

# Authentic leadership, organisational citizenship behaviours, and intention to quit: the indirect effect of psychological ownership

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## Abstract

The aim of this study was to explore the influence of perceived authentic leadership on followers' citizenship behaviour and their intention to quit their jobs, and to examine the indirect effect of psychological ownership in the relevant relationships. The study used a cross-sectional survey design to gather data from a sample of South African service industry employees ( $N = 384$ ). It employed structural equation modelling to test the hypotheses formulated. The study found that psychological ownership indirectly affected the relationship between authentic leadership and employees' organisational citizenship behaviour and intention to quit. This study enables organisations to gain a better understanding of how a contextual resource such as authentic leadership behaviours can influence followers' organisational citizenship and intention to quit through increasing feelings of ownership of the organisation.

## Keywords

Authentic leadership, intention to quit, organisational citizenship behaviour, psychological ownership, structural equation modelling

In the 21st century, organisations in dynamic environments face numerous uncertainties (Lengnick-Hall et al., 2016). According to the conservation of resources theory, employees are continuously required to invest resources (e.g., time and energy) into task performance to cope with complex environments (Hobfoll et al., 2018). This may lead to employees struggling to

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cope with job demands and heightened intention to quit (ITQ) (Engelbrecht & Samuel, 2019), whereas organisations should encourage employees' dedication and willingness to go the extra mile (i.e., organisational citizenship behaviour [OCB]) that contributes to organisational success (Organ et al., 2006). As the rate of change and uncertainty in organisations is unlikely to change in the near future, finding ways to decrease ITQ and increase OCBs has become increasingly important.

Psychological ownership (PO) is a factor that scholars believe is associated with enhancing desired behaviour (e.g., OCB) (Avey et al., 2009; Van Dyne & Pierce, 2004; Zamahani & Rezaei, 2014) and decreasing undesired workplace behaviour (e.g., ITQ) (Laschinger & Fida, 2014; Olckers & Enslin, 2016; Peng & Pierce, 2015). PO is a cognitive-affective construct that Pierce et al. (2003) define as 'that state where an individual feels as though the target of ownership or a piece of that target is "theirs" (i.e., it is MINE!)' (p. 5). Van Dyne and Pierce (2004) argue that PO has unique explanatory power as the feelings of possession trigger affect-driven behaviours. For the purpose of this study, the target of PO is the organisation, which proposes an emotional attachment to the organisation.

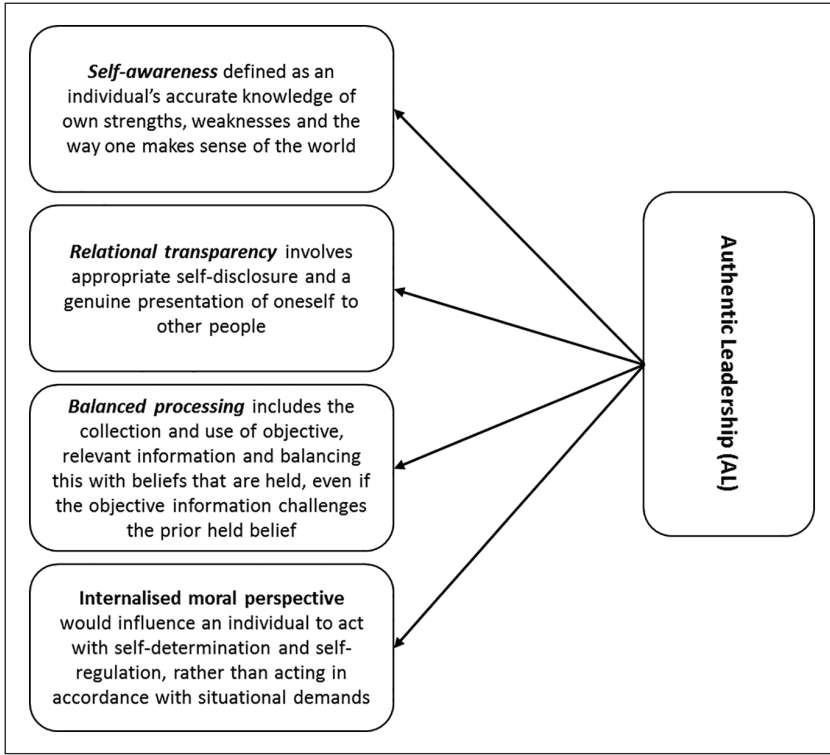
Leadership, specifically authentic leadership (AL), may be an important contextual resource that contributes to employee PO (Alok & Israel, 2012; S. Chen et al., 2018). Authentic leaders are aware of and act in accordance with their own values, build credibility and respect in their followers, actively encourage diverse points of view, foster relational transparency (Avolio & Mhatre, 2012), and strive to encourage these values in their followers (Adil & Kamal, 2018). Authentic leaders continually encourage authenticity in their followers, hence promoting ownership values (S. Chen et al., 2018). This transformation of follower self-identity through identification with authentic leaders leads employees to view their job as 'this effort is an expression of who I am', rather than, from an exchange perspective, as 'what will I gain from this effort' (Avey et al., 2009, p. 179). Alok and Israel (2012) conducted one of the first studies linking AL and PO, and found that AL was an enabler of PO. This enabling effect can be explained by the positive leader–follower relationship that is characteristic of AL. In turn, the positive leader–follower relationship is related to increased personal and job resources (Breevaart et al., 2014).

