Evaluating the Impact of Authentic Leadership Behavior on Ocb (Organisational Citizenship Behavior) Performance: A Study of Higher Education Institutions.

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ABSTRACT

The purpose of this study is to investigate how perceptions of authentic leadership behavior in academic settings relate to various aspects of organizational citizenship behavior (OCB). The need of understanding the relationship between leadership qualities and employee behaviors in academic settings, and how these factors impact organizational dynamics, is the driving force behind the study. Key drivers of leadership authenticity will be identified, and the impact of OCB variables on perceptions of ALB will be examined. We adopt a quantitative research strategy based on sending out structured questionnaires to a random sample of 100 college employees from a range of departments and roles. In addition to demographic questions, the survey includes validated measures for gauging OCB (organizational citizenship behavior) and thoughts on Authentic Leadership Behavior. When looking for connections between variables, quantitative data analysis methods like regression analysis, correlation analysis, and descriptive statistics come in handy. Certain traits of Organizational Citizenship Behavior (OCB), including kindness, diligence, civic virtue, and civility, are positively associated with perceptions of Authentic Leadership Behavior, according to the results. These variables were identified as significant predictors of leadership authenticity in a regression analysis. The implications of these findings for organizational leaders and legislators are discussed in the latter section of the study. In order to promote leadership effectiveness in many settings, including higher education institutions, it emphasizes the relevance of encouraging ethical conduct and prosocial behaviors.

Keywords: *Organizational Citizenship Behavior, Authentic Leadership Behavior, Employee Behavior, Leadership Effectiveness, Prosocial Behavior, and Ethical Leadership.*

INTRODUCTION

By disseminating information, encouraging critical thinking, and preparing students for their employment, educational institutions of higher learning have a crucial role to play in creating the future of individuals and society [1]. The dynamics of the organization and the performance of the staff are greatly affected by the way leaders act within these institutions [2]. Openness, self-reflection, ethical judgment, and fair decision-making are hallmarks of authentic leadership, which has gained esteem for its ability to enhance organizational outcomes [3]. In order to find out how successful Organizational Citizenship Behavior (OCB) is at universities, this study will look at how genuine leadership actions affect it. A person's "organizational citizenship behavior" (OCB) is defined as the altruistic activities they engage in outside of their assigned duties that benefit the company as a whole [4]. These actions can take many forms, but some examples include helping out colleagues, becoming involved in business activities, and standing up for the firm's values. Understanding the impact of genuine leadership on organizational citizenship behavior (OCB) performance in academic institutions is crucial for enhancing organizational efficiency and fostering a positive work environment [5].A leader that exhibits genuine leadership behavior is one who leads with honesty, transparency, and a commitment to making moral decisions. Leaders need to know themselves inside and out, including their views, values, and strengths and shortcomings, in order to do this. A key component of this talent is self-awareness. Leaders who demonstrate self-awareness may build trust and credibility with their subordinates by aligning their actions with both personal beliefs and the organization's standards [6]. In addition, genuine leaders show relational openness by being honest with their followers about what drives them and how they feel. Establishing a great corporate culture is the end result of a chain reaction that begins with open communication and trust building inside a firm.

In addition, genuine leaders can objectively consider several perspectives before making a decision, and they welcome criticism and are receptive to new ideas. This kind of decision-making fosters inclusion across the board and improves the quality of available alternatives [7]. In addition, genuine leaders champion ethical principles and put the welfare of their followers and the organization ahead of their own self-interest. This is known as an internalized moral perspective. Everyone in the company benefits from the moral compass that guides their decisions and deeds, which in turn promotes honesty and trustworthiness. The way genuine leadership is demonstrated in academic institutions may greatly influence the behavior, efficiency, and effectiveness of faculty and staff [8]. What is commonly referred to as "Organizational Citizenship Behavior" (OCB) in the context of higher education institutions is the voluntary performance of tasks that enhance the operational effectiveness of the organization. In universities, examples of organizational citizenship behavior (OCB) include helping out colleagues, going to university-sponsored activities, and speaking up for the institution's values and purpose. Authentic leadership conduct prioritizes trust, transparency, and ethical decision-making; it has the ability to greatly influence employees' tendency to engage in Organizational Citizenship conduct (OCB). As a result, this might boost the company's efficiency and productivity [9].Few studies have examined how genuine leadership actions affect the efficacy of organizational citizenship behavior (OCB) in academic organizations. Much of the prior research has focused on unrelated domains, including the corporate or medical worlds, and has produced ambiguous results. Thus, further studies are required to clarify the interplay between authentic leadership and organizational citizenship behavior (OCB) in educational institutions' connected enterprises [10]. The goal of this research is to add to what is already known by looking at how higher education institutions' organizational citizenship behavior (OCB) performance is correlated with leaders' genuine actions. The organization's leaders and lawmakers are its intended recipients of the profound truths it intends to impart.

