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**AUTHENTIC LEADERSHIP AND EXTRA ROLE BEHAVIOUR
AMONG PUBLIC UTILITY SECTOR EMPLOYEES IN SRI LANKA**

by

MALAVI PATHIRANNAHALAGE NADIRA JANADARI



**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosophy**



Kolej Perniagaan
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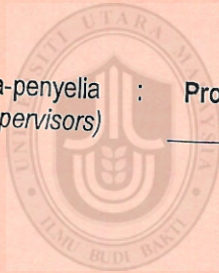
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ABSTRACT

All organizations greatly depend on employees, as a matter of necessity, to act proactively and perform in their jobs. Basically, three types of employee performance have been identified, namely in-role performance, extra role performance and counterproductive work behaviour. In order for organizations to survive, compete and sustain growth in an ever-changing turbulent business environment, the task-related in-role performance alone appears inadequate. Hence, discretionary or extra role behaviour plays a key role in organizations, contributing positive outcomes. The primary objective of this study was to examine the relationship between authentic leadership and organizational citizenship behaviour with the mediation impact of psychological capital and the moderation effect of the generational differences. The disproportionate stratified random sampling method was used in which samples were drawn from six public utility organizations in Sri Lanka. Data was collected from 396 samples of front line workers through self-administrated questionnaires. The Partial Least Squares Structural Equation Modeling (PLS – SEM) was applied to test the hypotheses. The results of the study confirmed that authentic leadership (AL) and psychological capital (PsyCap) are significant predictors of organizational citizenship behaviour (OCB) and organizational citizenship behaviour towards the environment (OCBE). More importantly, the results also confirmed the mediating effect of PsyCap on the relationship between AL and OCB as well as between AL and OCBE. It indicates that PsyCap is an underlying process which explains the spillover effect of AL on both types of OCB. However, there is no evidence of moderation effect of generational differences on the relationship between PsyCap and both types of OCB. The findings of this study stand as an extension to the existing organization behaviour literature by integrating the factors that could enhance the employee's extra role performance. The findings also have some significant practical contributions to the public utilities sector in Sri Lanka in terms of policies and practices related to human resource management.

Keywords: Authentic leadership, psychological capital, organizational citizenship behaviour, organizational citizenship behaviour towards the environment.

ABSTRAK

Semua organisasi sangat bergantung kepada pekerja, sebagai satu keperluan untuk bertindak secara proaktif dan melaksanakan tugas mereka. Pada dasarnya, tiga jenis prestasi kerja pekerja telah dikenal pasti iaitu prestasi dalam peranan, prestasi peranan tambahan dan gelagat kerja tidak produktif. Untuk membolehkan organisasi terus bertahan, bersaing, dan mengekalkan pertumbuhan dalam persekitaran perniagaan yang sentiasa berubah dan bergelora, prestasi dalam peranan yang berkaitan dengan tugas sahaja adalah tidak mencukupi. Oleh itu, tingkah laku discretionary atau peranan tambahan memainkan peranan utama dalam organisasi dan menyumbang hasil positif. Objektif utama kajian ini adalah untuk mengkaji hubungan antara kepemimpinan autentik dan tingkah laku kewarganegaraan organisasi dengan kesan pengantaraan modal psikologi dan kesan penyederhanaan perbezaan generasi. Kaedah pensampelan rawak berstrata tidak mengikut kadar telah digunakan dan sampel diambil dari enam organisasi utiliti awam di Sri Lanka. Data dikumpulkan daripada 396 sampel pekerja barisan hadapan melalui soal selidik. Pemodelan Persamaan Berstruktur Kuasa Dua Terkecil Separa (PLS-SEM) telah digunakan untuk menguji hipotesis. Keputusan kajian telah mengesahkan bahawa kepemimpinan autentik dan modal psikologi menjadi peramal yang signifikan terhadap tingkah laku kewarganegaraan organisasi dan tingkah laku kewarganegaraan organisasi terhadap alam sekitar. Lebih penting lagi, dapatan kajian juga mengesahkan kesan pengantaraan modal psikologi terhadap hubungan di antara kepemimpinan autentik dan tingkah laku kewarganegaraan organisasi, serta di antara kepemimpinan autentik dan tingkah laku kewarganegaraan organisasi terhadap alam sekitar. Ia menunjukkan bahawa modal psikologi merupakan proses yang mendasari kesan limpahan kepemimpinan autentik terhadap kedua-dua jenis tingkah laku kewarganegaraan organisasi. Walau bagaimanapun tiada bukti ditemui untuk kesan penyederhanaan perbezaan generasi ke atas hubungan di antara modal psikologi dan kedua-dua jenis tingkah laku kewarganegaraan organisasi. Dapatan kajian ini merupakan lanjutan kepada literatur tingkah laku organisasi yang sedia ada dengan mengintegrasikan faktor-faktor yang dapat meningkatkan prestasi di luar skop pekerja. Dapatan kajian ini juga mempunyai beberapa sumbangan praktikal dan signifikan kepada sektor utiliti awam di Sri Lanka dari aspek polisi dan amalan berkaitan dengan pengurusan sumber manusia.

Kata kunci: Kepimpinan autentik, modal psikologi, tingkah laku kewarganegaraan organisasi, tingkahlaku kewarganegaraan organisasi terhadap alam sekitar

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LIST OF ABBREVIATIONS

BP	Balanced Processing
SA	Self-Awareness
HOC	Higher Order Constructs
LOC	Lower Order Constructs
VIF	Variance Inflation Factor
OCB	Organizational Citizenship Behaviour
PSYCAP	Psychological Capital
GIC	Government Information Centre
ICT	Information And Communication Technology
EM	Expected Maximization
CCS	Ceylon Civil Service
GIC	Government Information Centre
PEB	Pro Environmental Behaviour
LMX	Leader Member Exchange
ALQ	Authentic Leadership Questionnaire
SPSS	Statistical Package For Social Science
PLS-SEM	Partial Least Square Structural Equation Modelling
EM	Expected Maximization
CMV	Common Method Variance
CFA	Confirmatory Factor Analysis
AL	Authentic Leadership
RT	Relational Transparency
IM	Internalized Moral
APA	American Psychological Association
POB	Positive Organizational Behaviour

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In contemporary business setting, organizations have to execute business activities in a highly competitive manner (Marjanova & Temjanovski, 2015). As a result of stiff competition, organizational performance has become very challenging and organizations cannot survive without their members' positive behaviour. Extensive theoretical and empirical explanations highlight that a competitive edge can be achieved through positive workplace behavioural outcomes displayed by employees (Srivastava, 2008; Takeuchi, Bolino & Lin, 2015). In this regard, in-role performance or the technical core alone is insufficient; hence, extra-role performance or discretionary behaviour should be encouraged (Borman & Motowidlo, 1997; Organ, Podsakoff & Mackenzie, 2006; Luo & Liu, 2014). Multiple conceptualizations of discretionary employee work behaviour, such as pro-social organizational behaviour, extra role behaviour, contextual performance, and Organizational Citizenship Behaviour (OCB) exist in the literature.

Organ's (1988) conceptualization of OCB has received major research concern compared to other conceptualizations of discretionary employee behaviour (Bateman & Organ, 1983; William & Anderson, 1991; Van Dyne, Graham & Dinesh, 1994; Van Dyne, Cummings & Parks, 1995; Organ, 1997; Luo & Liu 2014). The reasons for much of the scholarly concentration on OCB than the other stem from the widely-held belief that OCB improve the efficiency and effectiveness of organizations intrinsically (Organ et al., 2006). OCB include behaviour directed toward specific persons (e.g. interpersonal helping), as well as more impersonal forms of conscientiousness and

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APPENDIX I Questionnaire

M.P.N.Janadari
Senior Lecturer
Department of Human Resource Management
University of Kelaniya
Kelaniya

Dear Respondent

I, MALAVI PATHIRANNAHALAGE NADIRA JANADARI, serve as a senior lecturer at the Department of Human Resource Management, University of Kelaniya, Sri Lanka. I am a Doctorate Degree student in Management at Othman Yeop Abdullah (OYA) Graduate School of Business, University Utara Malaysia and currently conducting a study on, “The Determinants of Organizational Citizenship Behaviors among Public Utility Sector Employees in Sri Lanka”. I am intending to collect data relating to the variables of this study from your organization.