Building on the work of Alok and Israel (2012) and Breevaart et al. (2014), this study aims to expand understanding of the relationship between AL and PO in a South African context. Drawing on the conservation of resources theory (Hobfoll et al., 2018) and Ten Brummelhuis and Bakker's (2012) resource taxonomy, the authors propose to relate AL (as contextual resource) to reduced levels of ITQ and increased levels of OCB due to its positive effect on investing in employees' PO (as personal resource).

## **Authentic leadership and PO**

Authentic leaders are people who have a clear understanding of who they are, and they effectively demonstrate the values they believe in by acting accordingly (Avolio et al., 2004). Authentic leaders are described as leaders who embody four behavioural tendencies, namely, self-awareness, relational transparency, balanced processing, and internalised moral perspective, displayed and briefly described in Figure 1 (Avolio et al., 2009).

The development of PO is facilitated by three intraindividual motives: individuals' need to experience efficacy and competence; individuals' need for self-identity; and individuals' need to have a home, a place of belonging (Pierce et al., 2003). If ownership feelings are rooted in this set of motives, feelings of ownership will most likely develop. The experience of PO is also fostered through three different paths, through controlling, intimately knowing, and through investing time, resources, and abilities in the ownership target. Thus, the more control is exercised over the object



**Figure 1.** Behavioural tendencies of authentic leaders.

of ownership, the more information is gathered about the object, the more the object can be shaped, and the more the self will be attached to that object (Pierce et al., 2003). The motives and paths of PO are, however, influenced by contextual factors such as leadership styles.

Authentic leaders exercise influence through creating a sense of personal and social identification between leader and follower (S. Chen et al., 2018; Gardner et al., 2005). This transformational influence is likely to influence followers' sense of self-identity, helping them develop into more authentic persons (Gardner et al., 2005). At the same time, improved awareness of own values and beliefs may cultivate feelings of ownership (Pierce et al., 2003). According to Alok (2014), self-identity and having a place, are likely to develop in organisations that support an environment of transparency, trust, inclusivity, and caring. Authentic leaders are people who positively and actively contribute to such environments (Norman et al., 2010) that might enhance followers' ownership feelings. Therefore, the following hypothesis is proposed:

*H1.* Authentic leadership has a positive, direct effect on psychological ownership.

### **Authentic leadership, OCB, and ITQ**

Organisational citizenship behaviours are discretionary, helping behaviours exhibited by employees that are not formally recognised by the organisation. These extra-role behaviours are aimed at befitting the organisation to which the individual belongs (Norman et al., 2010).

Numerous research studies demonstrated a positive correlation between AL and OCB (Avolio et al., 2004; Luthans & Avolio, 2003; Zamahani & Rezaei, 2014). Authentic leaders have an important role in encouraging follower helping behaviour through positive modelling and highlighting the positive effects of helping behaviour (Walumbwa et al., 2010). There is also evidence that authentic leaders positively influence followers' self-determination and subsequently their performance (Leroy et al., 2015). They inspire followers to improve their work performance and exceed expectations. Some studies do, however, indicate AL only has an indirect effect on OCB through, for example, trust (Coxen et al., 2016) and psychological empowerment (Joo & Jo, 2017).

