.3 | 2.9 |
| 3.00 | 49 | 28.3 | 34.7 | 46 | 26.6 | 29.5 |
| 4.00 | 108 | 62.4 | 97.1 | 119 | 68.8 | 98.3 |
| 5.00 | 5 | 2.9 | 100 | 3 | 1.7 | 100 |
| Total | 173 | 100 |  | 173 | 100 |  |

Source: Survey Result (2020)

Table 8 above demonstrates the response of the employees towards on their level of Courtesy dimension of OCB they exhibit. As per the survey result it showed about 5(2.9%) of the respondents rated their Courtesy level with scale of 1, whereas 5(2.9 %) of respondent's rate 5.  And the remaining 6(3.5%), 49(28.3%) and 108(62.4%) of respondents rate their Courtesy level as 2,3 and 4 respectively.  This indicates that employees in EAA with courtesy behavior

like advance notices, reminders, and communicating appropriate information are categorized as more than satisfactory.

Table.8 above demonstrates the response of the employees towards on their level of Civic Virtue dimension of OCB they exhibit. As per the survey result it showed about 1(0.6%) of the respondents rated their Civic Virtue level with scale of 1, whereas 3(1.7 %) of respondent's rate 5. And the remaining 4(2.3%), 46(26.6%) and 119(68.8%) of respondents rate their Civic Virtue level as 2, 3 and 4 respectively. This shows that employees in EAA with civic virtue behavior such as serving on committees and voluntarily attending functions are classified as above satisfactory.

**Table 9 Summary of responses on the various dimensions of the study**

|  | N | Mean | Std. Deviation |
|---|---|---|---|
|  | Statistic | Statistic | Statistic |
| Alterism EMP _Mean | 173 | 3.19 | .71 |
| Civic_EMP_Mean | 173 | 3.29 | .57 |
| Sportmanship_EMP_Mean | 173 | 3.27 | .65 |
| Curtesy_EMP_Meal | 173 | 3.25 | .71 |
| Consesness_EMP_Mean | 173 | 3.43 | .63 |
| OCB BOTH | 209 | 3.22 | 0.40 |

**Source Own Survey, 2020**
Altruism EMP _Mean = Employees self- ratings level of altruism
Civic EMP _Mean =Employees self- ratings level of civic virtue
Sportsmanship EMP _Mean = Employees self- ratings level of Sportsmanship
Courtesy EMP _Mean = Employees self- ratings level of courtesy
Conscientiousness EMP _Mean = Employees self- ratings level of conscientiousness
OCB BOTH = Employees and leaders ratings of OCB

Table 9 above summarizes the reactions of respondents on the various question items that were later associated to the various dimensions addressed in this study. Accordingly, we can see from the table, by comparing the mean of the different dimensions of OCB demonstrated by employees' were: -Altruism had scored a mean value of 3.19 and conciseness, sportsmanship, courtesy and civic virtue had scored a mean value and standard deviation of 3.43(.63), 3.27(.65), 3.25(.71) and 3.29(.57) respectively. And from this, it is understood that, conciseness behavior had better contribution to employees OCB in the EAA, as it had the highest mean value

of 3.29. In other words, behaviors such as going beyond minimum expectations and efficient use of time were believed to have better contribution to OCB in the EAA employees.

As it's found out from descriptive analysis result of the dependent variable (Table 4.9) OCB (rated both by managers and employees) had scored a mean value of 3.22 and standard deviation of 0.40.   And from this, it is understood that, current leadership practice of EAA had been believed to be satisfactory in contribution to employees" OCB.

## 4.4 Inferential statistics

Correlation and regression analysis was performed to investigate the relationship of leadership styles and employees OCB dimensions. The correlation analysis was made by using Pearson correlation with two tailed test of significance and by using the regression analysis the impact of the variables was investigated.

### 4.4.1 Correlation Analysis

Correlation analysis was applied to test the "interdependency" of the variables. In this section, the direction and degree of the strength of the relationship among the variables were determined by multi-Collinearity test. Collinearity test was also performed, with tolerance value of 1.000 & VIF 1.000 result proved that the non-existence of multi Collinearity.

Almquist, Ashir & Brännström (2000), Correlation analysis tests the relationship between two continuous variables in terms of a) how strong the relationship is, b)in what direction the relationship goes and  the value of the coefficient (r) can be between -1 and +1.
Strength of the relationship

|          | perfect | strong | Moderate | Weak | Zero |
|----------|---------|--------|----------|------|------|
| Negative | -1 | -0.9 to -0.7 | -0.6 to -0.4 | -0.3 to-0.1 | 0 |
| Positive | 1 | 0.7 to 0.9 | 0.4 to 0.6 | 0.1 to 0.3 | 0 |

Source:-  Almquist, Ashir & Brännström (2000)

**Table 10 Pearson Correlation Matrix of dependent and independent variables**

| | AL_MGR | AL_BOTH | OCB_BOT | Alterism_BOTH | Consesness_BOTH | sportmanship_ | Curtesy_Both | Sivic_BOTH |
|---|---|---|---|---|---|---|---|---|
| AL_MGR_ | 1 | | | | | | | |
| AL_BOTH_ | .945** | 1 | | | | | | |
| OCB_BOTH_ | .943** | .875** | 1 | | | | | |
| Alterism_BOTH | .815** | .768** | .887** | 1 | | | | |
| Consesness_BOTH | .875** | .793** | .935** | .759** | 1 | | | |
| sportmanship_BOTH | .874** | .816** | .886** | .710** | .794** | 1 | | |
| Curtesy_Both | .844** | .800** | .861** | .715** | .764** | .834** | 1 | |
| Sivic_BOTH_ | .879** | .823** | .940** | .814** | .847** | .791** | .761** | 1 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | | | |

AL MGR = Leader's authentic leadership (self-rated)
AL BOTH = Employees and leaders ratings of leader's authentic leadership
OCB BOTH = Employees and leaders ratings of OCB
Altruism BOTH = Employees and leaders ratings of employee's altruism
Conscientiousness BOTH = Employees and leaders ratings of employee's conscientiousness
Sportsmanship BOTH= Employees and leaders ratings of employee's Sportsmanship
Courtesy BOTH= Employees and leaders ratings of employee's courtesy
Civic BOTH= Employees and leaders ratings of employee's civic virtue

The above table 10 shows the correlations found among the variables in the study. Leaders' self-rating of authentic leadership and employee's-rating of authentic leadership style have (r= .875**, p<0.01) with a degree of strong positive relationship with OCB. Leaders' self-rating of authentic leadership was correlated with each dimensions of organizational citizenship behavior: altruism ($r$ = .815**, p<0.01), conscientiousness ($r$ = .875**, p<0.01), courtesy ($r$ = .844**, p<0.01), civic virtue ($r$ = .879**, p<0.01), and sportsmanship ($r$ = .874**, p<0.01) with a degree of strong positive relationship.

Employees self-rating and leaders' rating of OCB correlated with a degree of strong positive relationship with leaders' self-rating of authentic leadership (r= .943***, p<0.01), and a degree of strong positive relationship with OCB dimensions of altruism ($r$ = .887**, p<0.01), conscientiousness ($r$ = .935**, p<0.01), courtesy ($r$ = .861**, p<0.01), civic virtue ($r$ = .940**, p<0.01), and sportsmanship ($r$ = .886**, p<0.01).

Finally, the outcome variables were highly correlated to each other. Altruism was significantly

correlated with conscientiousness ($r = .759$), courtesy ($r = .715$), civic virtue ($r = .814$), and sportsmanship ($r = .710$). Conscientiousness was significantly correlated with courtesy ($r = .764$), civic virtue ($r = .847$), and sportsmanship ($r = .794$). Courtesy was significantly correlated with civic virtue ($r = .761$), and sportsmanship ($r = .834$) and civic virtue was significantly correlated with sportsmanship ($r = .791$).

From the above information, it can be said that there is a strong positive relationship between Authentic Leadership style and employees OCB.

## 4.4.2 Regression analysis

As correlation analysis only shows the existence of strong positive and significant relationship between variables, multiple linear regression analyses were run to find any association between the independent variables (Authentic leadership styles) and the dependent variable (OCB). The coefficient of determination explains the proportion of variability between employee OCB and the independent variables of leadership styles, using the least squares method to eliminate errors. The highest beta represents the strongest unique contribution explaining the dependent variable.

In order to have assurance on the result from our regression analysis, it is vital to carry out normality and linearity check. As Ylva B Almquist (2000) stated the residual for X variable should be normally distributed and the effect of X variable should be linear. For this reason Histogram was used to check the normality and scatterplot was used to check for linearity.

Furthermore Ylva B Almquist (2000) sated that the residuals should be equally distributed around 0 and problematic patterns looks like cones or curves when the variation in the residuals is not constant over the whole range of values. As it is shown on figure 2 the observed values concede completely because the dots are following the diagonal line. As a result, the variable tasted can be said that it is linear and normally distributed. In addition the normality check on the histogram looks normally distributed.
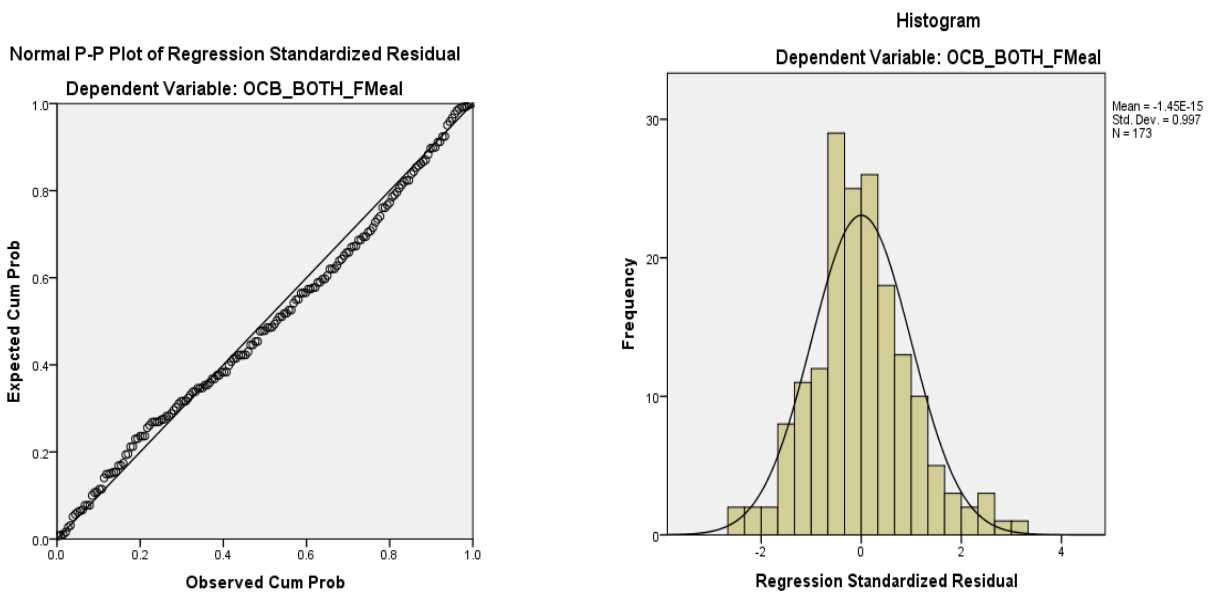
FIGURE 2: A scatterplot and Histogram for linearity and normality check of authentic leadership and organizational citizenship behavior. (Source: own developed)

### 4.4.2.1 Authentic leadership style as a predictor of OCB

A standard multiple linear regressions was performed to find the influence of authentic leadership on employee's OCB and dimensions of OCB on EAA employees.

