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Authentic Leadership and Organizational Citizenship Behavior: Mediating role of Work Motivation

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Abstract

To improve academic outcomes, this research assumes that effective school leadership is critical. Although numerous studies have examined leadership and employee behavior, a notable research gap persists in understanding how authentic leadership specifically influences organizational citizenship behavior (OCB) and motivation for work. Organizational citizenship behavior (OCB) and authentic leadership are the topics of this investigation of public primary and secondary schools in Pakistan. Work motivation is examined as a form of mediation in this research, which draws on Self-Determination Theory (SDT). Using standardized questionnaires, the study measured authentic leadership, organizational citizenship behavior, and intrinsic motivation in a sample of 485 educators. The examination was carried out utilizing (PLS-SEM) through Smart PLS. Work motivation plays a substantial role among authentic leadership and OCB. Authentic managers can boost morale and productivity by attending to their employees' emotional needs, which in turn increases their motivation to go above and beyond in their work. Positive attitudes and motivation among education sector employees can be fostered through genuine leadership. However, drawback of the study relies on self-reported data and has a cross-sectional design. It would be beneficial for future research to take a longitudinal approach and investigate other potential moderators. To ensure the findings are generalizable beyond Pakistan, further cross-cultural investigation is advised. This research contributes to leadership literature by clarifying the ways in which genuine leadership affects employee behavior in the schooling context.

Keywords: Authentic Leadership; Motivation for work; organizational citizenship behavior; psychological needs; schooling context; Khyber Pakhtunkhwa.

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Introduction

In addition to creating more unfavorable working conditions, the current financial situation and budget cuts imposed in several nations have also caused tension between followers and organizational leaders. Furthermore, recent financial and ethical scandals have increased mistrust among a wide range of organizations, including businesses, social groups, and educational institutions. This has made it more important than ever to consider innovative, constructive leadership styles like authentic leadership (AL). The consistency between ethical values and behaviors, as well as the moral character & concern for others, are the foundations of this leadership style (Shahid, 2010). Luthans and Avolio (2009) state that "a highly developed organizational atmosphere and positive psychological capacities" are the two foundations upon which the behavior of authentic leadership is based. As a result, leaders and colleagues behave better regarding self-control & self-awareness, which promotes "optimistic self-development." Authentic leaders inspire confidence, resiliency, and aspirations in their followers by being optimistic.

Being loyal to oneself and one's principles is a characteristic of authentic leadership. In both their words and deeds, an authentic leader is truthful, reliable, and consistent. They know their talents and shortcomings, are self-aware, and don't hesitate to admit their mistakes or seek advice from others. They lead with authenticity and create solid, real connections rather than acting like someone they're not. In addition, as stated by (Quraishi & Aziz, 2018), schools are social organizations with a significant and profound societal responsibility to perform. Students' intellectual capacities and sense of civic duty are developed alongside their academic and technical competence through these programs. A potentially effective strategy, authentic leadership encourages good behavior among employees, which benefits both individual teams and the company. For example, OCB and other good additional role behaviors go above and beyond what is required by law to ensure that organizations run smoothly (Ribeiro et al., 2018).

Citizenship behavior in an organization can be defined as actions taken voluntarily by individuals that are not mandated or outlined by any formal system of rewards. They help organizations become more effective and efficient over time. Going above and beyond the call of duty to aid one's team and company is an example of organizational citizenship behavior. Helping colleagues, maintaining a positive attitude while working, staying late when necessary, and contributing unofficial support to the organization are all examples of this. Although not specifically stated in the job description, these deeds contribute to a more pleasant and fruitful work environment. These individuals demonstrate a genuine concern for their job, their peers, and the organization's success through their actions. focusing on 168 randomly selected samples, the most current research by (Podsakoff, Whiting, and Blume, 2009) proved that organizational citizenship behavior leads to numerous organizational benefits, such as increased productivity, greater satisfaction among clients, and decreased employee turnover. Although numerous studies have examined leadership and employee behavior, A notable discrepancy persists in understanding how authentic leadership specifically affects organizational citizenship behavior (OCB) and motivation for work through satisfaction of needs.