I would like to extend my appreciations to you for your kind consideration in participating in this survey as one of my respondent. You are only need few minutes to complete this questionnaires and there is **NO RIGHT AND WRONG ANSWER**, so feel free to answer based on your own experiences.

For your information, data gained from this study is **STRICTLY FOR AN ACADEMIC PURPOSES** only and will remain **STRICTLY CONFIDENTIAL**.

Thank you for your thoughtfulness and participation.

Yours Sincerely,

M.P.N.Janadari
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SECTION 2: ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Instructions:

The statements below are concerned with current behaviors you might demonstrate in the workplace. Please use the given scale to indicate the extent to which you agree or disagree with each statement.

Strongly Disagree		Strongly Agree				
1		5				
No	Item	1	2	3	4	5
1.	I help others who have heavy work loads					
2.	I do not seek help or assistance from others in executing my duties					
3.	I have to work honestly to make an honest day					
4.	I do not consume a lot of time complaining about small matters					
5.	I try to avoid creating problems for co-workers					
6.	I keep up-to-date with changes in the organization					
7.	I do not make minor things into big issue					
8.	I consider the impact of my actions on co-workers					
9.	I attend meetings that are not compulsory, but are considered important					
10.	I am always ready to give a helping hand to those around me					
11.	I attend functions that are not required, but help the company image					
12.	I read and keep up organization announcements, memos, and so on					
13.	I help others who have been absent					
14.	I do not abuse the rights of others					
15.	I willingly help others who have work related problems					
16.	I always focus on what's right, rather than focusing on the negative					
17.	I take steps to prevent problems with other coworkers					
18.	My attendance at work is above the expected level					
19.	I never find fault with what the organization is doing					
20.	I am aware of how my behavior affects other people's job					
21.	I do not take extra rests					
22.	I obey company rules and regulations even when no one is watching					
23.	I help orient new people even though it is not required					
24.	I am one of the most ambitious people in this organization					

SECTION 3: ORGANIZATIONAL CITIZENSHIP BEHAVIOUR TOWARDS ENVIRONMENT

Instructions:

The statements below are concerned with current behaviors you might demonstrate towards the environment in the workplace. Please use the given scale to indicate the extent to which you agree or disagree with each statement

Strongly Disagree		Strongly Agree				
1		5				
No	Item	1	2	3	4	5
1.	I voluntarily give my time to help my colleagues to take the environment into account in everything they do at work					
2.	I encourage my colleagues to adopt more environmentally conscious behaviour					
3.	I encourage my colleagues to express their ideas and opinions on environmental issues					
4.	I actively participate in environmental events organized in and/or by my company					
5.	I undertake environmental actions that contribute positively to the image of my organization					
6.	I volunteer for projects or events that address environmental issues in my organization					
7.	I am aware of my company's environmental initiatives					
8.	I think the impact of my actions before doing something that could affect the environment					
9.	I voluntarily carry out environmental actions and initiatives in my daily work activities					
10.	I make suggestions to my colleagues about ways to protect the environment more effectively, even when it is not my direct responsibility					

SECTION 4: AUTHENTIC LEADERSHIP

Instructions:

The following survey items refer to **your leader's style, as you perceive it**. Judge how each statement fits his or her leadership style using the following scale.

Not at All		Frequently				
1		5				
No	Item	1	2	3	4	5
1.	Says exactly what he or she means					
2.	Admits mistakes when they are made					
3.	Encourages everyone to speak their mind					
4.	Tells you the hard truth					
5.	Displays emotions exactly in line with feelings					
6.	Demonstrates beliefs that are consistent with actions					
7.	Makes decisions based on his or her core values					
8.	Asks you to behave according to your core values					
9	Makes difficult decisions based on high standards of ethical ground					
10	Seek views that challenge his or her deeply held ideas					
11	Analyses relevant data before coming to a decision					
12	Listen carefully to different points of view before coming to conclusions					
13	Seeks feedback to improve interactions with others					
14	Accurately describes how others view his or her capabilities					
15	Knows when it is time to re-evaluate his or her position on important issues					
16	Shows he or she understands how specific actions impact others					

SECTION 5: PSYCHOLOGICAL CAPITAL

Instructions:

Below are statements that describe how you may think about yourself right now. Use the following scale to indicate your level of agreement or disagreement with each statement.

Strongly Disagree		Strongly Agree				
1		5				
No	Item	1	2	3	4	5
1.	I feel confident analyzing a long term problem to find a solution					
2.	I feel confident in representing my work area in meeting with management					
3.	I feel confident contributing to discussions about the organization's strategy					
4.	I feel confident helping to set targets/ goals in my work area					
5.	I feel confident contacting people outside the organization (e.g. suppliers, customers) to discuss problems					
6.	I feel confident presenting information to a group of colleagues					
7.	If I should find myself in a backlog at work, I could think of many ways to finish it					
8.	At the present time, I am strongly pursuing my work goals					
9.	There are lots of ways to solve problems					
10.	Right now I see myself as being successful at work					
11.	I can think of many ways to reach my current work goals					
12.	At this time, I am meeting the work goals that I have set for myself					
13.	When I have unfinished work, I can recover from it					
14.	I usually manage difficulties one way or another at work					
15.	I can be "on my own", at work if I have to					
16.	I usually take stressful things at work					
17.	I can get through difficult times at work because of my experience					
18.	I feel I can handle many things at a time at this job					
19.	When things are uncertain for me at work, I usually expect the best					
20.	If something going wrong in the work I will attend for that					
21.	I always look on the bright side of things regarding my job					
22.	I'm positively think about what will happen to me in the future as it pertains to work					
23.	In this job, things be always work out the way I want them					
24.	I approach this job as if " every cloud has a silver lining"					

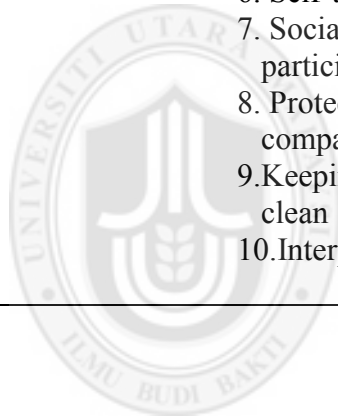
APPENDIX II

List of Dimension Descriptions of OCB

Number of Dimensions	Represent Scholars	Dimension	Detailed Description
One Dimension	Bateman and Organ 1983	OCB	Positive behaviours to enhance organizational performance
Two Dimensions	Smith, Organ and Near, 1983	1. Altruism or helping specific persons 2. Generalized Compliance	Directly and intentionally aimed at helping a specific person in face to face situations Compliance with internalized norms, rules and procedures
Three Dimensions	Williams & Anderson, 1991	1. OCBI 2. OCBO	Behaviour that immediately benefits specific individuals and co-workers Behaviour that benefits the organization in general
	George and Brief, 1992	1. Helping co workers 2. Spreading goodwill	All voluntary forms of assistance that members provide each other with accomplishment of tasks Contribute to spread goodwill over wider community in a beneficial light
	Van Dyne, et al., 1994	1. Organizational obedience 2. Organizational loyalty 3. Organizational participation	Adherence to organizational rules and regulations including punctuality in task completion Identification with an allegiance to an organization as a whole Willingness to be in the organizational system
	Borman & Motowidlo, 1993, 1997	1. Helping & cooperating with others 2. Endorsing and defending organizational objectives 3. Following organizational rules and regulations	Assisting and helping co workers Remaining with the organization during hard times and representing the organization favourably to outsiders Following orders and regulations, respect for authority and complying with organizational values and policies
Four Dimensions	Moorman & Blakely, 1995	1. Interpersonal helping 2. Individual initiative	Focus on helping co-workers in their jobs when such help was needed Communications to others in work place to improve individual and group performance
	Graham, 1989	3. Personal industry 4. Loyal boosterism	The performance of specific tasks above and beyond the call of duty The promotion of the organizational image to outsiders