ORGANISATIONAL CITIZENSHIP BEHAVIOR

The term "Organizational Citizenship Behavior" (OCB) refers to the voluntary acts that employees take that go beyond their official work responsibilities and have a positive influence on the operations and culture of the business [11]. Organizational citizenship behavior (OCB) is comprised of five major categories, each of which includes specific actions that offer benefits to the organization:

Altruism: Employees who voluntarily offer aid or support to their coworkers or the company without expecting any immediate personal advantage are examples of those who engage in the act of altruism [12]. The provision of support to employees with their jobs, the provision of assistance at challenging times, and the provision of

direction and mentorship to newly recruited staff members are all examples of this. When employees participate in acts of selflessness, it fosters a sense of camaraderie and teamwork inside the organization, which ultimately leads to increased levels of cooperation and productivity.

Conscientiousness: Employees are considered conscientious when they carry out their job responsibilities in a manner that is both careful and responsible. When it comes to their job, people who have a high level of conscientiousness exhibit reliability, organization, and thoroughness, and they consistently strive to meet or exceed expectations [13]. They exhibit a high level of meticulousness, timely completion of deadlines, and proactive accountability in order to guarantee that tasks are completed in an effective and efficient manner. Staff members that put in a lot of effort contribute to the success of the company by ensuring that they continue to perform at high levels and are reliable.

Civic Virtue: Civic virtue refers to the proactive engagement of employees in organizational affairs and their readiness to contribute to the overall welfare of the firm beyond their core work obligations [14]. Civic virtue is a concept that revolves around the concept of civic engagement. In this context, "attending volunteer meetings," "actively participating in organizational projects or committees," and "engaging in actions designed to enhance the organization's culture or reputation" are all examples of possible activities. Members of staff who demonstrate civic virtue demonstrate a profound devotion and allegiance to the organization, which contributes to the development of a positive organizational climate and enhances the overall efficiency of the business [15].

Courtesy: When employees interact with their coworkers, bosses, and customers inside the company, they should do it in a manner that is courteous and respectful. This is what we mean when we talk about courtesy. The demonstration of decorum, the demonstration of respect for the feelings and perspectives of others, and the engagement in communication that is both professional and courteous are all included in this [16]. The demonstration of courteous behavior helps to cultivate a cohesive environment at work, encourages positive interactions among employees, and brings about an increase in general morale and happiness inside the organization.

Sportsmanship: The capacity of persons to handle challenging or demanding conditions with poise and maturity is what is meant by the term "sportsmanship" [17]. Keeping a level head and acting in a professional manner is essential for this, particularly when one is presented with a challenging situation or a conflict. When employees exhibit sportsmanship, they demonstrate attributes such as tenacity, adaptability, and an optimistic mentality. These qualities contribute to a productive work environment and foster collaboration and unity among co-workers [18].

AUTHENTIC LEADERSHIP BEHAVIOR

The term "Authentic Leadership Behavior" refers to a style of leadership that places an emphasis on true and ethical leadership approaches, with the goal of fostering trust, transparency, and positive outcomes for the business [19]. A framework for authentic leadership behavior consists of four important components, which are as follows:

Self-awareness: The foundation of effective leadership is self-awareness, which encompasses a comprehensive understanding of one's own values, feelings, strengths, and limits. Authentic leaders are able to act in a manner that is congruent with their principles and values because they have a complete comprehension of their own identity, the reasons behind their actions, and the beliefs they hold [20]. Through the process of engaging in introspection and reflection, they cultivate a style of leadership that is marked by authenticity and integrity, which in turn promotes trust and respect among those who follow them [21].

Relational Transparency: For the purpose of this discussion, relational transparency refers to the sincerity and openness that true leaders exhibit in their interactions with other people. Leaders that are authentic engage in communication that is open and honest, freely sharing their facts, thoughts, and feelings [22]. They cultivate an environment within the organization that is transparent and cooperative, therefore establishing trustworthy ties with their followers through honesty, approachability, and availability [23].