Most previous research has focused on other leadership styles, such as transformational or transactional leadership, while relatively less attention has been placed on the impact of being a genuine, honest, and self-aware leader on employees' willingness to go above and beyond their formal roles. Additionally, authentic leadership, OCB and Motivation for work have typically been studied as an independent construct, often using simple random sampling techniques (Gill et al., 2018; Quraishi & Aziz, 2018; Walumbwa et al., 2008, 2011). This study explains the relationship among authentic leadership and organizational citizenship behavior with mediating role of Motivation for work through the Self Determination Theory (SDT)

within the context of the schooling sector in Pakistan, specifically in primary and secondary schooling system.

Literature Review

Authentic Leadership

As defined by Walumbwa (2008) "Positive psychological capacities" and a "positive ethical climate" are the foundations of authentic leadership. It fosters "an internalized moral sense of perspective, balanced processing of information & social transparency" and increases leaders' and followers' self-awareness. Although there is disagreement on the definition of AL, everyone agrees on its components. Here they are: "self-awareness, relational transparency, balanced processing and an internalized moral perspective" (Avolio, Walumbwa, & Weber, 2009). According to the relevant literature, the four most important aspects of AL are as follows:

- (1) Self-awareness: In leadership, self-awareness is knowing oneself inside and out, including one's motivations, weaknesses, strengths, and the whole self. It also means being able to get a deeper understanding of oneself through interactions with others. To that end, it's important to know how others rate their leadership and what kind of impact they can have on others (Kernis, 2003). Being self-aware also means knowing that your own image of yourself is shaped by your own process of making sense of the environment. The literature on effective school leadership has also stressed the importance of self-awareness.
- (2) Relational transparency Relational/interactive transparency refers to honesty in partnerships. When people are open and honest with one another in their relationships and interactions, it shows that they are expressing their true sentiments and beliefs. Authentic Leaders promote trust among their followers by being themselves, as opposed to leaders who put up a fake front (Kernis, 2003).
- (3) Balanced processing refers to the Leaders that exhibit this trait are less likely to engage in fraudulent behaviors including making false claims, ignoring important evidence, or failing to adequately analysis all relevant factors before reaching a conclusion (Walumbwa et al., 2011). Residing responsively with the ideas that challenge one's fundamental beliefs is also part of this.
- (4) Internalized moral perspective Perception of right and wrong from within the term "internalized/co-opted moral perspective" describes a leader whose actions are guided by their own personal moral principles and values rather than by societal pressures, organizational demands, or peer pressures (Walumbwa et al., 2008).

Organizational Citizenship Behavior

Organizational citizenship behavior refers to Employees' efforts to make a good influence at the organizational level, beyond their officially allocated duties, are known as organizational citizenship behavior. This helps to preserve service quality and ensures that the company's survival and effectiveness in the long run. Increased production, more efficient use of limited resources, and enhanced organizational flexibility are all ways in which it might improve organizational efficiency. There is still a lot of space for discussion and debate on many different aspects of OCB. In their 2000 study, Podsakoff, Mackenzie, Paine, and Bacharach outlined 30 distinct types of organizational citizenship behavior (OCB) that shared some theoretical ground. Smith, Organ, and Near's (1983) two-factor model of organizational citizenship behavior (OCB) was the most widely accepted model in the circles. Two elements are involved here: generalized compliance and altruism.

The term "altruism" refers to actions that are purposefully and directly designed to benefit and help people in real-life situations, such as helping someone with a heavy job or a

task, or showing newcomers how to operate (Smith et al., 1983). subsequently in Organ, (1988) provided a definition of altruism as the pursuit of helping others with an issue or work that is relevant to the organization, without expecting payment. The other usual feature of organizational citizenship behavior is "Generalized compliance" This refers to more no personal preference form of attention to detail that does not directly benefit any one person or group but rather focusses on creating a sense of obligation among others to conform to the system's expectations, such as not wasting time or being late (Smith et al., 1983). A huge deal for educational institutions because the success of their programs depends on the dedication of their most important beneficiaries such as the students and faculty. The authors of this study believe in an expanded definition of educational outcomes that goes beyond educational achievement.