Five Dimensions	Organ,1988	<ol style="list-style-type: none"> 1. Altruism 2. Conscientiousness 3. Sportsmanship 4. Courtesy 5. Civic virtue 	<p>The willingness of employees to help co-workers in specific aspects of their job</p> <p>The willingness of employees to perform well beyond the minimum role requirement.</p> <p>Accommodate and get along with some organizational deficiencies without complaining or grievance</p> <p>Prevent work related problems with others</p> <p>Responsibility to participate in activities that affect the life of the organization</p>
Seven Dimensions	Podsakoff, Mackenzie & Pains et al.,2000	<ol style="list-style-type: none"> 1. Helping behaviour 2. Sportsmanship 3. Organizational Loyalty 4. Organizational compliance 5. Individual initiative 6. Civic Virtue 7. Self Development 	<p>Voluntarily helping others with or preventing the occurrence of work related problems</p> <p>Tolerance inevitable inconveniences and maintain a positive attitudes</p> <p>Promoting the organization to outsiders and protecting and defending it</p> <p>Person's internalization and acceptance of rules, regulations and procedure</p> <p>Volunteering to take extra responsibilities and encourage others to do so</p> <p>Willingness to participate activities in its governance</p> <p>Voluntary behaviour employees engage in to improve knowledge, skills and abilities.</p>
Nine Dimension	Farh,Zhong & Organ,2004	<ol style="list-style-type: none"> 1. Altruism 2. Courtesy 3. Conscientiousness 4. Sportsmanship 5. Civic virtue 6. Functional participation 7. Advocacy participation 8. Loyalty 9. Voice 	<p>Helping a specific another person with an organizationally relevant task or problem</p> <p>Preventing work-related problems with others</p> <p>Going well beyond the minimum role requirements of the organization, in the areas of attendance, obeying rules and regulations</p> <p>Tolerate less than ideal circumstances without complaining</p> <p>Responsibly participate in, and being involved in or concerned about the life of the organization</p> <p>Participatory contribution in which individuals focus on themselves rather than others in their organizations</p> <p>Behaviour targeted at others in an organization and reflecting a willingness to be controversial, encouraging quiet people to speak up in meetings and helping co-workers think for themselves</p> <p>Allegiance to an organization and promotion of its interests</p>

Ten Dimension	Farh,Zhong Organ,2004	&	<ol style="list-style-type: none"> 1.Taking initiative 2.Helping Co-workers 3. Voice 4.Group activity participation 5.Promoting company image 6. Self-training 7. Social welfare participation 8. Protecting and saving company resources 9.Keeping the workplace clean 10.Interpersonal harmony 	<p>Promotive behaviour that emphasizes the expression of constructive challenge intended to improve rather than merely criticize</p> <p>Willingness take additional responsibilities</p> <p>Helping colleagues in work-related and non-work-related matters</p> <p>Making constructive suggestions or speaking up to prohibit behaviour harmful to the firm</p> <p>Participating in activities organized by the firm or group of employees</p> <p>Promote the firm's image to outsiders</p> <p>Improve one's own knowledge and skills</p> <p>Employee participation in activities of public welfare or community service</p> <p>Actions to save company resources, use personal resources, and protect company from disasters</p> <p>Cleanliness at the work place</p> <p>Employee actions aimed at facilitating and preserving harmonious relations in the workplace</p>
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APPENDIX III

Main Dimensions of OCBE

Possible Environmental Dimensions	Main types of OCBE	Relevance and Usefulness	Examples
<p>Helping</p> <p>Behaviours seek to mitigate environmental conflicts with stakeholders, collaboration to promote environmental issues and help other employees when they faced difficulties</p> <p>Sportsmanship</p> <p>Tolerance inconveniences with positive attitudes toward extra work that can result from environmental practices.</p>	<p>Eco Initiatives</p> <p>Spontaneous behaviour and implications to enhance environmental practices and performance. Main focus on personal initiatives in the workplace</p>	<p>Improve internal practices</p> <p>Mitigate environmental impacts and costs</p> <p>Enhance green innovations</p>	<p>Reduce paper consumption and reuse</p> <p>Improve energy efficiency</p> <p>Turn off unnecessary lights and fans</p> <p>Use recyclable materials</p>
<p>Organizational Loyalty</p> <p>Compliance with the pro environmental practices, policies and objectives, promote the organization image among stakeholders and presence at environmental events</p>	<p>Eco Civic Engagement</p> <p>Voluntary undertaking of environmental events with actions and positively participate to</p>	<p>Accomplish environmental objectives</p> <p>Promote the organizational image</p>	<p>Contribute to green committees and for sustainability reports</p> <p>Discussions with stakeholders</p>

Organizational Compliance

Adherence to environmental policies, procedures, values and applications of environmental standards and regulations that apply in the organization

promote organizational image. Mainly focus to support for the organizational commitment

Reduce differences between words and actions

Involved in the implementation of environmental policies like ISO 14001

Individual Initiatives

Involvement in environmental activities and sharing knowledge making constructive suggestions

Eco Helping

Discretionary behaviour to help colleagues with the purpose of integrating environmental concerns in the work place. Mainly focus on mutual support among employees

Encourage dialogs and promote cooperation and resolution of complex problems

Help to identify sources of pollution

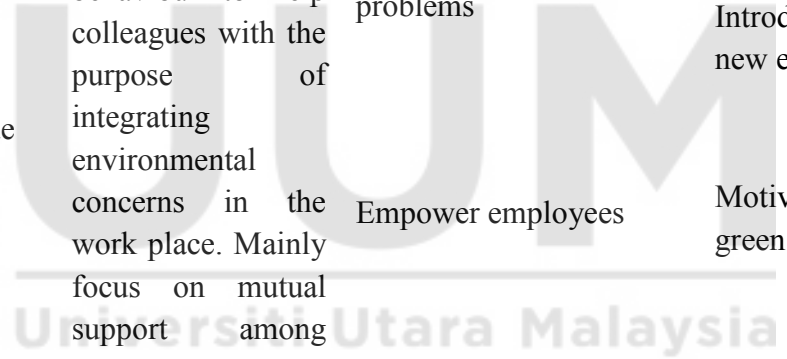
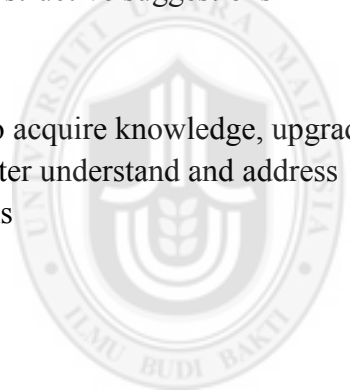
Self-development

Voluntary behaviour to acquire knowledge, upgrade skills and values to better understand and address environmental concerns

Empower employees

Introduce environmental policies to new employees

Motivate colleagues to participate in green committees



Source: The Researcher

APPENDIX IV

Differentiating other Positive Leadership Theories from Authentic Leadership

Positive Leadership

Discrepancy

Theory

Transformational Leadership	<p>Authentic Leadership is centered on leader development and acting as a role model</p> <p>Transformational leadership has an in-depth focus on developing subordinates into leaders.</p> <p>An authentic leader is not necessarily transformational, but transformational leaders are necessarily authentic.</p> <p>Authentic leaders are anchored by a deep sense of self-moral, values and beliefs</p> <p>Transformational leaders are optimistic, have higher moral character and are development oriented.</p> <p>Charisma is a central component of transformational leaders, whereas authentic leaders aren't essentially charismatic</p>
Servant Leadership	<p>Authentic leaders focus on leader development.</p> <p>Servant leader core principle is to serve to followers and act as a servant.</p> <p>Fundamentally different in approach. Servant leaders strive to be 'right' whereas authentic leaders strive to be 'real'</p> <p>Servant leaders follow a given set of characteristics as a normative leadership style and authentic leaders are character-driven; due to the absence of a fixed set of characteristics to be emulated, they develop their own unique styles</p> <p>Authentic leaders are more proactive and adjust their leadership styles to changing situations, though not necessarily in a manner that is inspirational. A one-dimensional approach does not respond to the external situational changes, but it is very inspirational</p>
Ethical and Spiritual Leadership	<p>Though ethical, spiritual as well as authentic leaders are highly centered on ethical consequences, authenticity and self-awareness are not considered as components of ethical leadership.</p> <p>Ethical and spiritual leaders are highly concerned about follower development. But in contrast, authentic leaders focus on leader development.</p>

Charismatic
leadership

The theory of spiritual leaders is not well grounded in empirical research and is totally excluded from the conception of self-regulation: contrarily, authentic leadership is supported by the theory of self-regulation.