The contextual resource of leader support relates positively to followers' intention to stay (H. C. Chen et al., 2008; Lynn & Redman, 2005). There is a possible link between ITQ and ineffective leadership (Abbasi & Hollman, 2000), and employees' relationship with their leader directly influences their intentions to stay (Allen et al., 2009; Cowden et al., 2011). Employees tend to leave their organisations when they feel that management does not support them sufficiently. In addition, followers' intention to stay with an organisation relates directly to a positive work environment and trust (Avolio & Gardner, 2005). Authentic leaders promote trust relationships among their followers (Gardner et al., 2005) and support their followers' positive self-development (Luthans & Avolio, 2003). Even though it appears logical to suppose that AL has a negative relationship with followers' ITQ, empirical evidence supports only small effect associations (Munyaka et al., 2017) or indirect effects, for example, through work engagement (Azanza et al., 2015) or organisational commitment (Gatling et al., 2016). Based on the discussion above, the following hypotheses are proposed:

*H2a.* Authentic leadership has a positive, direct effect on organisation citizenship behaviour.

*H2b.* Authentic leadership has a negative, direct effect on employees' ITQ.

## **PO, OCB, and ITQ**

When employees experience ownership feelings in an organisation, it triggers their sense of responsibility and commitment, which is likely to motivate their engagement in positive behaviours (Avey et al., 2009). In other words, the feeling of 'it's mine' causes proactive behaviours aimed at protecting or enhancing the target of ownership, that is, the organisation (Van Dyne & Pierce, 2004). As one such positive behaviour, studies report a positive relationship between PO and OCB (O'Driscoll et al., 2006; Pierce et al., 1991; Van Dyne & Pierce, 2004). PO is a motivational process in this regard, as the success of the organisation is a reflection of the owners and employees who feel such ownership can improve the organisational success through their efforts (Kim & Beehr, 2017). Through the lens of expectancy theory, employees who feel ownership of the organisation can expect to feel more proud of organisational success and awareness that their discretionary efforts helped to achieve success.

Literature on PO argues that PO reduces ITQ (Avey et al., 2009; Olckers & Enslin, 2016; Pierce et al., 2003, 2009). The mechanisms underlying the role of POs in reducing ITQ are perceiving the organisation as an extended self, the development of positive feelings towards the organisation, and embeddedness in the organisation (Lu et al., 2017). Based on the discussion above, the following hypotheses are proposed:

*H3a.* Psychological ownership has a positive, direct effect on organisation citizenship behaviour.

*H3b.* Psychological ownership has a negative, direct effect on employees' ITQ.

## The indirect effect of PO

According to several studies, a specific leadership style can have an indirect effect on employee behaviours through PO (Avey et al., 2012; Kim & Beehr, 2017; Sieger et al., 2011). Bernhard and O'Driscoll (2011), for example, investigated the indirect effects of three different types of leadership (transformational, transactional, and passive leadership) through PO on several outcome variables, of which ITQ was one. The results indicated that PO had a significant indirect effect on the relationship between all three leadership styles and ITQ (Bernhard & O'Driscoll, 2011). Avey et al. (2012) support this finding in reporting that ethical leadership has an indirect effect via PO on employees' ITQ.

Several studies also investigated the indirect effect of PO between a given variable and positive workplace behaviours (Bernhard & O'Driscoll, 2011; Malik & Dhar, 2017). Bernhard and O'Driscoll (2011) also found that PO explained more of the relationship between leadership styles and extra-role behaviour than leadership alone. Park et al. (2013) and Ibrahim (2016) confirmed this; they found that PO mediated the relationship between, respectively, transformational leadership and ethical leadership and OCB.

Considering the reported indirect effect of PO between different leadership styles and several employee behaviours, the researchers propose that PO also has an indirect effect on the relationships between AL, OCB, and ITQ. In line with the idea of gain spirals (Hobfoll et al., 2018), contextual resources (e.g., AL behaviours) can produce other personal resources (e.g., PO). In turn, newly developed personal resources can facilitate performance in another domain. In this study, we argue that these performance domains will be extra-role behaviours in the form of OCB, and commitment to remain in the organisation is measured through decreased ITQ. This study, therefore, supposes that PO has an indirect effect on the relationship between AL and desired (i.e., OCB) as well as undesired work outcomes (i.e., ITQ). The following hypotheses are thus proposed:

*H4a.* Authentic leadership has an indirect effect on organisation citizenship behaviour through psychological ownership.