**Table: 11 Summary Regression Results of Authentic leadership style on Organizational citizenship behavior**

| Model | Unstandardized Coefficients | | Standardized Coefficients | R Square | Adjusted R Square | | | |
|---|---|---|---|---|---|---|---|---|
| | B | Std. Error | Beta | | | F | t | Sig. |
| (Constant) | .410 | .070 | | .766 | .765 | 560.866 | 5.836 | .000 |
| AL_BOTH _MEAN_2 | .772 | .033 | .875 | | | | 23.683 | .000 |

Dependent Variable: OCB_BOTH_Meal

Table 11 shows the variables, unstandardized regression coefficient (B), and the standardized regression coefficient Beta (B). The regression table indicates that the, R square value is 0.766, F count 560.87and t count is 5.836 with p-value 0.000 (< 0.05). It shows that 76.6% of employee OCB dependent variable can be explained by the independent variable authentic leadership styles. As it is shown, the regression model is useable for predicting how strong the influence of the authentic leadership variable towards OCB. Thus, the strength of each predictor (independent) variable influence on the criterion (dependent) variable can be investigated via standardized Beta coefficient. From this time, the regression coefficient explains the average amount of change in dependent variable that caused by a unit of change in the independent variable.

## 4.5 Testing Hypotheses

**H1**= There is a positive and significant relationship between Authentic leadership and organizational citizenship behavior.

As indicated in the above regression table (Table 11) the scored value ($\beta$= .875, p = 0.00), which indicate that Authentic leadership significantly affects employees OCB and the value of ($R^2$=.0.766) shows that 76.6% variance in employee OCB can be explained by Authentic Leadership. As a result, hypothesis 1 is accepted.

**H2**= There is a positive and significant relationship between Authentic leadership and altruism

**Table: 12 Summary Regression Results of Authentic leadership style on Altruism**

| Model | Unstandardized Coefficients | | Standardized Coefficients | R Square | Adjusted R Square | F | t | Sig. |
|---|---|---|---|---|---|---|---|---|
| | B | Std. Error | Beta | | | | | |
| (Constant) | .407 | .101 | | .590 | .587 | 245.937 | 4.019 | .000 |
| AL_Both_ MEAN_2 | .736 | .047 | .768 | | | | 15.682 | .000 |

As indicated in the Table 12 the scored value (β= .768, p = 0.00), which indicate that Authentic leadership significantly affects employees Altruism and the value of ($R^2$ =.590) shows that 59% of variance in employee Altruism can be explained by Authentic Leadership. This means that the leaders' level of authentic leadership will influence employees' decision to engage in Altruism behaviors. As a result, hypothesis 2 is accepted.

**H3**= There is a positive and significant relationship between Authentic leadership and courtesy

**Table: 13 Summary Regression Results of Authentic leadership style on Courtesy**

| Model | Unstandardized Coefficients | | Standardized Coefficients | R Square | Adjusted R Square | | | |
|---|---|---|---|---|---|---|---|---|
| | B | Std. Error | Beta | | | F | t | Sig. |
| (Constant) | .185 | .110 | | .640 | .638 | 304.654 | 1.671 | .000 |
| AL_Both_MEAN_2 | .894 | .051 | .800 | | | | 17.454 | .000 |

. Dependent Variable: Curtesy_Both_Meal

As shown in the Table 13 the scored value (β= .800, p = 0.00), which indicate that Authentic leadership significantly affects employee's courtesy and the value of ($R^2$ =.640) shows that 64% of variance in employee courtesy can be explained by Authentic Leadership. As a result, hypothesis 3 is accepted.

**H4**= There is a positive and significant relationship between Authentic leadership and conscientiousness

**Table: 14 Summary Regression Results of Authentic leadership style on Conscientiousness**

| Model | Unstandardized Coefficients | | Standardized Coefficients | R Square | Adjusted R Square | | | |
|---|---|---|---|---|---|---|---|---|
| | B | Std. Error | Beta | | | F | t | Sig. |
| (Constant) | .426 | .101 | | .630 | .627 | 290.708 | 4.221 | .000 |
| AL_BOTH_MEAN_2 | .798 | .047 | .793 | | | | 17.050 | .000 |

As indicated in the Table 14 the scored value ($\beta$= .793, p = 0.00), which indicate that Authentic leadership significantly affects employee's conscientiousness and the value of ($R_2$ =.630) shows that 63% variance in employee conscientiousness can be explained by Authentic Leadership. As a result, hypothesis 4 is accepted.

**H5**= There is a positive and significant relationship between Authentic leadership and sportsmanship

**Table: 15 Summary Regression Results of Authentic leadership style on Sportsmanship**

| Model | Unstandardized Coefficients | | Standardized Coefficients | R Square | Adjusted R Square | | | |
|---|---|---|---|---|---|---|---|---|
| | B | Std. Error | Beta | | | F | t | Sig. |
| 1 (Constant) | .169 | .106 | | .665 | .663 | 339.986 | 1.597 | .000 |
| AL_BOTH_MEAN_2 | .905 | .049 | .816 | | | | 18.439 | .000 |

As indicated in the Table 15 the scored value ($\beta$= .816, p = 0.00), which indicate that Authentic leadership significantly affects employee's sportsmanship and the value of ($R_2$ =.665) shows that

66.5% variance in employee sportsmanship can be explained by Authentic Leadership. As a result, hypothesis 5 is accepted.