Authentic leaders are inspired by the genuine, real, veritable and trustworthy characteristics while charismatic leaders are guided by impression management based on personality characteristics.

Charismatic leaders engage in theoretical behaviour and authentic leaders seek to be real

Charismatic leaders influence through inspirational appeals and dramatic presentations as well as by taking personal risks and making sacrifices to build trustworthiness.

Authentic leaders influence subordinates through self-awareness of values, moral perspectives based on dedication, personal examples, and individual character.

Charismatic leaders used influence to mobilize followers. Authentic leaders motivate followers, creating meaning and positively constructing reality for themselves and followers.

Source: The Researcher

APPENDIX V

Summary of the Gap Identification

Determination / Variable	Prior Studies	Present Study
Organizational Citizenship Behaviour	<p>-Handful published studies on different antecedents related to OCB.</p> <p>Attitudinal: Organizational justice, commitment, job satisfaction, fairness and trust</p> <p>Dispositional: Personality, agreeableness, conscientiousness, traits, empathy, helpfulness and positive effect</p> <p>Motivational: Role identity, ego protection, self enhancement ,instrumental functional motives</p> <p>Contextual: Task characteristics ,task demand, job outcome, task interdependence, social relationships, leadership styles ,group cohesiveness</p> <p>-Adopted multi-dimensional performance indicator (attitudinal, behavioural and performance)</p> <p>- Results vary from each study to various degrees across different contextual settings and lack of theoretical coherence (Dimension wise and Core construct)</p>	<p>-Narrow down to specific behavioural construct with a deeper understanding</p> <p>-Avoid overlaps of sub dimensions among attitudinal and behavioural variables</p> <p>-A broader range of cover up of the concept addressing multi perspective approach (OCB & OCBE)</p> <p>-Try to increase generalizability, replicability and the parsimony of the construct</p> <p>- Constructs were consider as the second order higher constructs</p>
Organizational Citizenship Behaviour towards Environment	<p>-Prior studies attempted to focus only on the theoretical conceptualization of the concept (Boiral,2009; Daily et al., 2009; Boiral and Paille, 2012,Ones and Dikherth, 2013;Lamm et al.,2013)</p> <p>- Limited empirical studies focusing at individual level</p> <p>- Focus more on corporate level and not consider as another form of OCB empirically, other than theoretical explanations</p> <p>- Factors and antecedents are under researched</p> <p>- Existing models examined only two forms of the umbrella concept</p> <p>- Poor theoretical underpinnings in the model development</p>	<p>-Empirically validated the instrument in a different contextual settings</p> <p>- Attempted to cater for increasing demand of the stakeholders addressing sensible construct</p> <p>-Propose another form of OCB focusing environmental concerns</p>

Authentic Leadership	<ul style="list-style-type: none"> -Extensive literature on trait, situational and contingency leadership styles and performance. However, the behavioural aspect is rather scant - Much attention paid to positive leader behaviour and in-role or task performance - As a root construct of positive leadership theory authentic leadership was paid less attention - Specifically, emerged and tested based on the Western culture - Influence, development and the relationship with work related constructs under researched 	<p>Develop and test empirically a comprehensive model to have a better idea about the influence and outcome of the novel concept of authentic leadership</p> <ul style="list-style-type: none"> -Among different leadership styles attempted to select the best style to resolve the problems pertaining to public sector circumstances -Examine whether Western theories practised in Western culture produce similar findings in local context
Psychological Capital	<ul style="list-style-type: none"> -To date only very few studies have been conducted to examine mediating effect and that also focus on PsyCap of the leader and the PsyCap at group level of the followers and only few on individual - Examine the relationship as a predictor to OCB - Indirect impact of the construct between work related construct under examinations - Existing literature also demonstrates mixed findings - Cognitive states varied across different contextual settings 	<ul style="list-style-type: none"> -Examine the potential mediating role of PsyCap on the relationship between authentic leadership and Organizational Citizenship Behaviour - Try to identify the impact of indirect effect of PsyCap as a second order higher construct - Examine the potential moderating role of the generation gap on the relationship between psychological capital ,OCB and OCBE
Generation Gap	<ul style="list-style-type: none"> -Handful researches published to list down characteristics, of the different generational cohorts - Lack of empirical evidences on Gen Me compared to other two generations - Previous studies presented mix findings on the relationships of work related constructs 	<ul style="list-style-type: none"> - Examine the potential moderating role of the generation gap on the relationship between psychological capital ,OCB and OCBE

Source; The Researcher

APPENDIX VI
Univariate Outliers

OCB	OCBE	AL	PSYCAP
-2.93723	-2.85893	-2.80592	-2.95477
-2.73642	-2.46665	-2.58830	-2.85995
-2.43522	-2.07437	-2.47949	-2.67030
-2.23442	-1.94361	-2.47949	-2.57548
-2.23442	-1.81285	-2.37068	-2.48066
-2.13402	-1.68209	-2.37068	-2.48066
-1.93322	-1.68209	-2.37068	-2.10136
-1.83282	-1.55133	-2.37068	-2.00654
-1.83282	-1.55133	-2.26187	-2.00654
-1.73241	-1.55133	-2.26187	-1.91172
-1.73241	-1.55133	-2.15306	-1.81689
-1.73241	-1.55133	-2.15306	-1.81689
-1.63201	-1.55133	-2.15306	-1.81689
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-1.63201	-1.55133	-2.15306	-1.72207
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-.12600	-.11296	.02316	-.01526
-.12600	-.11296	.02316	-.01526
-.12600	-.11296	.02316	-.01526
-.02560	-.11296	.02316	-.01526
-.02560	-.11296	.02316	-.01526
-.02560	-.11296	.02316	-.01526
-.02560	-.11296	.02316	.07957
-.02560	-.11296	.02316	.07957
-.02560	-.11296	.02316	.07957
-.02560	-.11296	.02316	.07957
-.02560	.01780	.02316	.07957
-.02560	.01780	.02316	.07957
-.02560	.01780	.02316	.07957
-.02560	.01780	.02316	.07957
-.02560	.01780	.02316	.07957
-.02560	.01780	.13197	.07957
-.02560	.01780	.13197	.17439
-.02560	.01780	.13197	.17439
.07480	.01780	.13197	.17439
.07480	.01780	.13197	.17439
.07480	.01780	.13197	.17439
.07480	.01780	.13197	.17439
.07480	.01780	.13197	.17439
.07480	.01780	.13197	.17439
.07480	.01780	.13197	.17439
.07480	.01780	.13197	.17439
.07480	.01780	.13197	.17439
.07480	.01780	.13197	.17439
.07480	.01780	.13197	.17439
.07480	.01780	.13197	.17439
.07480	.01780	.13197	.17439
.07480	.01780	.13197	.26921
.07480	.01780	.13197	.26921
.07480	.01780	.24078	.26921
.07480	.01780	.24078	.26921
.07480	.01780	.24078	.26921
.07480	.01780	.24078	.26921
.07480	.14856	.24078	.26921
.07480	.14856	.24078	.26921
.17520	.14856	.24078	.26921

