Abstract

The studies that have verified the positive association of authentic leadership with organizational citizenship behaviours (OCBs), have used global measures of both constructs. Therefore, the goal of this work is to analyze the effect of authentic leadership on employees' OCBs, specifically focusing on the relations of the four components of authentic leadership with the individual and organizational dimensions of the OCBs. The participants of this study were 220 Spanish employees (30.9% men and 69.1% women) who completed a questionnaire that included the variables of interest in this study: Authentic Leadership, OCB and Sociobiographical control variables. The results, obtained with stepwise multiple regression analysis, show that two components of authentic leadership -moral perspective and relational transparency- present significant relationships with OCB. Moreover, authentic leadership is a better predictor of employees' OCB when these behaviors are impersonal and directed towards the organization than when they are directed towards other people. These results have practical implications for human resources management in organizations, especially in selection processes and when training top executives.