*H4b.* Authentic leadership has an indirect effect on ITQ through psychological ownership.

## Method

### Participants

The study used a quantitative, cross-sectional survey design and a convenience sampling technique. The target population consisted of skilled and highly skilled professionals, full-time employed people in various service industries in South Africa. Participants had to report to at least one person. Sampling elicited a response rate of 62.24%, resulting in a sample size of 384. Table 1 shows the general biographical characteristics of the respondents: the majority were White (88.02%), Afrikaans-speaking (75.58%) females (70.57%) between 24 and 33 years of age (44.53%) who had been employed at their current employers in various service industries for between 1 and 5 years (51.04%). Of the sample, 59.12% had obtained a degree (either bachelor's or postgraduate).

**Table 1.** Characteristics of respondents (N=384).

Item	Category	Frequency	Percentage
Gender	Male	113	29.43
	Female	271	70.57
Race	White	338	88.02
	Non-White	46	11.98
Age	18–23 years	36	9.38
	24–33 years	171	44.53
	34–43 years	82	21.35
	44–53 years	62	16.15
	54+ years	33	8.59
Home language	English	81	21.04
	Afrikaans	291	75.58
	Other	12	3.12
Highest level of education	Grade 12/Matric	84	21.88
	Diploma	73	19.01
	Bachelor's degree	89	23.18
	Postgraduate	138	35.94
Years worked for current employer	Less than 1 year	46	11.98
	1–5	196	51.04
	6–11	102	26.56
	≥12	40	10.42

### Instruments

The study measured AL using the Authentic Leadership Inventory of Neider and Schriesheim (2011), a 14-item, five-point Likert-type scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). This inventory comprises four dimensions: self-awareness, relational transparency (both measured by three items each), balanced processing, and internalised moral perspective (both measured by four items each). An example item is, 'My leader solicits feedback for improving his/her dealings with others'. Within this sample, the overall scale (Composite reliability: .94) as well as its subdimensions showed high levels of internal consistency ranging from .76 to .81.

The study assessed PO using the unidimensional six-item questionnaire of Van Dyne and Pierce (2004), which uses a seven-point rating scale. An example item is, 'I sense that this is MY job'. The composite reliability for this scale, in this study was .91.

The study measured OCB using Lee and Allen's (2002) Organisational Citizenship Behaviour–Organisation scale that comprises eight items. A sample item is, 'I express loyalty toward the organisation'. A seven-point Likert-type scale was used ranging from 1 (*never*) to 7 (*always*). This unidimensional scale reported a composite reliability of .86.

The study measured ITQ using Sjöberg and Sverke's (2000) three-item, five-point Likert-type scale. An example item is, 'I think a lot about leaving the organisation'. The composite reliability for this scale, in this study was .95.

### Procedure

Respondents participated voluntarily and completed a Web-based survey from which the researchers gathered data. The researchers explained the purpose of the study to participants and assured them of anonymity and confidentiality.

**Table 2.** Fit indices: acceptable values and cutoff points.

Fit indices	Acceptable values
<i>Absolute fit indices</i>	
Chi-square	Lowest value in comparative measurement models
Root mean square error of approximation (RMSEA)	<0.08
Standardised root mean square residual (SRMR)	<0.08
<i>Incremental fit indices</i>	
Comparative fit index (CFI)	>0.90 but <0.99
Tucker–Lewis index (TLI)	>0.90 but <0.99
Akaike information criterion (AIC)	Lowest value in comparative measurement models
Bayesian information criterion (BIC)	Lowest value in comparative measurement models

### *Ethical considerations*

The Research Ethics Committee of the University of Pretoria granted ethical approval for the study.

### *Data analysis*

The researchers processed the data with SPSS v25 and Mplus v8.1. They employed a competing measurement model strategy using structural equation modelling with the maximum likelihood estimator to assess the model fit for both the competing measurement models and the structural model (Muthén & Muthén, 2016). Table 2 presents the fit indices and associative interpretation values employed in the study (Wang & Wang, 2012). The study treated all variables as continuous.