.97841	1.32541	1.00246	.93297
.97841	1.32541	1.00246	.93297
.97841	1.32541	1.00246	.93297
1.07881	1.32541	1.00246	.93297
1.07881	1.32541	1.00246	.93297
1.07881	1.32541	1.00246	.93297
1.07881	1.32541	1.00246	.93297
1.07881	1.32541	1.00246	1.02780
1.07881	1.32541	1.00246	1.02780
1.07881	1.32541	1.00246	1.02780
1.07881	1.32541	1.00246	1.02780
1.07881	1.32541	1.00246	1.02780
1.17921	1.32541	1.00246	1.02780
1.17921	1.32541	1.00246	1.02780
1.17921	1.32541	1.00246	1.02780
1.17921	1.32541	1.00246	1.02780
1.17921	1.32541	1.00246	1.02780
1.17921	1.45617	1.00246	1.02780
1.17921	1.45617	1.00246	1.12262
1.17921	1.45617	1.11127	1.12262
1.17921	1.45617	1.11127	1.12262
1.17921	1.45617	1.11127	1.12262
1.17921	1.45617	1.11127	1.12262
1.17921	1.45617	1.11127	1.12262
1.17921	1.45617	1.11127	1.12262
1.17921	1.45617	1.11127	1.12262
1.17921	1.45617	1.11127	1.12262
1.17921	1.45617	1.11127	1.12262
1.17921	1.45617	1.11127	1.12262
1.17921	1.45617	1.11127	1.12262
1.17921	1.45617	1.22008	1.21744
1.17921	1.45617	1.22008	1.21744
1.17921	1.45617	1.22008	1.21744
1.27962	1.45617	1.22008	1.21744
1.27962	1.45617	1.22008	1.21744
1.27962	1.45617	1.22008	1.21744
1.38002	1.45617	1.32889	1.31227
1.38002	1.45617	1.32889	1.31227
1.38002	1.45617	1.32889	1.31227
1.38002	1.45617	1.32889	1.31227
1.38002	1.58693	1.32889	1.31227
1.48042	1.58693	1.32889	1.40709
1.48042	1.58693	1.43770	1.40709
1.48042	1.58693	1.43770	1.40709
1.48042	1.58693	1.43770	1.40709
1.48042	1.58693	1.43770	1.50191
1.48042	1.58693	1.43770	1.50191
1.58082	1.58693	1.54652	1.59674
1.58082	1.58693	1.54652	1.69156
1.68122	1.58693	1.54652	1.69156
1.68122	1.58693	1.65533	1.78638
1.68122	1.58693	1.65533	1.88121

APPENDIX VII
Multivariate Outliers (*Mahalanobis values with probability*)

ID	MAH 1	Probability MH
124	13.39792	0.00123
17	13.02902	0.00148
49	11.71667	0.00286
35	10.86951	0.00436
27	10.68282	0.00479
392	10.52527	0.00518
284	10.03543	0.00662
280	9.05154	0.01083
248	9.01042	0.01105
249	8.66854	0.01311
389	8.18717	0.01668
224	8.07139	0.01767
13	8.04895	0.01787
157	7.76556	0.02059
52	7.71879	0.02108
22	7.30728	0.0259
21	7.3042	0.02594
339	7.2776	0.02628
30	7.2776	0.02628
14	7.25387	0.0266
48	7.18681	0.0275
25	7.0776	0.02905
291	7.02953	0.02975
33	7.003	0.03015
55	6.87094	0.03221
20	6.62417	0.03644
28	6.50587	0.03866
15	6.48164	0.03913
12	6.24193	0.04411
31	6.00242	0.04973
50	5.91272	0.05201
32	5.90549	0.0522
375	5.81638	0.05457
147	5.81068	0.05473
115	5.77944	0.05559
231	5.7179	0.05733
178	5.63932	0.05963
118	5.52831	0.06303
66	5.39155	0.06749
395	5.3869	0.06765
53	5.35471	0.06874
353	5.30941	0.07032
18	5.26349	0.07195

114	5.18779	0.07473
164	5.15965	0.07579
108	5.15921	0.0758
350	5.15099	0.07612
185	4.94117	0.08454
139	4.51084	0.10483
218	4.44701	0.10823
143	4.41403	0.11003
100	4.33261	0.1146
372	4.27951	0.11768
78	4.19497	0.12276
201	4.18307	0.1235
214	4.15104	0.12549
184	4.11588	0.12772
191	4.10922	0.12814
166	3.97764	0.13686
113	3.85192	0.14574
29	3.83234	0.14717
379	3.76949	0.15187
148	3.69157	0.1579
136	3.62755	0.16304
334	3.54743	0.1697
10	3.54607	0.16982
75	3.53686	0.1706
198	3.50768	0.17311
120	3.49821	0.17393
335	3.28085	0.1939
70	3.28085	0.1939
261	3.26192	0.19574
354	3.12119	0.21001
324	3.09742	0.21252
77	3.05208	0.2174
159	2.94033	0.22989
16	2.93666	0.23031
40	2.91099	0.23328
19	2.84075	0.24162
336	2.84075	0.24162
156	2.81614	0.24462
95	2.7923	0.24755
217	2.76993	0.25033
104	2.73995	0.25411
152	2.73296	0.255
26	2.63342	0.26802
3	2.63342	0.26802
163	2.57283	0.27626
116	2.5375	0.28118

343	2.47843	0.28961
102	2.47145	0.29062
111	2.47145	0.29062
347	2.39284	0.30227
34	2.38433	0.30356
92	2.37535	0.30493
337	2.36395	0.30667
229	2.34951	0.3089
162	2.33855	0.31059
181	2.3036	0.31607
310	2.2712	0.32123
211	2.26399	0.32239
213	2.26399	0.32239
381	2.25691	0.32353
60	2.2347	0.32714
68	2.21338	0.33065
69	2.21338	0.33065
254	2.21338	0.33065
269	2.16994	0.33791
348	2.16843	0.33817
79	2.12878	0.34494
105	2.11031	0.34814
397	2.03611	0.3613
318	2.02899	0.36259
39	2.02514	0.36328
44	2.02121	0.364
121	1.99896	0.36807
172	1.99334	0.36911
106	1.97989	0.3716
278	1.96924	0.37358
293	1.96924	0.37358
390	1.9544	0.37636
110	1.94116	0.37886
296	1.94114	0.37887
202	1.88591	0.38947
150	1.8763	0.39135
47	1.87093	0.3924
132	1.86265	0.39403
144	1.86265	0.39403
369	1.79128	0.40835
206	1.78027	0.4106
190	1.75625	0.41556
273	1.74846	0.41718
270	1.73996	0.41896
333	1.70308	0.42676
167	1.6954	0.4284

179	1.69107	0.42933
316	1.69107	0.42933
314	1.68976	0.42961
187	1.68233	0.43121
271	1.66986	0.43391
155	1.63131	0.44235
24	1.63131	0.44235
301	1.62489	0.44377
220	1.59493	0.45047
362	1.58247	0.45329
320	1.57086	0.45592
54	1.56763	0.45666
349	1.56556	0.45713
197	1.55067	0.46055
277	1.55067	0.46055
154	1.53805	0.46346
173	1.53805	0.46346
312	1.5368	0.46375
307	1.5368	0.46375
45	1.52521	0.46645
153	1.52521	0.46645
175	1.52521	0.46645
283	1.50503	0.47118
403	1.50496	0.4712
208	1.47543	0.47821
38	1.42611	0.49014
237	1.42416	0.49062
56	1.42345	0.4908
308	1.41486	0.49291
212	1.38559	0.50018
182	1.38222	0.50102
396	1.37515	0.50279
289	1.35106	0.50889
251	1.34454	0.51055
242	1.32609	0.51528
216	1.31609	0.51786
382	1.30514	0.52071
238	1.30292	0.52128
151	1.302	0.52152
196	1.26447	0.5314
255	1.26447	0.5314
227	1.26447	0.5314
119	1.26414	0.53149
298	1.26414	0.53149
193	1.26091	0.53235
243	1.25468	0.53401

394	1.25386	0.53423
288	1.2509	0.53502
292	1.2509	0.53502
295	1.2509	0.53502
297	1.2509	0.53502
300	1.2509	0.53502
279	1.2509	0.53502
281	1.2509	0.53502
282	1.2509	0.53502
299	1.2509	0.53502
400	1.2509	0.53502
285	1.2509	0.53502
287	1.2509	0.53502
294	1.2509	0.53502
276	1.2509	0.53502
228	1.2509	0.53502
360	1.24272	0.53721
125	1.24272	0.53721
59	1.22512	0.54196
97	1.22205	0.5428
317	1.22205	0.5428
374	1.20096	0.54855
43	1.19351	0.5506
86	1.19351	0.5506
131	1.18091	0.55407
63	1.18091	0.55407
74	1.17808	0.55486
272	1.17034	0.55701
240	1.13995	0.56554
346	1.13025	0.56829
290	1.10637	0.57512
329	1.10637	0.57512
165	1.09965	0.57705
259	1.09692	0.57784
188	1.09557	0.57823
219	1.07972	0.58283
117	1.06029	0.58852
107	1.04164	0.59403
80	1.04164	0.59403
262	1.0222	0.59984
236	1.0197	0.60058
170	1.00929	0.60372
398	1.00929	0.60372
140	1.00238	0.60581
37	1.00127	0.60615
402	0.98651	0.61063