H6= There is a positive and significant relationship between Authentic leadership and civic virtue

**Table: 16 Summary Regression Results of Authentic leadership style on Civic virtue**

| Model | Unstandardized Coefficients | | Standardized Coefficients | R Square | Adjusted R Square | | | |
|---|---|---|---|---|---|---|---|---|
| | B | Std. Error | Beta | | | F | t | Sig. |
| (Constant) | .479 | .084 | | .677 | .675 | 358.441 | 5.691 | .000 |
| AL_BOTH _MEAN_2 | .739 | .039 | .823 | | | | 18.933 | .000 |

As indicated in the Table 16 the scored value ($\beta$= .823, p = 0.00), which indicate that Authentic leadership significantly affects employee's civic virtue and the value of ($R_2$ =.677) shows that 67.7% variance in employees' civic virtue can be explained by Authentic Leadership. As a result, hypothesis 6 is accepted.

## 4.6 Discussions

The major findings of the study are organized and presented as follow.

## 1. Respondent's perception about authentic leadership style

With regard to management's perception about authentic leadership, the result indicated that the mean values for the authentic Leadership style (rated by management) was 3.45. On the other hand, concerning employees' perception about their managers' authenticity, the result implied that the mean values for the authentic Leadership style (rated by employee's) was 3.33. This indicates that the majority of the management and employees perceived leaders moderately engage in the principles and features of authentic leadership in the EAA. In addition, it indicates that leaders communicate in an open and honest manner about their values and beliefs to their

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respective employees at satisfactory level.

## 2. Respondent's perception about the level of OCB in the EAA

Concerning Employees' perception about their level of OCB, the result indicated that the mean values for the OCB rated by employee's was 3.30 and Managements' perception about their employees' level of OCB, the result showed that the mean values for the level of employee OCB (rated by management's) was 4.13. This indicates that both leaders and employees perceived that majority of the employees exhibited moderate level of OCB in the EAA. This means that employees were willing to go above and beyond their prescribed role requirements at satisfactory level.

## 3. Respondent's perception about the level of OCB dimensions in the EAA

Regarding employee's perception about OCB's dimensions: altruism, civic virtue, conscientiousness, courtesy, and sportsmanship; the result reviled that the average mean values for the dimensions are: 3.19, 3.29, 3.43, 3.25 and 3.27 respectively. This indicates that the all respondents observed that majority of the employees exhibited moderate level of OCB dimensions in the EAA. This implies that employees were believed to be engaged in the major five OCB dimensions in their day to day activities at satisfactory level.

## 4. The relationships among the various variables

In addition to the findings generated from the descriptive type of analyses, the relationships among the various variables and dimensions have also been developed by conducting correlation analyses. The first correlation analysis was conducted to assess the relationship between authentic leadership (rating is from the employee and leader perspective) and altruism, civic virtue, conscientiousness, courtesy, and sportsmanship dimensions of employees' OCB. The result indicated that there is a strong positive relationship between authentic leadership with all the five dimensions of OCB with a score of altruism ($r = .887**$, $p<0.01$), conscientiousness ($r = .935**$, $p<0.01$), courtesy ($r = .861**$, $p<0.01$), civic virtue ($r = .940**$, $p<0.01$), and sportsmanship ($r = .886**$, $p<0.01$).

In addition, Correlation analysis was also conducted to assess the relationship between the leadership styles' with employees' OCB. The result (rating from the employee and leader perspective) indicated that there is a strong positive relationship between Authentic leadership and OCB with association (r= .875**, p<0.01).

This implies that as the level of leader's authenticity changes, the level of employees' OCB will be affected strongly.

## 5. The influence of authentic leadership style on employee OCB dimension

Regression analysis was also conducted to assess the influence of leadership style on employee OCB dimensions and testing the hypothesis.

The first regression was performed to assess the predictive ability of Authentic leadership over employees OCB, the result revealed that Authentic leadership ($\beta$=0.875, p=0.000, $R^2$=0.766), which indicated that authentic leadership positively and significantly affect to employees OCB and can be explain 76.6% of its variance. As presented in the data, when a leaders' rating (rating is from the employees and leader perspective) of authentic leadership is high, employees would be more likely to engage in OCB behaviors. Based on the results, authentic leadership was found to be a significant predictor of organizational citizenship behavior. This contradicts previous research done by Dannhauser (2007) mentions that followers are likely to reciprocate their leader's supportiveness by engaging in extra-role behaviors. On the other side, Lynelle Coxen,Leoni van der Vaart (2016) found out in his study that authentic leadership was not found to be a significant predictor of organizational citizenship behavior which is contradicted to this study.

The second regression was performed to assess the effect of Authentic leadership over employee's altruism, the result revealed that Authentic leadership ($\beta$=0.768, p=0.000, $R^2$= 0.590), which indicated that positively and significantly affects employees altruism and can

explain 59% of its variance. As altruism behaviors consist of coworkers helping one another with a task or problem that is organizationally related (Bambale, Shamsuin, & Subramaniam, 2011), authentic leader can have a positive effect on individuals making this decision. The analyses also showed that when a leaders' rating (rating is from the employees and leader perspective) of authentic leadership is high, employees would be more likely to engage in altruistic (helping) behaviors. Therefore, it can be assumed that a leader who is seen as authentic can have a positive effect on employees they supervise by enhancing individuals' performance.

The third regression was done to see the influence of Authentic leadership over subordinates' civic virtue, the result revealed that Authentic leadership with the score of ($\beta$=0. 823, p=0.000, R2=0.677), which indicated that Authentic leadership positively and significantly affect to employee's civic virtue and can explain 67.7% of its variance. This study found a significant, positive relationship between a leaders' level of authentic leadership and follower civic virtue behaviors. Supporting this finding, Bommer et.al., (1999) civic virtue includes having a say at personal discretion, suggesting solutions to problems, participation in the decisions, and making constructive suggestions to improve unit function. One can support this finding by understanding that authentic leaders are involved in their organization because they truly believe in the organization's objectives, mission, and vision. With regard to the authentic leadership constructs of self-regulation and relational transparency, authentic leaders promote this belief of the organization to their employees. When employees' witness their leader engaging in behaviors that support and enhance the organization, they, in turn, are more inclined to do so.