Relationship Between Authentic Leadership & Organizational Citizenship Behavior

According to a recent meta-analysis of empirical data on OCB, most studies discovered strong evidence for the connection between OCB and authentic leadership behaviors. Jun et al. (2023) believe that this is because individuals who follow are more probably to copy a leader's actions. If any leaders are authentic, they foster an open and honest workplace, which encourages workers to go above and beyond the call of duty to help the company succeed (Ribeiro et al., 2022). A healthy and psychologically safe workplace is produced by authentic leadership, which fosters trust, openness, and genuine interest for staff members. When employees perceive themselves as loved and supported by genuine leaders, they exhibit increased motivation to participate in Institutional Citizenship Behavior—voluntary behaviors include assisting colleagues, demonstrating initiative, and endorsing organizational objectives. Therefore, higher levels of OCB result from real leadership strengthening employees' moral responsibility and sense of belonging. Authentic leaders inspire their teams to act as good citizens by demonstrating the benefits of transparency and highlighting the significance of lending a helpful hand to those in need (Farid et al., 2020). In addition, Authentic leaders are probably developing a genuine social connection with their staff by promoting open communication, interacting with them, and expressing their own thoughts and emotions (Shih et al., 2022). Thus, we suggest that:

H1: Authentic leadership has major effect on organizational citizenship behavior.

Motivation for Work

Work motivation is influenced by both internal and external factors that shape how employees behave in the workplace (Udin et al., 2024; Pinder, 2008). Rewarding individuals in the workplace and the corporate environment has an impact on these individual-level motivational procedures (Franco et al., 2002). Motivation comprises three interrelated elements: wants, resulting from physiological or psychological instabilities; drive or motives, which signify attempts to meet these desires; and incentives, which assist in alleviating or fulfilling them. Employees are motivated to work as it allows them to fulfill diverse personal demands (Malik et al., 2018). Sashkin (1996) classifies work-related demands into four categories. The initial category encompasses safety and security requirements pertaining to employment stability, financial health, and availability of pensions or healthcare benefits. The second relates to social belonging, indicating employees' need for interpersonal connection and acceptability in the workplace. The third pertains to esteem demands, including acknowledgment, admiration, and rewards that bolster self-respect. The fourth pertains to self-actualization, denoting possibilities for personal development, education, and realizing one's potential.

Mediating role of Work motivation between authentic leadership and organizational citizenship behavior.

Deci and Ryan (2000) assert that authentic leadership boosts motivation by satisfying employees' fundamental psychological demands for independence, expertise, and relatedness. Genuine leaders empower people, enhance their confidence, and cultivate significant relationships, together augmenting self-motivation (Durrah et al., 2024). empirical proof demonstrates that authentic leadership enhances workplace mindsets and behaviors by fostering engagement, meaningful employment, and personal development. Furthermore, Authentic leaders inspire and motivate their staff members by exhibiting honesty, openness, and sincere support. This increased incentive compels people to exceed fundamental job expectations, leading to enhanced organizational citizenship behavior, including assisting colleagues, demonstrating initiative, and actively endorsing organizational objectives. Authentic leaders cultivate intrinsic motivation by establishing a psychologically friendly environment. Motivation significantly influences citizenship behavior in organizations (OCB). Employees willingly participate in organizational citizenship behavior when it corresponds with their individual needs and objectives (Rioux & Penner, 2001). Research indicates favorable correlations between job motivation, self-concept reasons, and organizational citizenship behavior (Barbuto & Story, 2011).

Self-Determination Theory posits that employees who are intrinsically stimulated are more inclined to engage in discretionary, prosocial behaviors due to their motivation being internally generated and self-affirmed (Shin et al., 2019). Elevated intrinsic motivation fosters organizational citizenship behaviors, including initiative, dedication, and exceeding formal job obligations (Battistelli et al., 2013). Research indicates that employees possessing robust intrinsic motivation consistently exhibit elevated levels of organizational citizenship behavior (Van den Broeck et al., 2021). Intrinsic drive serves as a mediator between authentic leadership and organizational citizenship behavior (OCB). Genuine leaders foster settings that prioritize autonomy, accountability, and psychological welfare, hence motivating employees to excel and participate in additional activities that enhance the organization (Jun et al., 2023). Thus, Proposed that:

H2: There is a significant relationship between authentic leadership and work motivation.