309	0.98651	0.61063
315	0.98651	0.61063
177	0.98419	0.61134
305	0.97648	0.61371
257	0.97648	0.61371
123	0.96206	0.61815
260	0.95751	0.61955
203	0.95342	0.62082
311	0.94442	0.62362
127	0.93949	0.62516
2	0.93402	0.62687
384	0.93402	0.62687
149	0.9211	0.63094
268	0.90222	0.63692
264	0.90222	0.63692
241	0.90222	0.63692
209	0.88743	0.64165
126	0.87522	0.64558
383	0.87448	0.64582
85	0.87448	0.64582
180	0.87224	0.64654
313	0.8622	0.64979
64	0.85584	0.65186
253	0.84659	0.65488
345	0.84659	0.65488
286	0.84659	0.65488
225	0.84659	0.65488
8	0.81073	0.66673
145	0.8034	0.66918
332	0.79844	0.67084
319	0.79844	0.67084
98	0.78613	0.67498
158	0.78613	0.67498
134	0.77637	0.67829
387	0.77637	0.67829
135	0.77325	0.67935
338	0.77325	0.67935
94	0.75941	0.68406
192	0.75224	0.68652
247	0.75224	0.68652
129	0.75224	0.68652
103	0.75224	0.68652
234	0.73534	0.69235
274	0.73453	0.69263
96	0.73453	0.69263
370	0.71423	0.69969

340	0.70779	0.70195
368	0.70421	0.70321
146	0.70421	0.70321
325	0.70393	0.7033
232	0.70393	0.7033
200	0.70147	0.70417
321	0.68372	0.71045
275	0.67941	0.71198
133	0.67941	0.71198
358	0.67941	0.71198
194	0.67941	0.71198
393	0.67677	0.71292
341	0.6666	0.71655
385	0.65782	0.71971
81	0.64972	0.72263
138	0.64972	0.72263
89	0.64515	0.72428
263	0.64515	0.72428
256	0.64372	0.7248
142	0.64372	0.7248
46	0.61102	0.73675
76	0.609	0.73749
88	0.59466	0.7428
128	0.58706	0.74563
302	0.58706	0.74563
226	0.58706	0.74563
373	0.57372	0.75062
221	0.57372	0.75062
328	0.55417	0.75799
205	0.5524	0.75866
233	0.55045	0.7594
41	0.55045	0.7594
230	0.52072	0.77077
61	0.52072	0.77077
171	0.51896	0.77145
62	0.51732	0.77208
377	0.51153	0.77433
42	0.4883	0.78337
23	0.47746	0.78763
65	0.4754	0.78844
322	0.4754	0.78844
266	0.4754	0.78844
357	0.4754	0.78844
267	0.4754	0.78844
87	0.46894	0.79099
90	0.46894	0.79099

84	0.46894	0.79099
82	0.46894	0.79099
342	0.46328	0.79323
183	0.44829	0.7992
386	0.43488	0.80457
57	0.42282	0.80944
3	0.4093	0.81493
168	0.4093	0.81493
326	0.39726	0.81985
391	0.39726	0.81985
67	0.39564	0.82052
215	0.39284	0.82167
169	0.38034	0.82682
371	0.36868	0.83165
72	0.36868	0.83165
364	0.3412	0.84316
367	0.3412	0.84316
109	0.33733	0.84479
380	0.32887	0.84837
265	0.31984	0.85221
355	0.31984	0.85221
4	0.31454	0.85447
83	0.31454	0.85447
366	0.30679	0.85779
101	0.29841	0.86139
376	0.29841	0.86139
306	0.29741	0.86182
71	0.26581	0.87555
304	0.26535	0.87575
122	0.26535	0.87575
112	0.25815	0.87891
359	0.24192	0.88607
176	0.24192	0.88607
303	0.23566	0.88885
239	0.22974	0.89148
356	0.2221	0.8949
186	0.2221	0.8949
91	0.21039	0.90015
363	0.21039	0.90015
365	0.21039	0.90015
258	0.21039	0.90015
189	0.20461	0.90276
388	0.20369	0.90317
327	0.20243	0.90374
330	0.20114	0.90432
352	0.20114	0.90432

244	0.20114	0.90432
174	0.1744	0.9165
141	0.16341	0.92155
137	0.16059	0.92285
36	0.15627	0.92484
223	0.14567	0.92975
161	0.14165	0.93162
351	0.13519	0.93464
222	0.12233	0.94067
323	0.1167	0.94332
245	0.11264	0.94524
93	0.11211	0.94549
378	0.1113	0.94587
5	0.10509	0.94881
399	0.10509	0.94881
404	0.10196	0.9503
204	0.10196	0.9503
235	0.08752	0.95719
252	0.06267	0.96915
99	0.06015	0.97037
361	0.05843	0.97121
250	0.05843	0.97121
331	0.03777	0.98129
210	0.03644	0.98195
199	0.03644	0.98195
73	0.01679	0.99164
1	0.00805	0.99598
195	0.00805	0.99598
401	0.00706	0.99647
344	0.00706	0.99647
245	0.00706	0.99647

APPENDIX VIII
Common Method Variance (Harman's Single-Factor Test)
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.648	21.146	21.146	15.648	21.146	21.146
2	5.363	7.247	28.392	5.363	7.247	28.392
3	3.815	5.155	33.548	3.815	5.155	33.548
4	2.795	3.778	37.325	2.795	3.778	37.325
5	2.442	3.300	40.625	2.442	3.300	40.625
6	2.179	2.945	43.570	2.179	2.945	43.570
7	1.939	2.621	46.191	1.939	2.621	46.191
8	1.891	2.556	48.747	1.891	2.556	48.747
9	1.558	2.105	50.852	1.558	2.105	50.852
10	1.457	1.969	52.821	1.457	1.969	52.821
11	1.386	1.873	54.694	1.386	1.873	54.694
12	1.302	1.760	56.454	1.302	1.760	56.454
13	1.164	1.573	58.027	1.164	1.573	58.027
14	1.140	1.540	59.567	1.140	1.540	59.567
15	1.111	1.502	61.069	1.111	1.502	61.069
16	1.053	1.423	62.492	1.053	1.423	62.492
17	1.032	1.395	63.887	1.032	1.395	63.887
18	.989	1.336	65.223			
19	.977	1.320	66.543			
20	.945	1.277	67.820			
21	.897	1.212	69.032			
22	.886	1.197	70.229			
23	.862	1.165	71.394			
24	.816	1.103	72.497			
25	.775	1.048	73.544			
26	.747	1.010	74.554			
27	.727	.983	75.537			
28	.719	.971	76.508			
29	.699	.944	77.452			
30	.675	.913	78.365			
31	.641	.866	79.230			
32	.625	.845	80.075			
33	.617	.834	80.909			
34	.592	.800	81.709			
35	.566	.765	82.473			
36	.561	.758	83.231			
37	.520	.703	83.934			
38	.517	.698	84.632			

39	.496	.670	85.302
40	.491	.663	85.965
41	.467	.631	86.596
42	.465	.629	87.225
43	.457	.617	87.842
44	.448	.606	88.448
45	.435	.588	89.036
46	.416	.563	89.598
47	.401	.542	90.141
48	.395	.534	90.675
49	.388	.525	91.200
50	.378	.511	91.711
51	.364	.492	92.203
52	.358	.484	92.687
53	.349	.471	93.158
54	.337	.455	93.613
55	.323	.436	94.050
56	.315	.426	94.475
57	.302	.409	94.884
58	.299	.404	95.288
59	.289	.390	95.679
60	.268	.362	96.040
61	.260	.352	96.392
62	.255	.345	96.737
63	.249	.336	97.073
64	.247	.334	97.407
65	.234	.316	97.723
66	.229	.310	98.033
67	.216	.291	98.324
68	.200	.270	98.595
69	.193	.261	98.856
70	.190	.257	99.113
71	.181	.244	99.357
72	.175	.237	99.594
73	.154	.208	99.802
74	.146	.198	100.000