The fourth regression was done to see the influence of authentic leadership over subordinates' conscientiousness and compare the degree prediction with authentic leadership, the result revealed that Authentic leadership with the score of ($\beta$=0. 793, p=0.000, R2=0.630), which indicated that Authentic leadership positively and significantly affect to employees' conscientiousness and can explain 63% of its variance. Conscientiousness includes elements such as self-discipline, carefulness, thoroughness, organization, deliberation, and need for achievement (Fisk & Friesen, 2012). In fact, conscientiousness is one of the "Big Five" personality traits – personality traits that have been historically attributed to leaders (Northouse,

2010). This means, from the employees' perspective, their immediate supervisor's authenticity has a positive effect on comply with norms that define a good worker and carry out in-role behaviors, which is well beyond the minimum required levels. Therefore, the data analyses revieled that when a leaders' rating of authentic leadership is high, followers would be more likely to engage in conscientious behaviors including carrying out role behavior well beyond the required level. Thus, this study found a significant, positive relationship between authentic leadership and conscientiousness at the employee level when assigned to a particular leader.

The fifth regression was conducted to see the effect of Authentic leadership over subordinates' courtesy and compare the degree prediction with Authentic leadership, the result showed that Authentic leadership with the score of ($\beta$=0.800, p=0.000, R2 = 0. 640), which indicated that Authentic leadership positively and significantly affect to employee's courtesy and can explain 64% of its variance. Courtesy includes behaviors, which focus on the prevention of problems and taking the necessary step so as to lessen the effects of the problem in the future. In other words, courtesy means a member encourages other workers when they are demoralized and feel discouraged about their professional development Organ, (1988). The study suggested that when a leaders' rating of authentic leadership is high, employees would be more likely to engage in courteous behaviors such as taking action to prevent problems from occurring by respecting other's needs. This study found a significant, positive relationship between a leaders' level of authentic leadership and follower behaviors of OCB courtesy.

The sixth regression was performed to see the effect of Authentic leadership over subordinate's sportsmanship and compare the degree prediction with Authentic leadership, the result showed that Authentic leadership with the score of ($\beta$=0.816, p=0.000, R2 = 0.665), which indicated that Authentic leadership positively and significantly affect to employees sportsmanship and can explain 66.5% of its variance.

As Podsakoff et al., (2000) explaind that good sports are "people who not only do not complain when they are inconvenienced by others, but also maintain a positive attitude even when things don't go their way, aren't offended when others don't follow their suggestions, are willing to sacrifice their personal interest for the great of the work group, and don't take the rejection of their ideas personally". The study suggested that when a leaders' rating of authentic leadership is

high, employees would be more likely to engage in sportsmanship behaviors. This study found a significant, positive relationship between a leaders' level of authentic leadership and follower behaviors of OCB sportsmanship. As Podsakoff et al., (2000) explained that good sports are "people who not only do not complain when they are inconvenienced by others, but also maintain a positive attitude even when things do not go their way, are not offended when others do not follow their suggestions, are willing to sacrifice their personal interest for the good of the work group, and do not take the rejection of their ideas personally". The study suggested that when a leaders' rating of authentic leadership is high, employees would be more likely to engage in sportsmanship behaviors. This study found a significant, positive relationship between a leaders' level of authentic leadership and follower behaviors of OCB sportsmanship.

# Chapter 5 Conclusions and recommendations

## 5.1 Summery

This study was intended to asses' employees' perception of authentic leadership and employees' OCB. First, authentic leadership has become the main focus of attention among scholars because of its positive and significant effects on employees, also as on organizational performance.

Since the main objective of this research was to test the effect of authentic leadership on the constructs of OCB: altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. It was predicted that 1) the overall organizational citizenship behavior level of employees in the Ethiopian Aviation Academy schools. The result reviled that EAA employees has moderately engaged in OCB. 2) The level of practice of authentic leadership styles by Ethiopian Airlines academy managements. The study showed that leaders in EAA moderately engaged in the principles and features of authentic leadership 3) the influence of authentic leadership style on the 5 dimensions of the organizational citizenship behavior components also resulted to be moderate.

## 5.2 Conclusions

Based on the major findings, the following conclusions were drawn:

1. This study has shown that the leaders' role is a key factor in employees' behavior. It showed that authentic leadership style positively influences the employees' behavior. In this sense, EAA management shall enhance the level of leader's authenticity through researches, training, professional debates, workshop, seminars etc. Leadership development programs for heads should be based on the concept of the important areas of rational transparency, internalized moral perspective, balanced processing and self-awareness. As a result, if heads have stronger relational transparency patterns of behavior, they are able to have meaningful relationships with their school instructors and other staff members. In addition, the study recommended that leaders within the academy must concentrate on philosophy like openness, confrontation, trust, authenticity, proactive, and collaboration to create authentic leadership effective and successful. Thus, more research in this area is necessary to introduce specific model of school leadership.

2. It is not easy to convince employee to behave like a citizen considering that OCB is not paid or rewarded. Leader`s emotions are transferred to the employee's behavior and attitude. It is important for the leader to be more careful when dealing with emotions in front of the employees because leader should lead by the example in the organization. As continuous change occurs in aviation industry, leader's role is crucial in helping employees to understand and adjust their attitudes to the new context. According to (Cianci et al. 2014), the delivery of authentic leadership has a permeating effect on subordinates improving their moral courage and reinforcing their intent to act morally and hence unethical behavior becomes subdued.

As a result, this study reviled that leaders (self-rating) and employee (rating their leaders) collectively perceived leaders in the EAA as moderately engaged in the principles and features of authentic leadership. This also indicates that the majority of the employees in different management positions involves and solves the multi faced day to day problems closely at satisfactory level with their employees in order to achieve the vision, mission and goal of the EAA.