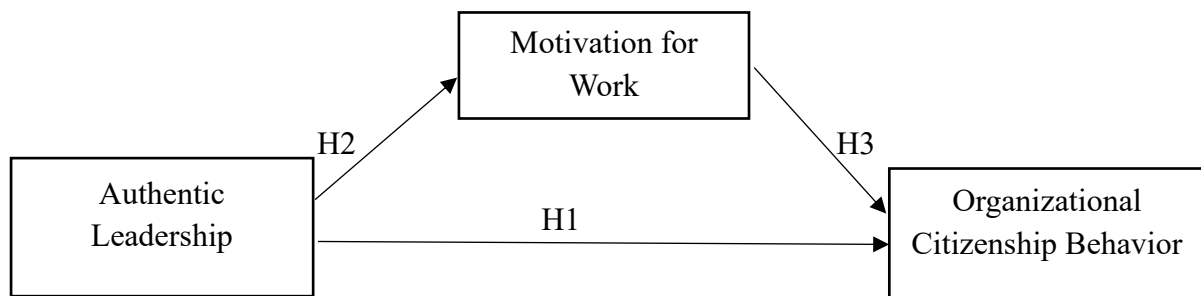
H3: Work motivation serves as a mediator between authentic leadership and organizational citizenship behavior.

Self-Determination Theory (SDT)

According to (Deci et al., 2000) (SDT) offers a solid foundation for investigating how motivates people. Depending on how much freedom and power a person has, it classifies different kinds of motivation. The three pillars of SDT's theory of basic psychological needs are relatedness (a feeling of belonging and being valued by others), competent (a sense of being able to do one's job well), and autonomy (the belief that one can choose one's own actions and make them count). When these requirements are met, people have an innate desire to develop, gain knowledge, and try new things. Leadership's ability to inspire better actions and greater participation from workers can be better understood with the help of SDT. According to Shih et al. (2022), leaders may meet the basic psychological requirements of their employees for closeness, skill, and independence through encouraging autonomy, enabling meaningful interpersonal contacts, and giving constructive criticism. The possibility of intrinsic motivation increases when these demands are met because it increases engagement, initiative, and acts that are voluntary and lead to the success of the organization (Zhang, 2018). (Karbasi et al., 2024) argued that Ethical behavior in the workplace is fostered when employees see their leader as genuine. This is because it satisfies their psychological requirements and improves their independent moral motivation.

Conceptual Model of the Study

This study explains the relationship among authentic leadership and organizational citizenship behavior with mediating role of Motivation for work through the Self-Determination Theory (SDT) within the context of the schooling sector in Pakistan, specifically in primary and secondary schooling system. Authentic leadership is now defined as a leadership style characterized by self-awareness, relational transparency, internalized moral perspective, and balanced processing of information (Walumbwa et al., 2008). These qualities position authentic leaders as credible and trustworthy role models who create psychologically safe environments that support employees' basic psychological needs. Work motivation is conceptualized through the lens of SDT, which differentiates between autonomous and controlled forms of motivation. We clarify that authentic leadership facilitates the satisfaction of the three basic psychological needs proposed by SDT autonomy, competence, and relatedness thereby enhancing autonomous motivation among employees (Deci et al., 2000). This theoretical link strengthens the rationale behind H2 and H3, demonstrating that employees who feel supported in their needs are more intrinsically driven to contribute positively to the organization. Organizational citizenship behavior (OCB) is defined as voluntary, extra-role behavior that supports organizational functioning (Organ, 1997). We now explicitly explain how SDT provides a foundation for the H1 relationship, as employees who experience higher autonomous motivation resulting from authentic leadership are more likely to display OCB due to increased internalized commitment and well-being.



Source: Santiago Leal Paredes et al., (2021)

Research Methodology

Data Collection & Sampling Technique

This investigation is cross-sectional in nature & quantitative approach was followed. This study's population included all Peshawar public secondary schools. The District Education Office produced a list from which sixteen secondary schools for females and sixteen secondary schools for boys were chosen using simple random technique. After another round of random selection, 250 educators from every group were chosen from the sample schools. 500 educators were given three surveys: one measuring authentic leadership, another measuring organizational citizenship behavior, and a third measuring motivation for work. The aim of this investigation was to collect self-reported information from 32 school principals using the AL Questionnaire. 97% of teachers participated. In terms of gender, there were 242 male teachers and 243 female teachers. While 225 instructors possessed a BA or BSc degree, most participants (260, or 54%) had an MA or MSc. Among the 292 participating educators, 58 percent held a Bachelor of Science degree; 110, or 23%, had a Master of Education degree; 14, or 2.8%, had a Master of Philosophy degree in education; and 79, or 15.8%, did not specify

their degree. We addressed all ethical considerations before collecting data. The participants received assurances that the privacy of their information would be maintained.