APPENDIX IX
Confidence Interval HTMT

	Original Sample (O)	Sample Mean (M)	5.00 %	95.00 %
Authentic Leadership -> Altruism	0.433	0.439	0.326	0.536
Balanced Processing -> Altruism	0.367	0.372	0.249	0.487
Balanced Processing -> Authentic Leadership	0.867	0.867	0.828	0.903
Civic Engagement -> Altruism	0.284	0.288	0.198	0.385
Civic Engagement -> Authentic Leadership	0.34	0.341	0.259	0.421
Civic Engagement -> Balanced Processing	0.316	0.316	0.223	0.403
Civic Virtue -> Altruism	0.816	0.818	0.725	0.911
Civic Virtue -> Authentic Leadership	0.424	0.43	0.334	0.53
Civic Virtue -> Balanced Processing	0.383	0.389	0.286	0.5
Civic Virtue -> Civic Engagement	0.396	0.397	0.304	0.491
Conscientiousness -> Altruism	0.784	0.792	0.675	0.904
Conscientiousness -> Authentic Leadership	0.446	0.452	0.337	0.555
Conscientiousness -> Balanced Processing	0.451	0.456	0.333	0.566
Conscientiousness -> Civic Engagement	0.447	0.448	0.34	0.544
Conscientiousness -> Civic Virtue	0.827	0.837	0.742	0.94
Courtesy -> Altruism	0.536	0.535	0.413	0.653
Courtesy -> Authentic Leadership	0.39	0.397	0.3	0.498
Courtesy -> Balanced Processing	0.18	0.198	0.116	0.3
Courtesy -> Civic Engagement	0.262	0.264	0.172	0.365
Courtesy -> Civic Virtue	0.455	0.459	0.344	0.578
Courtesy -> Conscientiousness	0.501	0.504	0.371	0.634
Eco Helping -> Altruism	0.349	0.35	0.245	0.454
Eco Helping -> Authentic Leadership	0.314	0.317	0.237	0.405
Eco Helping -> Balanced Processing	0.302	0.302	0.206	0.393
Eco Helping -> Civic Engagement	0.847	0.847	0.814	0.882
Eco Helping -> Civic Virtue	0.405	0.404	0.308	0.493
Eco Helping -> Conscientiousness	0.401	0.406	0.313	0.49
Eco Helping -> Courtesy	0.171	0.183	0.098	0.288
Eco Initiatives -> Altruism	0.355	0.354	0.246	0.453
Eco Initiatives -> Authentic Leadership	0.442	0.441	0.354	0.528

Eco Initiatives -> Balanced Processing	0.33	0.331	0.239	0.419
Eco Initiatives -> Civic Engagement	0.873	0.874	0.833	0.913
Eco Initiatives -> Civic Virtue	0.406	0.405	0.306	0.501
Eco Initiatives -> Conscientiousness	0.445	0.446	0.34	0.537
Eco Initiatives -> Courtesy	0.242	0.24	0.139	0.357
Eco Initiatives -> Eco Helping	0.799	0.8	0.745	0.851
Hope -> Altruism	0.296	0.308	0.218	0.405
Hope -> Authentic Leadership	0.614	0.615	0.547	0.681
Hope -> Balanced Processing	0.447	0.446	0.341	0.543
Hope -> Civic Engagement	0.189	0.199	0.121	0.289
Hope -> Civic Virtue	0.203	0.222	0.138	0.32
Hope -> Conscientiousness	0.218	0.242	0.144	0.364
Hope -> Courtesy	0.292	0.303	0.194	0.42
Hope -> Eco Helping	0.226	0.227	0.143	0.317
Hope -> Eco Initiatives	0.228	0.228	0.143	0.324
Internalized Moral -> Altruism	0.289	0.293	0.185	0.401
Internalized Moral -> Authentic Leadership	0.899	0.899	0.868	0.931
Internalized Moral -> Balanced Processing	0.482	0.483	0.396	0.568
Internalized Moral -> Civic Engagement	0.185	0.188	0.103	0.28
Internalized Moral -> Civic Virtue	0.292	0.297	0.192	0.411
Internalized Moral -> Conscientiousness	0.274	0.28	0.163	0.394
Internalized Moral -> Courtesy	0.422	0.424	0.304	0.537
Internalized Moral -> Eco Helping	0.135	0.141	0.061	0.239
Internalized Moral -> Eco Initiatives	0.314	0.313	0.223	0.403
Internalized Moral -> Hope	0.483	0.486	0.38	0.585
OCB -> Altruism	1.065	1.066	1.011	1.129
OCB -> Authentic Leadership	0.499	0.506	0.419	0.588
OCB -> Balanced Processing	0.395	0.406	0.312	0.498
OCB -> Civic Engagement	0.381	0.389	0.316	0.465
OCB -> Civic Virtue	1.03	1.032	0.989	1.073
OCB -> Conscientiousness	1.025	1.034	0.977	1.092
OCB -> Courtesy	0.892	0.895	0.817	0.973
OCB -> Eco Helping	0.404	0.406	0.329	0.481
OCB -> Eco Initiatives	0.401	0.403	0.325	0.483
OCB -> Hope	0.355	0.371	0.293	0.459
OCB -> Internalized Moral	0.379	0.384	0.287	0.469
OCBE -> Altruism	0.346	0.348	0.257	0.447
OCBE -> Authentic Leadership	0.385	0.386	0.307	0.468
OCBE -> Balanced Processing	0.336	0.336	0.244	0.424

OCBE -> Civic Engagement	1.027	1.027	1.016	1.039
OCBE -> Civic Virtue	0.427	0.427	0.336	0.519
OCBE -> Conscientiousness	0.46	0.462	0.369	0.544
OCBE -> Courtesy	0.242	0.246	0.157	0.348
OCBE -> Eco Helping	0.975	0.975	0.957	0.991
OCBE -> Eco Initiatives	0.993	0.993	0.976	1.01
OCBE -> Hope	0.225	0.23	0.155	0.314
OCBE -> Internalized Moral	0.221	0.224	0.14	0.31
OCBE -> OCB	0.419	0.424	0.351	0.499
Optimism -> Altruism	0.371	0.365	0.252	0.481
Optimism -> Authentic Leadership	0.404	0.404	0.294	0.502
Optimism -> Balanced Processing	0.355	0.355	0.246	0.461
Optimism -> Civic Engagement	0.165	0.18	0.117	0.253
Optimism -> Civic Virtue	0.459	0.456	0.362	0.545
Optimism -> Conscientiousness	0.351	0.352	0.245	0.469
Optimism -> Courtesy	0.288	0.304	0.216	0.401
Optimism -> Eco Helping	0.12	0.134	0.079	0.199
Optimism -> Eco Initiatives	0.219	0.219	0.127	0.306
Optimism -> Hope	0.41	0.415	0.305	0.531
Optimism -> Internalized Moral	0.36	0.36	0.251	0.469
Optimism -> OCB	0.42	0.427	0.344	0.515
Optimism -> OCBE	0.178	0.188	0.123	0.263
PSYCAP -> Altruism	0.468	0.47	0.374	0.567
PSYCAP -> Authentic Leadership	0.709	0.709	0.646	0.766
PSYCAP -> Balanced Processing	0.566	0.566	0.482	0.641
PSYCAP -> Civic Engagement	0.277	0.286	0.213	0.362
PSYCAP -> Civic Virtue	0.484	0.492	0.406	0.573
PSYCAP -> Conscientiousness	0.45	0.46	0.363	0.566
PSYCAP -> Courtesy	0.4	0.413	0.319	0.506
PSYCAP -> Eco Helping	0.307	0.312	0.233	0.394
PSYCAP -> Eco Initiatives	0.378	0.378	0.292	0.461
PSYCAP -> Hope	0.916	0.918	0.886	0.953
PSYCAP -> Internalized Moral	0.546	0.547	0.466	0.622
PSYCAP -> OCB	0.544	0.554	0.485	0.627
PSYCAP -> OCBE	0.337	0.342	0.267	0.42
PSYCAP -> Optimism	0.777	0.779	0.711	0.847
Relational Transparency -> Altruism	0.425	0.43	0.317	0.543
Relational Transparency -> Authentic Leadership	0.937	0.937	0.913	0.959
Relational Transparency -> Balanced Processing	0.638	0.637	0.564	0.709
Relational Transparency -> Civic Engagement	0.373	0.373	0.285	0.455
Relational Transparency -> Civic Virtue	0.412	0.415	0.314	0.514