After refining the best-fitting measurement model, we used descriptive statistics to compute means, standard deviations, skewness, and kurtosis. We estimated the scale reliability of the instruments through upper-bound (composite) reliability computations. Values above .70 indicate good reliability (Raykov, 2009). We estimated relationships through Pearson correlation coefficients, with statistical significance set at 99% ( $p \leq .01$ ). To determine the presence of common method bias (CMB), both Harman's single factor test and a common latent factor method was employed (Tehseen et al., 2017). In determining the logical linear relationship between the latent constructs, we estimated a structural model based on the best-fitting measurement model. Finally, we assessed indirect effects through a path model following the bias-corrected bootstrapping method (Preacher & Kelley, 2011). Bias-corrected bootstrapping was set to 10,000 resampling draws to impute preferable confidence limits and standard errors for the indirect effect assessment at a 95% confidence interval (CI) limit.

## **Results**

### *Measurement models*

Using confirmatory factor analysis and evaluating original conceptualisation, we specified two measurement models.

Model 1 comprised four latent variables: AL, PO, OCB, and ITQ. AL comprised four second-order latent variables (14 items in total): self-awareness, relational transparency, balanced

**Table 3.** Fit statistics of competing measurement models.

Model	$\chi^2$	<i>df</i>	CFI	TLI	RMSEA	SRMR	AIC	BIC
1	1014.74	424	0.92	0.91	0.06	0.05	32,599.40	33,006.32
2	1065.95	428	0.92	0.91	0.06	0.05	32,642.62	33,033.73

$\chi^2$ : chi-square; *df*: degrees of freedom; TLI: Tucker–Lewis index; CFI: comparative fit index; RMSEA: root mean square error of approximation; SRMR: standardised root mean square residual; AIC: Akaike information criterion; BIC: Bayesian information criterion; CI: confidence interval.

\* $p < .01$ .

processing, and moral perspective. We measured PO using six items, OCB using eight items, and ITQ using three items.

For Model 2, we used the same template as for Model 1, except for fitting a one-factor model of AL to the data where all items loaded directly on the latent construct. The model results are shown in Table 3.

We determined the Akaike information criterion (AIC) and Bayesian information criterion (BIC) fit statistics over and above the other fit statistics to further compare alternative measurement models. Because the AIC and BIC values of Model 1 were the lowest and the model made sense theoretically and seemed to be the more parsimonious model, we used it in further analysis.

### Model refinement

One AL item and one OCB item displayed squared multiple correlation values lower than .3 (Hooper et al., 2008) and were therefore removed. Modification indices indicated that if the error variances of two PO items were allowed to correlate because they were very similar in wording (Wang & Wang, 2012), fit would improve and a lower chi-square value would be obtained. The improved Model 1 showed the following fit statistics:  $\chi^2 = 727.84$ ; *df* = 366; comparative fit index (CFI) = 0.95; Tucker–Lewis index (TLI) = 0.95; root mean square error of approximation (RMSEA) = 0.05; standardised root mean square residual (SRMR) = 0.05; AIC = 29,908.25; and BIC = 30,295.41. All item loadings were above .60 and were statistically significant ( $p < .01$ ).

### Descriptive statistics, reliabilities, correlation scales, and test for CMB

To test for CMB, two statistical approaches were followed. First, Harman's single factor test – where all observed indicators are entered into an unrotated exploratory factor analysis – indicated that no single factor could be extracted, and common shared variance was below the suggested 35%. Second, a confirmatory factor analytical approach (Tehseen et al., 2017) using a single factor indicator (with all of the observed variables loading directly onto such) also failed to produce a single factor which implies CMB may be absent. Therefore, CMB was not a concern in this study.

The descriptive statistics, scale reliabilities, and Pearson correlations are shown in Table 4. All composite reliability values were above .70 indicating good reliability. Pearson correlation estimation showed that statistically significant relationships between all variables were found ( $p < .01$ ).