Balanced Processing: The term "balanced processing" refers to the ability of true leaders to carefully evaluate information and perspectives derived from a wide variety of sources before arriving at decisions [24]. When it comes to making decisions, genuine leaders behave in a manner that is unbiased, objective, and logical, avoiding the effect of prejudices or personal interests [25]. A variety of viewpoints are actively pursued by the personnel, effective conversations are fostered, and great consideration is given to the long-term effects that their decisions will have on the organization and the parties that are interested in having it.

Internalized Moral Perspective: The term "internalized moral viewpoint" refers to the ethical framework that authentic leaders use to guide their actions and decisions. A strong moral compass and unflinching integrity are two characteristics that authentic leaders possess. These qualities are deeply founded in their core values and convictions [26]. They demonstrate an unwavering commitment to upholding ethical behavior, impartiality, and societal accountability, and they constantly adhere to their moral beliefs even when they are challenged with challenges or adversity. Authentic leaders ensure that their activities as leaders are in line with their ethical convictions, which in turn helps to cultivate trust, loyalty, and ethical behavior among the people they lead [27].

OBJECTIVES

1. Look at how well higher education institutions' organizational citizenship behavior (OCB) relates to genuine leadership conduct.
2. Investigate how genuine leadership actions influence organizational citizenship conduct in academic institutions.

LITERATURE REVIEW

This research aims to assess how employees' creative production is affected by leadership styles that are both honest and transformative in higher education. It also delves into how organizational citizenship behavior (OCB) mediates the relationship between the two. We used a quantitative approach technique to gather survey responses from 243 faculty and staff members from Malaysian universities. By applying partial least squares analysis, we were able to verify the study instrument's validity and reliability and test the stated hypotheses. Organizational citizenship behavior (OCB) mediates the relationship between genuine and transformational leadership styles and employee creativity, according to the results. OCB also has a favorable effect on employee creativity. Furthermore, OCB acts as a go-between when it comes to innovation. Finding out how different types of leadership influence organizational citizenship behavior (OCB) and the level of creativity among college faculty is the driving force behind this research. By adding to what is already known in the field of empirical literature, this study advances our understanding.[28]

This quantitative study aims to examine the relationship between psychological capital, organizational citizenship behavior (OCB), and genuine leadership. This research included 396 front-line employees from six separate Sri Lankan public sector organizations. The study found that genuine leadership influences organizational citizenship behavior (OCB) in two ways: directly and indirectly. Psychological capital mediates this relationship to some extent, according to the survey technique used to collect the data. According to the results of this study, genuine leadership is crucial since it may affect the way a company operates and the way its employees think. These results also show that authentic leadership may encourage OCB—a culture of good corporate responsibility. Although the study stresses the need of considering contextual elements like business culture when examining these connections, it also suggests that the results must be interpreted carefully. Assistance to upper management in creating leadership programs focused on the development of authentic leadership traits is one of the study's practical outcomes. This has the potential to boost psychological capital and stimulate organizational citizenship behavior (OCB) among workers, both of which contribute to the prosperity of the company and its workers. [29]

A issue that has received little attention in the present study is organizational citizenship behavior (OCB) in higher education institutions. This research aims to analyze the influence of actual leadership and organizational commitment on OCB. A total of 150 Filipino university professors were polled using a descriptive survey research design and quantitative technique. An study of the assumptions was carried out using Structural Equation Modeling (SEM) software, most notably SPSS and AMOS. Based on the results, it is clear that OCB

(Organizational Citizenship Behavior) is greatly affected by both authentic leadership and the level of organizational commitment displayed by educators. "Organizational citizenship behavior" (OCB) is an abbreviation. Also, by fostering organizational commitment, genuine leadership indirectly affects organizational citizenship behavior (OCB). This has an indirect and unobservable effect on OCB. Directors, faculty, and students in the field of education can all benefit from the study's conclusions. Additionally, they stress the need of genuine leadership in fostering organizational loyalty among educators and promoting constructive conduct in classrooms. The results of this study show how important it is for school administrators and faculty to communicate with one another, and how these conversations affect leadership styles and group dynamics in university settings..[30]