Measuring Instrument

We utilized standardized survey questionnaires for all of our study variables. Measuring authentic leadership (Walumbwa, et al., 2008) questionnaire followed. First created this 16-item survey. Four subscales make it up: (a) Transparency in relationships, (b) Having a moral compass within, (c) Processing information in a balanced way, and (d) Having aware of one's own actions. Overall, the instrument had a Cronbach's Alpha of 0.86, with subscales measuring Relational Transparency (AL), Internalized Moral Perspective (Moral), Balanced Processing (0.79), and Self Awareness (0.9). while Smith et al. (1983) created a 16-item questionnaire of organizational citizenship behavior (OCB) with two subscales: (a) items measuring altruism and (b) items measuring generalized compliance. This instrument was utilized to measure organizational citizenship behavior. The overall Cronbach's Alpha for the instrument was 0.81, while the scores for generalized compliance were 0.90 and for the OCB factors altruism were 0.87. At the same time, Sashkin's (1996) motivation for work questionnaire was utilized. This variable was broken down into four parts: (1) needs for safety and security (five factors), (2) needs for belonging and social interaction (five items), (3) needs for self-esteem (five items), and (4) needs for self-actualization (five items). The overall reliability (Cronbach's Alpha) of the Motivation for Work scale was 0.83. The participants were requested to rate on a five-point Likert scale. Additionally, 32 school heads from randomly chosen schools were contacted by phone and visited their schools by the researchers, who approached the participants directly. Several techniques were used to examine the data. We used Smart PLS version 3.3.0 for Structural Equation Modelling (SEM) to look at the data. In social science research, this approach works well for modelling complicated interactions and evaluating mediation effects, especially with non-normal data.

Data Analysis & Results

Measurement Model

As stated by Hair et al. (2021) PLS-SEM allows researchers to examine the connections between intangible concepts (such as attitude or contentment) and the measurable indicators that represent them, as well as the interrelationships between these concepts. The system constructs concealed variables from the observed data and then tests potential cause-and-effect relationships using those latent variables. Instead of focusing on accurately matching the observed data patterns, PLS-SEM is more concerned with the number of results explained, or prediction. This sets it apart from other structural models. It works extremely well when confronted with non-normal data, small samples, complex models, or when the goal is predicted rather than the rigorous confirmation of theory. The social sciences, business, as well as marketing research are some of the areas where PLS-SEM is gaining popularity. The researchers demonstrated the concept validity by checking the reliability, convergent validity, and discriminant validity of the measurements. For this, the researchers examined the scale items' factor loading, Cronbach's alpha (CA), average variance extracted (AVE), as well as composite construct reliability (CCR). Both the CA and CCR were at least 0.7, the AVE was at least 0.5, and the factor loadings listed in Table 1 were statistically significant ($p < .01$) and at least 0.5, suggesting that the measures were convergent and dependable (Fornell & Larcker, 1981; Hair et al., 2021).

Table No. 1

<i>Association of Authentic Leadership (AL) and Organizational Citizenship Behavior (OCB)</i>						
Items	Factor Loading	VIF	CA	CCR	AVE	
Authentic leadership				0.908	0.936	0.784
Rational Transparency	0.860	2.398				
Internalized Moral Perspective	0.904	3.220				
Balanced Processing	0.914	3.461				
Self-Awareness	0.862	2.341				
Organizational Citizenship Behavior					0.866	0.937
0.882						
Altruism	0.943	2.398				
Generalized Compliance	0.935	2.398				
Motivation for Work				0.903	0.937	0.775
Protection & Security needs	0.871	2.590				
Social & belonging needs	0.913	3.364				
Self-esteem needs	0.904	3.068				
Self-actualization needs	0.832	2.106				

Structural model assessments

The findings of hypothesis testing for the direct association of Authentic Leadership (AL) and Organizational Citizenship Behavior (OCB). Hypothesis 1 posited that authentic leadership has major effect on organizational citizenship behavior. The results support this hypothesis, with a standardized coefficient (β) of 0.263, a standard deviation (SD) of 0.109, a t-value of 2.408, and a p-value of 0.016, the values stated that the effect is significant statistically. The R^2 value of 0.796 indicate that authentic leadership explains 79.6% of the variance in organizational citizenship behavior. (Hypothesis 2), which explored the relationship between authentic leadership and work motivation, was supported. This relationship was found to be strong and highly significant, with a β of 0.890, SD of 0.027, t-value of 32.483, and a p-value < 0.001 . The R^2 value of 0.793 indicates that authentic leadership explains 79.3% of the variance in work motivation. Overall, these results confirm that authentic leadership exerts a positive and meaningful direct impact on both organizational citizenship behavior and work motivation.