3.  Not all employees want money as a reward for their engagement. There also are other sorts of rewards which don`t have price like feeling a part of the organization and private achievement, organizational status, respect of colleagues, etc. OCB is typically perceived as exerting exceptionally good behaviors for the sake of the organization and informally supporting its members. Obviously, such behaviors are important to aviation industry, since they affect their competitiveness and profitability at large. Thus, OCB allows the employees in the accommodation business to voluntarily participate in the organizational structure and keeps them from behaviors that are detrimental to the organization they work for (Köksal, 2012). Based on the study results, employees' (self-rating) and leaders (rating their employees) collectively perceived that employees in EAA moderately involve in performing beyond their job description. This indicates that employees with positive and extra-role behavior at employee's discretion which regulates the harmony of work, and avoidance from negativities are at satisfactory level.

4.  When leaders evaluate employee's performance they engage OCB, but the question is whether all citizenship behavior dimensions have the same impact on organizational effectiveness and do they all worth the same for manager. It is also possible that employees who have good work performance have more free time so they can engage in OCB. Thus this study finding demonstrated that both leaders and employees rated that OCB dimensions were moderately exhibited in the employee's behavior in EAA.  This clearly indicated that the majority of employees agreed that there is satisfactory level of voluntary behaviors where an employee provides assistance to an individual with a particular problem (altruism), dedication to the job which exceed formal requirements such as working long hours (conciseness), involves in behavior of total organizational commitment (civic virtue), behavior of tolerating the irritations that are an unavoidable part of organizational setting(sportsmanship), and focusing on the prevention of problems and taking the necessary step to lessen the effects of the problem in the future (courtesy) in the academy.

5.   Leader role is to make sure that each employee to engage and feel like part of the organization. The more dynamically an employee is engaged in his work there will be greater

chances to reveal citizenship behavior and ultimately effective performance. In support, Wang et al. (2014) found that authentic leaders represent actions that are a clear and emphatic expression of their commitment to organizational tasks, which then gives direction to followers about how to remain engaged emotionally, physically and cognitively during work performance.

Results from the regression analysis indicated that authentic leadership strongly and positively affects employees' OCBs. when individuals in leadership positions demonstrated authentic leadership behavior, employees demonstrated higher levels of in-role performance. This implies that as the leader in EAA demonstrates more authentic behavior, level of employee cooperation and it inspired extra role behaviors in employees OCB increases with the same level. From the study it was understood that authentic leadership has strong impact on OCB dimensions civic virtue.

This study confirmed that factors such as authenticity and ethical behavior are essential determinants to achieve positive organizational outcomes.

## 5.3 recommendations

On the basis of the conclusion, the following recommendations were forwarded:

1. This study has shown that the leaders' role is a key factor in employees' behavior. It showed that authentic leadership style positively influences the employees' behavior. In this sense, EAA management shall enhance the level of leader's authenticity through researches, training, professional debates, workshop, seminars etc.

Leadership development programs for heads should be based on the concept of the important areas of rational transparency, internalized moral perspective, balanced processing and self-awareness. As a result, if heads have stronger relational transparency patterns of behavior, they are able to have meaningful relationships with their school instructors and other staff members. In addition, the study recommended that leaders within the academy must consider philosophy like openness, confrontation, trust, authenticity, proactive, and collaboration to make authentic leadership

effective and successful. Thus, more research in this area is necessary to introduce specific model of school leadership.

In addition, by evaluating the selection and promotion processes of leaders, by highly considering the leaders' self-awareness, relational transparency, balanced processing and internalized moral perspective as relevant variables, because these authentic leadership dimensions stimulate employees' OCBs, which are positively related to the efficacy and efficiency of the academy.

2.    Even though there is moderate level of employee OCB exhibited in the EAA different sections, it is very necessary to increase the level to the maximum because OCB has been linked with the overall effectiveness of an organization; hence remarkable consideration has to be given to improve organizational citizenship behavior. There for, all section leaders should involve their employees in the decision making process to ensure their participation and concern. In addition, Periodical employees' OCB survey shall be employed by the management in order to measure the level of employees' OCB and accordingly immediate corrective action shall be given to discrepancies through discussion with employees. Employees that are emotionally connected will be committed to stay within the academy voluntarily, not because they need to. Above and beyond, managements should appreciate and recognize employees for their determination in order to feel encouraged and to go extra mile.

3.  It has been clearly indicated in the study that the dimensions of employees' OCB have a significant effect on authentic leadership style. EAA managements at all level shall enhance this leadership style because as stated by I. Maria et.al., (2013) the fact is that both Organizational Citizenship Behavior and Leadership styles are important aspects for the success of an organization.

As per the result of the study, OCB Implications in an academy setting is very essential because, a classroom setting, material development and practical evaluations are implemented by the instructors and their active participation in daily routine activities in their

departments" functions results in working extra miles without inquiring additional benefits. As professionalism and commitment of instructors are affected by the leadership practices, EAA head and department heads should acknowledge the facts to bring instructors citizenship behavior trough academic freedom and transparency.

When managers evaluate employee's performance they engage OCB, but the question is whether all citizenship behavior dimensions have the same impact on organizational effectiveness and do they all have the same value for leaders. Therefore, involving staff in decision making activities are not only play great roles for the effective practice of Authentic leadership but also sharing the same interests result in unconsciously formed OCB team.

As not all employees want benefit as a reward for their engagement, there are also other types of rewards like personal achievement, organizational status, respect of colleagues, etc. Furthermore, giving awards for good task results can affect citizenship behavior because, if only the results achieved are evaluated, then citizenship behavior is not properly valued in the organization. The main point here is not how good results were achieved but also the employees responsible for the success needs to be valued too. When both result and supporting employees are evaluated equally, then employees are ready to engage in OCB.

Additionally, EAA should recruit potential employees who demonstrate higher levels of OCB dimensions because it is believed that this recruitment strategy would enable the academy to attain its goals in the long run. Besides, trainings can be seen as a one way to encourage citizenship behavior of permanent employees as well as newly hired employees.