The purpose of this study is to investigate the influence that authentic leadership (AL) has on individual performance, particularly with regard to creative behavior and organizational citizenship behavior (OCB). There are 177 leader-follower pairs included in the sample, and they come from 26 different private and small to medium-sized commercial organizations. In the meanwhile, leaders assessed creativity, individual performance, and overall cognitive behavior (OCB), while data was collected on followers' perceptions of AL. The results of the study suggest that AL has a positive influence on a variety of dimensions of organizational citizenship behavior (OCB), including altruism, sportsmanship, civic virtue, conscientiousness, and civility, as well as staff creativity and individual success. A portion of the explanation for the connection between authentic leadership (AL) and individual performance may be attributed to the function that creativity plays. At the same time, certain aspects of organizational citizenship behavior (OCB), such as altruism, civic virtue, and politeness, also play the role of mediators in this interaction. Through the promotion of Adaptive Leadership (AL) styles among managers, organizations have the potential to attain better employee outcomes. The incorporation of Action Learning (AL), creativity, Organizational Citizenship Behavior (OCB), and individual performance into a unified research paradigm is a significant addition that this study makes. In addition, it makes use of a double-source data collection methodology in order to lessen the possibility of bias that may be brought about by the utilization of a single method. [31]

RESEARCH METHODOLOGY

Research Design: Using a quantitative research technique, the objective of our study is to investigate the ways in which the features of Organizational Citizenship Behavior (OCB) are connected to perspectives on Authentic Leadership Behavior in educational institutions of higher learning. In order to validate hypotheses and identify patterns and connections between variables, this approach enables the methodical collection and study of data and allows for the validation of hypotheses.

Participants: The research contains a sample size of one hundred participants, all of whom are professionals from different positions inside higher education institutions. These positions include academic members, administrative staff, department heads, and deans or vice presidents. A sample size of one hundred is utilized in order to achieve a balance between the statistical power and the practicability of the study.

Data Collection: Distributing standardized questionnaires to the participants allows for data gathering. The survey questionnaire incorporates known measures for evaluating many aspects of Organizational Citizenship Behavior (OCB), such as sportsmanship, politeness, civic virtue, conscientiousness, and altruism. Additionally, it evaluates perspectives on genuine leadership conduct using criteria such as self-awareness, relational transparency, balanced processing, and an internalized moral worldview. Online or in-person survey distribution is possible, depending on participant preferences and practical constraints.

Variables:

Independent Variables: There are several elements of organizational citizenship behavior.

Dependent Variable: Authentic leadership behavior as perceived by the populace.

Control Variables: It is possible to take into consideration any confounding effects by include demographic data such as age, gender, educational qualifications, employment position, and the kind of institution exhibited by the individual.

Data Analysis: Methods of quantitative data analysis, such as descriptive statistics, correlation analysis, and regression analysis, are utilized in order to study the relationships that exist between the variables. By analyzing the size and direction of correlations, descriptive statistics offer insights into the characteristics of variables, whereas correlation analysis evaluates the magnitude of correlations. By utilizing regression analysis, one may determine the significant components that are responsible for predicting authentic leadership behavior, all the while taking into account the many variables that could potentially influence the outcomes.

Ethical Considerations: Ethical standards are strictly adhered to throughout the course of the research method. The participants are given information on the purpose of the study, the fact that their participation is entirely voluntary, and the fact that their responses will be kept secret under all circumstances. The acquisition of informed authorization and the execution of adequate measures are the means by which the privacy and confidentiality of data are protected. The research is conducted in accordance with the ethical standards that have been established by professional groups and institutional review boards.

Limitations: The research is restricted by the sample size of one hundred, which may limit the ability to apply the findings to a wider range of populations. In addition, the cross-sectional technique used in the study makes it difficult to establish a causal relationship, which highlights the need of doing longitudinal research in order to validate the findings over a longer period of time.

DATA ANALYSIS

Demographic analysis

The demographic analysis offers a concise overview of the attributes of persons who are taking part in our research inside higher education institutions. Through the analysis of variables such as age, gender, educational attainment, occupational roles, and institutional categories, we get vital knowledge on the makeup and variety of our sample group. This first review provides a foundation for comprehending how these demographic aspects might potentially impact perceptions, actions, and connections that will be examined in following investigations.