Table No. 2

Hypothesis Testing (Direct Effect)

Variables	β	SD	t	ρ	R2	Decision
H1 AL > OCB	0.263	.109	02.408	.016	0.796	Supported
H2 AL > MFW	0.890	.027	32.483	.000	0.793	Supported

Table 2 shows the results of the indirect effect hypothesis testing, which shows that the variables Authentic Leadership (AL), Motivation for Work (MFW), and Organizational Citizenship Behavior (OCB) are significantly related to one another. A considerable impact is shown by the standardized coefficient (β) of 0.650. This estimate is both precise and statistically significant, as shown by the t-value of 6.215 and the standard deviation (SD) of 0.093. Results are considered statistically significant at the 1% level, as the p-value is less than 0.01. Therefore, it is supported by the evidence that authentic leadership indirectly affects organizational citizenship behavior through motivational work (H3).

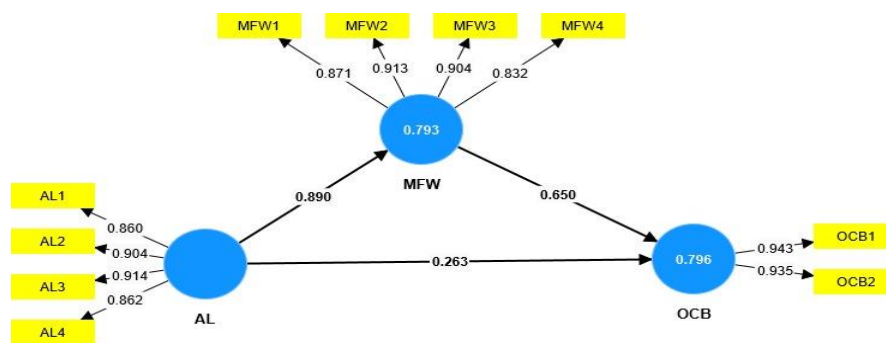
Table No. 3*Hypothesis Testing (indirect Effect)*

Variables	β	SD	t	p	Decision
H3 AL > MFW > OCB	0.650	.093	06.215	<.01	Supported

A comparison of the saturating and estimation frameworks across several fit parameters is shown in Table No.4, which provides the model fitness assessment. All statistics for both models are equal, showing that they perform similarly. According to Hu and Bentler (1999), the SRMR for both models is 0.049, which is lower than the generally recognized threshold of 0.08. This suggests that the predicted and observed covariance matrices are well-fit. Furthermore, the discrepancy indices d_ULS (0.132) and d_G (0.205) indicate that there is little variation from the data, lending weight to the idea that the model is adequate. Even though Chi-square is sample size dependent and frequently statistically significant in big samples, a smaller number in relation to degrees of freedom suggests a better fit, and the two models have a Chi-square statistic of 330.131 (2017). Finally, both models have an acceptable Normed Fit Index (NFI) of 0.878, which is marginally lower than the standard threshold of 0.90 (Bentler & Bonett, 1980). All things considered, the model aligns well with the data.

Table No.4*Model Fitness Assessment*

Fit Index	Saturated Model	Estimated Model
SRMR	0.049	0.049
d_ULS	0.132	0.132
d_G	0.205	0.205
Chi-square	330.131	330.131
NFI	0.878	0.878