As a final point, as leadership plays a significant role in promoting and enhancing employee's attitudes and behaviors in the workplace. Managements' should focus more on authenticity in their leadership behavior because, as employees are important internal assets to the academy, leaders should be careful to their actions that directly affect employees OCB.

4. As clearly shown in the respondent's demography summery in chapter 4, majority of assigned employees in the management position are male, EAA should consider female equally in managerial position because as seen in the result equivalent educational states and work

experience were observed with that of male.

In addition, great numbers of employees who are in the managerial position do not stay in one position for a long time. As EAA an aviation institute, subject matter expert is highly appreciated in order to give directions in a given school and to maintain regulatory body's requirements.

## 5.4 Limitation of the study

It is believed that the study would have been complete if it covers all employees working in Ethiopian airlines aviation academy and assess all variables affecting employee level of OCB. However, due to resource and time constraints, it is forced to limit the study in Ethiopian airlines employees located in Addis Ababa Ethiopia academy (Head Quarters). As a result, those leaders and employees working in the regional area of the company would not be part of the population of the study.

It is believed that the research could be more impactful, if it had incorporated additional styles of leadership. But this intention would not be realized, due to the fact of time constraint and nature of academic research. Hence this research is limited only to one of selected styles of leadership which is authentic leadership style.

A related limitation is that both predictor and outcome variable were rated by the same individual, which might be related to common-rater bias. Common-rater bias refers to the prevalence of any artificial correlation between two variables which is a result of the fact that there is a common source of rating on both measurements (N. P. Podsakoff, Whiting, Welsh, & Mai, 2013).

Finally, it is important to emphasize that the hypotheses tested in this study aimed on the general theory of authentic leadership which is not specifically Authentic Leadership dimension's on the influence on all OCB dimensions.

## 5.5 Suggestion for future research

There are numerous ways in which research can continue to refine and develop this framework. There is a need to collect authentic leadership style with different mediators and moderating ( eg. happiness, work ethics and psychological wellbeing) to assess the effect on employee OCB as a result, if authentic leadership uniquely contributes to positive follower outcomes.
There is a need to expand this research to not only in EAA, but also to expand to other types of organizations and industries, including not-for-profit and educational.

It is important to emphasize that the hypotheses tested in this study centered on the general theory of authentic leadership, not its specific dimensions.  For that reason, it is suggested that future research regarding authentic leadership should continue to investigate each of the Authentic Leadership dimensions' effect and result with all OCB dimensions.

The cross-sectional study design was applied for data collection to avoid the uncertainty of a causal relationship; future research may apply a longitudinal study design to this studied.

Finally, with regard to methodology, it is suggested to incorporate qualitative methods of researching for authentic leadership and its leadership development.

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# Appendix

Questionnaires

**Information Letter**

Now a day, it has become very essential for an organization especially for internationally competing organization; to assess its leadership style practice which can lead to the employees increased level of performance and to demonstrate extra roll behavior. For these reason, the organization's leaders in different levels can prove themselves as a key factor to bring these type of behavior.

This study is being carried out to determine the influence of authentic leadership style on the employee's level of organizational citizenship behavior in the Ethiopian aviation academy. Thus, this questionnaire aims to collect information for the purpose of research work only.

You are kindly requested to respond to each question. Please be fair and frank while responding to the statements. The information supplied by you is strictly confidential and will be used only for academic/research purpose

Thanking You

Questionnaires-A ( for managers)
**Section I: Respondent Information**

    a)  Name (Optional)           -----------------------

    b)  School/ Section            -----------------------

    c)  Age in years              -----------------------

    d)  Gender                  -----------------------

    e)  Academic Qualification

        i)        Graduate        ☐

        ii)      Post Graduate     ☐

        iii)    Diploma/Certificate  ☐

        iv)    Others          ☐

    f)  Distinctive title:           -----------------------

    g)  Cadre:

        Managerial level           Non-managerial Level

    h)  Total Work Experience     ------------------years

    i)  ☐ Tenure in current job    ----------------☐ years

**Section II: Respondent Authentic Leadership Self-Assessment Questionnaire**

**Instructions:** This questionnaire contains items about different dimensions of authentic leadership. There are no right or wrong responses, so please answer honestly. Use the following scale when responding to each statement by writing the number from the scale below which you feel most accurately characterizes your response to that statement.

Key: 1 = Strongly disagree 2= Disagree 3= Neutral 4=Agree 5=Strongly agree

1. I can list my three greatest weaknesses. 1 2 3 4 5
2. My actions reflect my core values. 1 2 3 4 5
3. I seek others' opinions before making up my own mind. 1 2 3 4 5
4. I openly share my feelings with others. 1 2 3 4 5
5. I can list my three greatest strengths. 1 2 3 4 5
6. I do *not* allow group pressure to control me. 1 2 3 4 5
7. I listen closely to the ideas of those who disagree with me. 1 2 3 4 5
8. I let others know who I truly am as a person. 1 2 3 4 5
9. I seek feedback as a way of understanding who I really am as a person. 1 2 3 4 5
10. Other people know where I stand on controversial issues. 1 2 3 4 5
11. I do not emphasize my own point of view at the expense of others. 1 2 3 4 5
12. I rarely present a "false" front to others. 1 2 3 4 5
13. I accept the feelings I have about myself. 1 2 3 4 5
14. My morals guide what I do as a leader. 1 2 3 4 5
15. I listen very carefully to the ideas of others before making decisions. 1 2 3 4 5
16. I admit my mistakes to others. 1 2 3 4 5

## Section III: Respondent Information on OCB
Dear Respondents

This questionnaire measures Organizational Citizenship Behavior (OCB) of the employees under your supervision that forms the subject of the study undertaken. These statements are relating to different aspects of OCB to which you must indicate the extent to which you agree or disagree by putting ($\sqrt{}$) mark on the appropriate number. Read each of the following statements and use the following rating scale.