Description	Frequency (%)
Age:	
20-30 years	10(10.59)
31-40 years	59(59.0)
41-50 years	20(20.0)
51-60 years	11(11.0)
Gender:	
Male	80(80.0)
Female	20(20.0)
Educational Qualifications:	
Bachelor's degree	3(3.0)
Master's degree	75(75.0)
Doctoral degree	21(21.0)
Other	1(1.0)
Job Position:	
Faculty Member	70(70.0)
Administrative Staff	27(27.0)
Department Head	3(3.0)
Institution Type:	
Public University	38(38.0)
Private University	52(52.0)
Community College	4(4.0)

Vocational/Technical College	6(6.0)

The demographic analysis offers some fascinating insights into the characteristics of the people that participated in our investigation. After doing an analysis of the age distribution, it was found that the bulk of respondents, who accounted for 59% of the total, fall into the age range of 31-40 years. The fact that this is the case suggests that a sizeable part of the people who make up our sample group are currently in the zenith of their professions or professional development. Notably, there is a rather even distribution throughout different age cohorts, with 20% of the population falling within the age range of 41-50 years old, 11% falling within the age range of 51-60 years old, and 10.59% falling within the age range of 20-30 years old. This indicates that there is a diverse variety of perspectives and experiences in life.Within the context of gender distribution, our data suggests that there is a sizeable male majority, which accounts for eighty percent of the sample, while females make up the remaining twenty percent. It is possible that the gender imbalance that exists within our research group will have an effect on some aspects of our study. This is particularly true when we are investigating how different populations view or interact with authentic leadership conduct and corporate citizenship behavior.

In terms of educational qualifications, the data suggests that there is a substantial frequency of respondents who have Master's degrees, which accounts for 75% of the sample. It can be deduced from these data that the majority of our participants have completed higher levels of education, which indicates that they possess a higher level of expertise or a better degree of specialization in their respective fields. In addition, it is important to point out that twenty-one percent of the people who took part in the study hold doctoral degrees. This fact serves to highlight the high level of academic performance that is present in our sample. It is essential to point out that just three percent of the people who participated in the survey held bachelor's degrees, which indicates that a greater number of people held postgraduate qualifications. In addition, one percent of the participants reported possessing alternative educational qualifications; however, the dataset does not contain any information regarding the specifics of this group.When it comes to employment, the vast majority of respondents, which accounts for seventy percent, are faculty members working at educational institutions of higher attainment. Due to the frequency of this dominance, it can be deduced that the majority of the individuals who are a part of our research group are primarily involved in academic roles, such as academic teaching and research. Furthermore, a sizeable component of our sample, specifically 27% of respondents, self-identified as Administrative Staff, which indicates that there is a distinguishable presence of professionals who are not affiliated with the academic field. Remarkably, just three percent of persons hold the prestigious position of Department Head, which suggests that the organizations that were included in our research are organized in a hierarchical fashion with regard to the distribution of leadership roles.

When we take a deeper look at the many kinds of institutions that were included in our sample, the data demonstrates that the world is rich in diversity and has many different aspects. There are 52% of respondents who are affiliated with private universities, whereas there are 38% who are affiliated with public universities. Additionally, the percentage of respondents who attended Community Colleges is just 4% of the whole, while the percentage of respondents who attended Vocational/Technical Colleges make up 6% of the total. The diversity of organizational cultures and structures is illustrated by the fact that our research was conducted in a number of distinct institutional settings. This highlights how important it is to take into consideration these distinctions while conducting an analysis of the effect that genuine leadership behavior has on organizational citizenship behavior in various types of higher education institutions.

Descriptive Analysis

Descriptive Statistics					
ORGANISATIONAL CITIZENSHIP BEHAVIOR	Minimum	Maximum	Mean	Std. Deviation	Variance
Altruism:	2.00	5.00	3.7800	.99066	.981
Conscientiousness:	3.00	5.00	4.0300	.82211	.676
Civic Virtue:	2.00	5.00	3.9200	.88398	.781
Courtesy:	2.00	5.00	3.6800	1.04330	1.088
Sportsmanship:	2.00	4.00	3.6400	.52262	.273

AUTHENTIC LEADERSHIP BEHAVIOR					
Self-awareness:	1.00	5.00	3.5300	1.26695	1.605
Relational Transparency:	1.00	5.00	4.1600	.86129	.742
Balanced Processing:	1.00	5.00	3.5600	1.02809	1.057
Internalized Moral Perspective	1.00	5.00	3.7300	1.20483	1.452