Relational Transparency -> Conscientiousness	0.383	0.386	0.264	0.495
Relational Transparency -> Courtesy	0.268	0.272	0.161	0.385
Relational Transparency -> Eco Helping	0.364	0.364	0.277	0.443
Relational Transparency -> Eco Initiatives	0.47	0.471	0.387	0.557
Relational Transparency -> Hope	0.501	0.499	0.411	0.579
Relational Transparency -> Internalized Moral	0.595	0.596	0.531	0.661
Relational Transparency -> OCB	0.437	0.441	0.353	0.524
Relational Transparency -> OCBE	0.425	0.425	0.341	0.501
Relational Transparency -> Optimism	0.299	0.299	0.204	0.391
Relational Transparency -> PSYCAP	0.606	0.606	0.527	0.678
Resiliency -> Altruism	0.436	0.438	0.335	0.551
Resiliency -> Authentic Leadership	0.562	0.566	0.479	0.648
Resiliency -> Balanced Processing	0.436	0.439	0.328	0.541
Resiliency -> Civic Engagement	0.257	0.263	0.18	0.35
Resiliency -> Civic Virtue	0.489	0.493	0.387	0.603
Resiliency -> Conscientiousness	0.432	0.437	0.326	0.554
Resiliency -> Courtesy	0.398	0.405	0.303	0.521
Resiliency -> Eco Helping	0.329	0.331	0.241	0.432
Resiliency -> Eco Initiatives	0.397	0.398	0.305	0.494
Resiliency -> Hope	0.671	0.673	0.596	0.744
Resiliency -> Internalized Moral	0.42	0.423	0.326	0.519
Resiliency -> OCB	0.513	0.519	0.434	0.611
Resiliency -> OCBE	0.341	0.345	0.258	0.433
Resiliency -> Optimism	0.483	0.486	0.381	0.593
Resiliency -> PSYCAP	0.962	0.965	0.934	0.995
Resiliency -> Relational Transparency	0.512	0.514	0.415	0.598
Self Awareness -> Altruism	0.359	0.362	0.245	0.475
Self Awareness -> Authentic Leadership	0.962	0.962	0.93	0.988
Self Awareness -> Balanced Processing	0.699	0.696	0.621	0.764
Self Awareness -> Civic Engagement	0.252	0.253	0.167	0.344
Self Awareness -> Civic Virtue	0.328	0.333	0.236	0.429
Self Awareness -> Conscientiousness	0.407	0.41	0.297	0.516
Self Awareness -> Courtesy	0.42	0.423	0.312	0.531
Self Awareness -> Eco Helping	0.239	0.241	0.159	0.335
Self Awareness -> Eco Initiatives	0.334	0.331	0.236	0.424
Self Awareness -> Hope	0.623	0.624	0.553	0.692

Self Awareness -> Internalized Moral	0.72	0.719	0.647	0.789
Self Awareness -> OCB	0.455	0.459	0.368	0.548
Self Awareness -> OCBE	0.29	0.29	0.2	0.378
Self Awareness -> Optimism	0.354	0.354	0.242	0.47
Self Awareness -> PSYCAP	0.652	0.652	0.589	0.712
Self Awareness -> Relational Transparency	0.618	0.617	0.538	0.691
Self Awareness -> Resiliency	0.502	0.507	0.415	0.603
Self Efficacy -> Altruism	0.399	0.398	0.286	0.501
Self Efficacy -> Authentic Leadership	0.646	0.648	0.586	0.711
Self Efficacy -> Balanced Processing	0.543	0.543	0.458	0.623
Self Efficacy -> Civic Engagement	0.267	0.268	0.186	0.345
Self Efficacy -> Civic Virtue	0.424	0.429	0.339	0.515
Self Efficacy -> Conscientiousness	0.441	0.442	0.331	0.54
Self Efficacy -> Courtesy	0.31	0.319	0.219	0.433
Self Efficacy -> Eco Helping	0.294	0.297	0.208	0.385
Self Efficacy -> Eco Initiatives	0.36	0.361	0.28	0.444
Self Efficacy -> Hope	0.558	0.559	0.477	0.636
Self Efficacy -> Internalized Moral	0.462	0.463	0.379	0.543
Self Efficacy -> OCB	0.46	0.464	0.387	0.545
Self Efficacy -> OCBE	0.323	0.324	0.241	0.401
Self Efficacy -> Optimism	0.408	0.41	0.316	0.519
Self Efficacy -> PSYCAP	0.914	0.915	0.885	0.944
Self Efficacy -> Relational Transparency	0.588	0.59	0.51	0.662
Self Efficacy -> Resiliency	0.673	0.679	0.591	0.759
Self Efficacy -> Self Awareness	0.565	0.566	0.503	0.635
Sportsmanship -> Altruism	0.606	0.607	0.508	0.698
Sportsmanship -> Authentic Leadership	0.336	0.345	0.256	0.442
Sportsmanship -> Balanced Processing	0.216	0.228	0.137	0.335
Sportsmanship -> Civic Engagement	0.142	0.171	0.107	0.24
Sportsmanship -> Civic Virtue	0.44	0.439	0.322	0.564
Sportsmanship -> Conscientiousness	0.427	0.437	0.32	0.572
Sportsmanship -> Courtesy	0.612	0.623	0.478	0.772
Sportsmanship -> Eco Helping	0.296	0.294	0.189	0.394
Sportsmanship -> Eco Initiatives	0.164	0.183	0.098	0.27
Sportsmanship -> Hope	0.456	0.458	0.349	0.565
Sportsmanship -> Internalized Moral	0.272	0.28	0.157	0.398
Sportsmanship -> OCB	0.881	0.884	0.815	0.95
Sportsmanship -> OCBE	0.209	0.226	0.15	0.307

Sportsmanship -> Optimism	0.209	0.235	0.158	0.322
Sportsmanship -> PSYCAP	0.401	0.414	0.324	0.508
Sportsmanship -> Relational Transparency	0.276	0.28	0.185	0.382
Sportsmanship -> Resiliency	0.311	0.322	0.212	0.424
Sportsmanship -> Self Awareness	0.353	0.36	0.254	0.472
Sportsmanship -> Self Efficacy	0.286	0.293	0.199	0.401



APPENDIX X

Output of Skewness and Kurtosis Calculation

```
Sample size: 396
Number of variables: 20

Univariate skewness and kurtosis
      Skewness  SE_skew  Kurtosis  SE_kurt
V1 -0.18824081 0.1226287 -0.51954762 0.2446512
V2 -0.85262366 0.1226287  0.35542813 0.2446512
V3 -0.45177500 0.1226287 -0.40081003 0.2446512
V4 -0.27024582 0.1226287 -0.54285786 0.2446512
V5 -0.39124689 0.1226287 -0.30426362 0.2446512
V6 -0.45335326 0.1226287 -0.32074480 0.2446512
V7 -0.18169417 0.1226287 -0.84568061 0.2446512
V8 -0.05137528 0.1226287 -0.83475174 0.2446512
V9 -0.23336752 0.1226287 -0.75220188 0.2446512
V10 -0.43001555 0.1226287 -0.32329654 0.2446512
V11 -0.61491197 0.1226287 -0.21685616 0.2446512
V12 -0.38819627 0.1226287 -0.35691682 0.2446512
V13 -0.21617849 0.1226287 -0.95981513 0.2446512
V14 -0.93325882 0.1226287  1.18675566 0.2446512
V15 -0.73812354 0.1226287  0.02594358 0.2446512
V16 -0.27028334 0.1226287 -0.47879876 0.2446512
V17 -0.49066282 0.1226287 -0.20642826 0.2446512
V18 -0.62201602 0.1226287  0.10591186 0.2446512
V19 -0.48492583 0.1226287 -0.15609225 0.2446512
V20 -0.59570423 0.1226287  0.27621663 0.2446512

Mardia's multivariate skewness and kurtosis
      b          z      p-value
Skewness 38.15995 2518.557008 0.000000e+00
Kurtosis 460.74003  6.956419 3.490319e-12
```

APPENDIX XI

Generation X as Reference Group