| Rating Scale | | | | |
|---|---|---|---|---|
| 1.Strongly Disagree | 2.Disgree | 3. Neither agree or disagree | 4. Agree | 5. Strongly Agree |

| S.No. | Statement | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| 1 | Makes constructive suggestions that can improve the operation of the company | | | | | |
| 2 | Leaves work early without permission. | | | | | |
| 3 | Encourages management to keep knowledge /skills updated. | | | | | |
| 4 | Believes in honest day's work for an honest day's pay. | | | | | |
| 5 | Helps the co-workers who are absent. | | | | | |
| 6 | Keeps work area neat and clean | | | | | |
| 7 | Always ready to use new methods/ technology. | | | | | |
| 8 | communicates all information that is useful to the work group | | | | | |
| 9 | Tackles difficult work assignments enthusiastically. | | | | | |
| 10 | Assists new colleagues to adjust to the work environment. | | | | | |
| 11 | Motivates others in the group to overcome their differences. | | | | | |
| 12 | Adheres to informal rules devised to maintain order. | | | | | |
| 13 | Tries hard to self-study to increase the quality of work outputs | | | | | |
| 14 | Helps my colleagues to solve work related problems. | | | | | |
| 15 | Volunteers to work overtime | | | | | |

Questionnaires-B (for employee)

**Section I: Respondent Information**

    a) Name (Optional)                  -----------------------

    b) School/ Section                  -----------------------

    c) Age in years                    -----------------------

    d) Gender                       -----------------------

    e) Academic Qualification

        i)         Graduate            ☐

        ii)        Post Graduate        ☐

        iii)       Diploma/Certificate     ☐

        iv)       Others               ☐

    f) Distinctive title:                -----------------------

    g) Cadre:

       Managerial level                 Non-managerial Level

    h) Total Work Experience      -------------☐-years

    i) Tenure in current job        ------------------ years

**Section II**

Dear Respondents

This questionnaire measures Organizational Citizenship Behaviour (OCB) of the employees that forms the subject of the study undertaken. These statements are relating to different aspects of OCB to which you must indicate the extent to which you agree or disagree by putting ($\sqrt{}$ ) mark on the appropriate number. There is no right or wrong answer and no individual result will be reported. Please do not spend too long thinking about your responses, as your first guess is probably the best one. Read each of the following statements and use the following rating scale.

| Rating Scale | | | | |
|---|---|---|---|---|
| 1.Strongly Disagree | 2.Disgree | 3. Neither agree or disagree | 4. Agree | 5. Strongly Agree |

| S.No. | Statement | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| 1 | I make constructive suggestions that can improve the operation of the company | | | | | |
| 2 | I take action to protect the organization from Potential problem. | | | | | |
| 3 | I offer ideas to improve the functioning of the Organization. | | | | | |
| 4 | I leave work early without permission. | | | | | |
| 5 | I encourage management to keep knowledge | | | | | |
| 6 | I believe in honest day's work for an honest day's pay. | | | | | |
| 7 | I help the co-workers who are absent. | | | | | |
| 8 | I clarify the misunderstandings about the organization | | | | | |
| 9 | I keep work area neat and clean. | | | | | |
| 10 | I keep well informed where opinion might benefit organization. | | | | | |
| 11 | I use professional judgment to assess right or wrong for organization | | | | | |
| 12 | I use company resources to do personal business. (I take supplies or equipment's | | | | | |
| 13 | I take my job seriously and rarely make mistakes | | | | | |
| 14 | I always ready to use new methods/ technology. | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 16 | I communicate all information that is useful to the work group | | | | | |
| 17 | I tackle difficult work assignments enthusiastically. | | | | | |
| 18 | I represent organization favorably to outsiders. | | | | | |
| 19 | I assist new colleagues to adjust to the work environment. | | | | | |
| 20 | I motivate others in the group to overcome their differences. | | | | | |
| 21 | I adhere to informal rules devised to maintain order. | | | | | |
| 22 | I take time to listen and solve problems and worries | | | | | |
| 23 | I tries hard to self study to increase the quality of work outputs | | | | | |
| 24 | I make work easy for group members. | | | | | |
| 25 | I help my colleagues to solve work related problems. | | | | | |
| 26 | I volunteered to work overtime | | | | | |

**Section III**

**DIRECTIONS:** This questionnaire is to **describe the leadership style of the school.** Describe the leadership style as you perceive it. Please answer all items on this answer sheet. Please answer this questionnaire anonymously.

Twelve descriptive statements are listed on the following pages.  Judge how frequently each statement fits the person you are describing. Read each of the following statements and then select byputting (√ ) mark on the appropriate number to reflect your opinion. Please use the following rating scale.

| Rating Scale | | | | |
|---|---|---|---|---|
| 1.Strongly Disagree | 2.Disgree | 3.  Neither agree or disagree | 4. Agree | 5. Strongly Agree |

| S.No. | Statement | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| 1 | His/her  actions reflect my core values | | | | | |
| 2 | Avoids getting involved when an important issue comes up. | | | | | |
| 3 | The  moral  guides  what  His/her  do  as  a  leader (Leads by being an example.) | | | | | |
| 4 | Admits his/her  mistakes to others | | | | | |
| 5 | Act without considering feelings. | | | | | |
| 6 | Seeks feedback as a way of understanding who he/she really is as a person | | | | | |
| 7 | Talks enthusiastically about what has to be Accomplished. | | | | | |
| 8 | Is not available when needed. | | | | | |
| 9 | Takes action only after things have gone | | | | | |
| 10 | Develops a team attitude and spirit among | | | | | |
| 11 | I  listen  very  carefully  to  the  ideas  of  others before making decisions | | | | | |
| 12 | Encourages me to develop my strengths | | | | | |