The descriptive statistics offer significant insights into the behavior shown by participants in both the Organizational Citizenship behavior (OCB) and the Authentic Leadership Behavior. In terms of Organizational Citizenship Behavior (OCB), the data demonstrates that there are varying degrees of participation across a number of different components. The range of possible values for altruism is from 2.00 to 5.00, with 3.7800 being the average and 0.99066 being the standard deviation as well. The results of this survey suggest that there is a significant amount of diversity among respondents on their desire to take part in selfless deeds inside the organization. The scores for conscientiousness range from three to five, with a mean of four thousand three hundred and a standard deviation of eighty-two hundred eleven. According to this, it appears that the respondents, on the whole, exhibit a consistent level of dedication to respecting their commitments and responsibilities. The scores for civic virtue range from 2.00 to 5.00, with an average of 3.9200 and a standard deviation of 0.88398. In addition, the ratings for civic virtue are not consistent. It is clear from this that there is a significant amount of difference among the respondents' willingness to participate in activities that are not related to their official tasks included inside organizations. A wider range of ratings may be seen in the courtesy ratings, which range from 2.00 to 5.00, with an average of 3.6800 and a standard deviation of 1.04330. Consequently, this indicates that there is a larger variety in the manner in which responders display civility and respect. There is not much variety in the sportsmanship ratings, which range from two dollars to four dollars. A score of 3.6400 is considered to be the average, while the standard deviation is 0.52262. The participants have consistently demonstrated a high level of fairness and ethical conduct, as evidenced by this.

Authentic Leadership Behavior is a measurement that provides insights into the degrees of authenticity displayed by leaders in the firm. The descriptive statistics give insights into these characteristics. There is a range of scores for self-awareness that goes from 1.00 to 5.00, with an average of 3.5300 and a standard deviation of 1.26695 per point. In light of this, it appears that there is a substantial disparity between the levels of self-awareness possessed by different leaders. When it comes to relationship transparency, the scores range from one minute to five minutes. A score of 4.1600 is considered to be the average, while the standard deviation is 0.86129. The fact that this is the case suggests that there is a fairly consistent level of openness and honesty in the interactions between leaders and followers. In terms of balanced processing, the scores might vary anywhere from 1.00 to 5.00. Standard deviation is 1.02809, while the mean score is 3.5600. The mean score is average. The fact that this is the case shows that there is a significant amount of variation in the ability of leaders to take into account a variety of perspectives before making decisions. The range of possible scores for the internalized moral attitude is from 1.00 to 5.00, with an average of 3.7300 and a standard deviation of 1.20483 per point. The fact that there is a large amount of difference among leaders in terms of their commitment to ethical principles and ideals is demonstrated by this factor.

Corelation analysis

		Altruism:	Conscientiousness:	Civic Virtue:	Courtesy:	Sportsmanship:	Self-awareness:	Relational Transparency:	Balanced Processing:	Internalized Moral Perspective
						Correlations				
Altruism:	Pearson Correlation	1								

	Sig. (2-tailed)							
	N	100						
Conscientiousness:	Pearson Correlation	-.376**	1					
	Sig. (2-tailed)	0.000						
	N	100	100					
Civic Virtue:	Pearson Correlation	-.343**	-.469**	1				
	Sig. (2-tailed)	0.000	0.000					
	N	100	100	100				
Courtesy:	Pearson Correlation	.576**	-.307**	-.335**				
	Sig. (2-tailed)	0.000	0.002	0.001				
	N	100	100	100				
Sportsmanship:	Pearson Correlation	-.447**	.731**	-0.019	-.491**			
	Sig. (2-tailed)	0.000	0.000	0.849	0.000			
	N	100	100	100	100			
Self-awareness:	Pearson Correlation	0.021	.489**	-.277**	.229*	.306**		
	Sig. (2-tailed)	0.833	0.000	0.005	0.022	0.002		
	N	100	100	100	100	100		
Relational Transparency:	Pearson Correlation	-.337**	-0.050	.388**	0.001	0.152	.264**	1

	Sig. (2-tailed)	0.001	0.624	0.000	0.989	0.132	0.008			
	N	100	100	100	100	100	100	100		
Balanced Processing:	Pearson Correlation	.598**	-.761**	0.005	.470*	-.674**	-.385**	-0.193		
	Sig. (2-tailed)	0.000	0.000	0.958	0.000	0.000	0.000	0.054		
	N	100	100	100	100	100	100	100	100	
Internalized Moral Perspective	Pearson Correlation	0.195	.630**	-.343**	-0.077	.518**	.598**	-0.104	-.480**	1
	Sig. (2-tailed)	0.052	0.000	0.000	0.444	0.000	0.000	0.303	0.000	
	N	100	100	100	100	100	100	100	100	100
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