### Structural model and regression paths

The researchers based their estimation of the structural path model (displayed in Figure 2) on Model 1, the best-fitting measurement model. We found no difference between the chi-square of



**Table 4.** Descriptive statistics, reliability coefficients, and Pearson correlations ( $N=384$ ).

Variable	$\rho$	$M$	$SD$	1	2	3	4	5	6	7
1. Self-awareness	.80	3.57	0.92	–	–	–	–	–	–	–
2. Relational transparency	.81	3.75	0.93	.75	–	–	–	–	–	–
3. Moral perspective	.76	3.84	0.82	.75	.73	–	–	–	–	–
4. Balanced processing	.78	3.54	0.93	.80	.75	.72	–	–	–	–
5. AL	.94	3.67	0.81	.91	.89	.87	.93	–	–	–
6. PO	.91	5.56	1.26	.34	.40	.35	.39	.41	–	–
7. OCB	.86	4.41	1.02	.10	.16	.14	.21	.19	.43	–
8. ITQ	.95	2.48	1.40	-.40	-.42	-.37	-.45	-.46	-.44	-.24

$\rho$ : composite reliability;  $SD$ : standard deviation; AL: authentic leadership; PO: psychological ownership; OCB: organisational citizenship behaviour; ITQ: intention to quit.

All correlations are statistically significant ( $p < .01$ ).

the best-fitting measurement model and the structural model, suggesting acceptable model specification. The structural model showed acceptable fit:  $\chi^2=727.84$ ;  $df=366$ ;  $CFI=0.95$ ;  $TLI=0.95$ ;  $RMSEA=0.05$ ;  $SRMR=0.05$ ;  $AIC=29,908.25$ ; and  $BIC=30,295.41$ . We used the structural model to test the relationships between the latent constructs.

AL statistically significantly predicted 21% of the variance in PO ( $\beta=.46$ ;  $SE=0.05$ ;  $p < .01$ ), supporting H1. In the presence of PO, AL did not statistically significantly predict OCB ( $\beta=-.02$ ;  $SE=0.06$ ;  $p > .01$ ); therefore, H2a was not supported, but AL statistically significantly predict ITQ ( $\beta=-.33$ ;  $SE=0.05$ ;  $p < .01$ ), supporting H2b. PO statistically significantly predicted 24% of the variance in OCB ( $\beta=.50$ ;  $SE=0.05$ ;  $p < .01$ ), supporting H3a and 34% of the variance in ITQ ( $\beta=-.35$ ;  $SE=0.05$ ;  $p < .01$ ), supporting H3b.

### Indirect effects

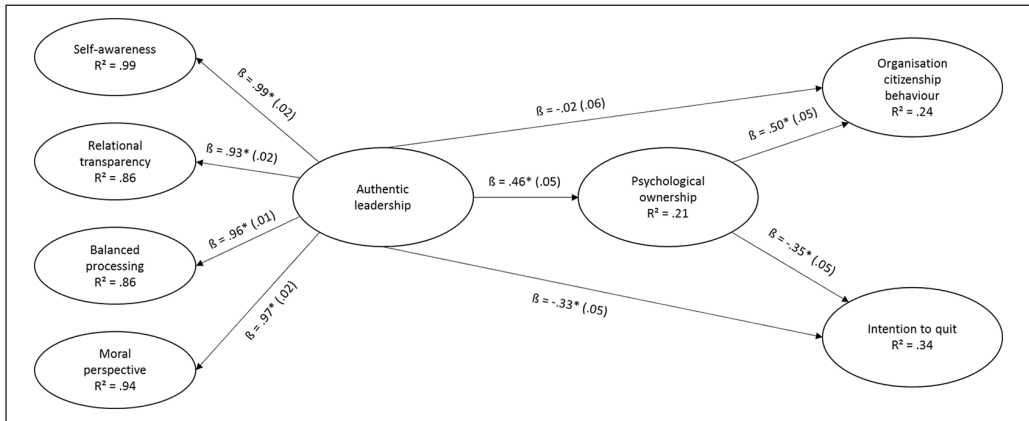
A significant indirect effect existed between AL, PO, and OCB at the 95% CI (0.23; 95% CI=[0.15, 0.31]). The CIs between AL and OCB through PO did not include zero; therefore, PO indirectly affected the aforementioned relationship (supporting H4a).

Bootstrapping results also revealed that PO mediated the relation between AL and ITQ ( $-0.50$ ; 95% CI=[ $-0.22$ ,  $-0.10$ ]), with significant indirect negative effects that did not go through zero. Therefore, as AL showed a significant negative indirect effect through PO on ITQ, H4b was supported.