Discussion, Conclusion & Future Research Direction

Discussion & Conclusion

Authentic leadership has a significant impact on both organizational citizenship behavior (OCB) and motivation for work (MFW). Outstanding reliability and validity were shown by the measurement model when assessed using (PLS-SEM) Modelling, which is especially appropriate for predictive research combining complicated models and smaller samples (Hair et al., 2021). Robust convergent validity was demonstrated by Cronbach's alpha and composite reliability values above 0.7, the average variance extracted exceeding 0.5, and all factor loadings being significant ($p < 0.01$) (Fornell & Larcker, 1981). Hypothesis testing indicated that authentic leadership explains over 79% of the variance in both outcomes and has a positive impact on organizational citizenship behavior ($\beta = 0.263$, $p = 0.016$) and work motivation ($\beta = 0.890$, $p < 0.001$). The correlation between authentic leadership and

organizational citizenship behavior (OCB) is mediated by work motivation, exhibiting a significant indirect effect ($\beta = 0.650$, $p < 0.01$), indicating that leadership fosters citizenship behavior partly via improving employee motivation. The model demonstrates a satisfactory fit to the data, as indicated by its fit indices (SRMR = 0.049, $d_ULS = 0.132$, $d_G = 0.205$, Chi-square = 330.131, and NFI = 0.878) (Hu & Bentler, 1999; Bentler & Bonett, 1980). The outcomes of the investigation show that employees' organizational citizenship behavior (OCB) is positively influenced by authentic leadership (Quraishi & Aziz, 2018; Dos and Ozden, 2016; Avolio et al., 2004).

The findings indicate that in Pakistan's constructivist work culture, which prioritizes trust, fairness, and positive leader-employee interactions, authentic leadership enhances employee enthusiasm and feelings of support. This heightened motivation amplifies their sense of purpose and autonomy, prompting individuals to take part in extra-role behaviors that beneficially impact organizational effectiveness. The research underscores the essential function of authentic leadership in promoting organizational citizenship behavior, with job motivation acting as a pivotal mediating variable. Based on Self-Determination Theory (SDT), the findings indicate that authentic leaders bolster employee motivation by satisfying their psychological requirements for connection, skill, and autonomy. This heightened incentive subsequently prompts individuals to willingly participate in activities outside of their roles that enhance corporate success. The study illustrates the substantial influence of authentic leadership on promoting positive organizational outcomes through enhanced motivation among staff and organizational citizenship behavior. These findings are affirmed by a reliable and credible model.

Managerial Implications

While open, moral, and values-based leadership greatly increases motivation among staff members and Organizational Citizenship Behavior (OCB), the results first emphasize the necessity for firms to actively cultivate and support real leadership practices. Managers should consequently undergo education about awareness of themselves, honesty in relationships, and ethical decision-making to foster trust and establish a psychologically supportive workplace. This is particularly significant in the Pakistani setting, where employees prioritize equity, interpersonal warmth, and reliable leader-employee connections.

Managers ought to prioritize the enhancement of employees' intrinsic motivation by promoting autonomy, acknowledging their competencies, and improving workplace connectivity, thereby ensuring that employees are valued and empowered. This heightened motivation prompts individuals to participate in unforced extra-role behaviors that enhance overall organizational performance.

The research underscores that genuine leadership is strategically essential for organizational efficacy. By integrating realness into development of leadership, performance assessments, and interpersonal initiatives, managers can foster a supportive environment in which motivated employees willingly surpass job expectations, thereby enhancing long-term success of the company in Pakistan's competitive labor market.

Limitations & Future Research Directions

This study has several shortcomings. Due to its cross-sectional nature, it cannot establish a causal relationship among authentic leadership, internal motivation in the workplace, and organizational citizenship behavior (OCB). The mediation notion is grounded in Self-Determination Theory; nevertheless, the direction of the effects remains uncertain due to the absence of a chronological sequence. Personal biases and inherent variability in methodologies may be introduced when depending on self-reported data. To address these limitations and enhance comprehension of the mechanisms linking authentic leadership to

worker behavior, next research should adopt experimental or longitudinal methods and collect data from several sources.

Additional studies should investigate potential mediators like intellectual safety and trust in leadership to better understand the elements that either enhance or diminish the impact of authentic leadership on OCB and motivation. Subsequent study may expand the model to include objectives like as job engagement, creativity, or psychological well-being, while also addressing factors detrimental to organizational citizenship behavior (OCB), such stress, burnout, or turnover. To gain a deeper insight into employee motivation, it may be beneficial to integrate ideas such as expectancy theory and goal-setting theory.

This study's limitation to a single country prompts curiosity over the applicability of the results in diverse cultural and national contexts (Avolio, 2007). Additional cross-cultural study is necessary to definitively prove that authentic leadership displays cultural equivalency, as shown by previous studies (e.g., Caza et al., 2010; Walumbwa et al., 2008).

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