## Discussion

The aim of this study was to investigate the relationships between AL, OCB, ITQ, and PO and to determine the indirect effect of PO on these relationships.

First, the study indicated a significant positive relationship between AL and PO, with AL explaining 21% of the variance in PO. This finding supported Alok's (2014) finding that authentic leaders develop an environment of transparency, trust, inclusivity, and care that is conducive to developing ownership feelings. Authentic leaders seem to have an understanding of what is morally good, holding themselves accountable for staying aligned with this understanding (Luthans & Avolio, 2003) and thus taking ownership of their actions. Employees tend to follow suit, therefore AL often results in authentic followership (Avolio et al., 2004; Gardner et al., 2005).



**Figure 2.** Structural model.

\* $p < .01$ .

Second, the study found statistically significant relationships between AL and OCB as well as between AL and ITQ although AL did not seem to have a significant effect on OCB. This result was surprising considering that previous studies reported AL as a predictor of followers' OCB (Avolio & Gardner, 2005; Avolio et al., 2004; Walumbwa et al., 2010; Zamahani & Rezaei, 2014). However, the finding aligns with that of Bernhard and O'Driscoll (2011) that PO explains more of the variance between leadership and OCB than leadership alone. PO indirectly affected the relationship between AL and OCB. Supporting the idea of gain spirals, this result implies that authentic leaders (as contextual resource) can only influence their followers' OCB if they develop a personal resource of ownership for the organisation among their employees. As explained earlier, authentic leaders empower their followers, which leads to increased feelings of ownership (Alok, 2014). When authentic leaders empower their employees, they give them more control over a target of ownership. Increased control leads to increased PO of employees, resulting in their investing themselves increasingly in the organisation and ultimately displaying OCB (O'Driscoll et al., 2006). These results confirm the findings of Park et al. (2013) and Ibrahim (2016) that PO indirectly affects the relationship between leadership and OCB.

AL showed a significant statistically negative relationship with ITQ, which means that if employees perceive their leaders as authentic, their intentions to leave the organisation tend to decrease. These results confirm the findings of Kiersch and Byrne (2015). Authentic leaders tend to promote a positive working environment of trust and to support their followers, resulting in employees staying in the organisation (Avolio & Gardner, 2005). Furthermore, PO indirectly affected the relationship between AL and ITQ. This relation had not been confirmed in previous studies. Alok (2014) found that 'when followers perceive their leaders as authentic; they feel as if the organization they work for is theirs' (p. 281), resulting in their intention to remain in their organisation.

The study found statistical significant relationships for PO in respect of all the proposed outcomes, supporting findings in the literature (Avey et al., 2009; O'Driscoll et al., 2006; Olckers & Enslin, 2016; Van Dyne & Pierce, 2004). PO also explained a large proportion of variance in both OCB and ITQ.

The study had several limitations. Although cross-sectional studies have some merit (Spector, 2019), the cross-sectional design excluded the possibility of inferring causal relationships between

variables. We based our assumptions about the model on previous studies, but acknowledge that future research with a longitudinal design is needed to see whether the current model holds or whether an alternative model provides a better fit. Self-report measures, known for being volatile and sensitive to momentary changes in the environment, are another limitation. Further research should attempt to utilise more objective measures of the various constructs. Another limitation rests on the distribution of the sample, which were predominantly White and which might not provide enough variation in demographic variables to fully explore reasons for the results. Future studies should employ a more demographically diverse sample.

## Conclusion

This study provides one of the first empirical inquiries into the indirect effects of PO in the well-established relationship between AL and OCB and AL and ITQ. In terms of practical implications, the findings indicate that organisations can gain an increase in OCB and a decrease in employees' ITQ if followers perceive their leaders as authentic. Should employees perceive their leaders as authentic, it may enhance their feelings of ownership. Authentic leaders will thus increase employees' level of identification with the organisation and enhance their feelings of belongingness in the organisation. Furthermore, by empowering their employees, authentic leaders enhance employees' levels of efficacy and effectance. Satisfying these motives of PO could, in turn, yield positive returns on employees' extra-role behaviour and their intention to remain with the organisation. This study thus shows that the contextual resource of AL relates to feelings of ownership, which serves as a resource to achieve significant positive outcomes for an organisation and its employees.

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