A number of components of Organizational Citizenship Behavior (OCB) and Authentic Leadership Behavior are connected to one another, and the correlation research provides valuable insights into these linkages. Altruism is found to have significant negative relationships with both conscientiousness (r = -0.376, p < 0.01) and civic virtue (r = -0.343, p < 0.01). All of these associations are statistically significant. According to these findings, those who exhibit higher levels of generosity have a tendency to demonstrate lower levels of conscientiousness and civic virtue within the context of an organizational environment. On the contrary, it is worth noting that there exists a robust and positive correlation between politeness and altruism (r = 0.576, p < 0.01). This implies that higher levels of politeness are linked to higher levels of altruism, which is indicative of a positive interpersonal interaction. Furthermore, it is worth noting that there are negative correlations between Conscientiousness and both Altruism (r = -0.376, p < 0.01) and Civic Virtue (r = -0.469, p < 0.01). These correlations show that individuals who possess higher levels of conscientiousness are less likely to participate in activities that are directed towards civic participation and altruism. A considerable negative connection (r = -0.337, p < 0.01) exists between Relational Transparency and Altruism. On the other hand, a significant positive correlation (r = 0.388, p < 0.01) exists between Civic Virtue and Relational Transparency. This suggests that transparent leadership may hinder activities that are altruistic, but also has the potential to build a culture of civic involvement inside the firm.

During the course of the research, it was discovered that there were significant correlations between Balanced Processing and Altruism (r = 0.598, p < 0.01), Conscientiousness (r = -0.761, p < 0.01), and Civic Virtue (r = 0.470, p < 0.01). Based on these findings, it appears that there are complex relationships between making decisions in a balanced manner and a variety of dimensions of organizational citizenship behavior (OCB). It has been demonstrated that the Internalized Moral Perspective exhibits robust and positive associations with numerous aspects of Organizational Citizenship Behavior (OCB). These include Conscientiousness (r = 0.630, p < 0.01), Sportsmanship (r = 0.518, p < 0.01), Courtesy (r = -0.480, p < 0.01), and Balanced Processing (r = 0.598, p < 0.01). Leaders who have a well-developed personal moral compass have the potential to have a substantial influence on the environment of the workplace as well as the behaviors that are linked with conscientiousness, sportsmanship, politeness, and balanced decision-making.The correlation research, in a nutshell, sheds light on the intricate relationship that exists between a number of different dimensions of Organizational Citizenship

Behavior (OCB) and Authentic Leadership Behavior at the organizational level. The results of this study give a crucial insight of the inner workings of a company as well as the characteristics of leadership that contribute to the creation of a positive environment at work and motivate employees to behave in a manner that is desired.

Regression Analysis

A connection between the characteristics of Organizational Citizenship Behavior (OCB) and Authentic Leadership Behavior was the focus of the regression study. These characteristics include altruism, conscientiousness, civic virtue, courtesy, and sportsmanship. The study was designed to evaluate the relationship between these characteristics. The conclusions from the regression analysis are briefed in the table, which offers a summary of the findings.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.672[a]	.452	.423	.49918
a. Predictors: (Constant), Sportsmanship Civic Virtue,Altruism, Courtesy, Conscientiousness				

Model Summary: A result of 0.452 for the R-squared statistic demonstrates that the regression model has a correlation that is rather strong. Taking this into consideration, it appears that the factors that are incorporated into the model are capable of explaining about 45.2% of the variation in Authentic Leadership Behavior. 0.423 is the value of the corrected R-squared statistic, which takes into account the total number of predictors. There is a standard error of 0.49918 included in the estimation.

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.317	5	3.863	15.504	.000[b]
	Residual	23.423	94	.249		
	Total	42.740	99			
a. Dependent Variable: AUTHENTIC LEADERSHIP BEHAVIOR						
b. Predictors: (Constant), Sportsmanship, Civic Virtue,Altruism,Courtesy, Conscientiousness						

ANOVA: Based on the analysis of variance (ANOVA), it is evident that the regression model is statistically significant, as evidenced by the considerable F-value of 15.504 (p < 0.001). There is a significant amount of variance in the scores for Authentic Leadership Behavior, which implies that at least one of the elements in the model makes a significant contribution to the variation.

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-2.332	.947		-2.463	.016
	Altruism	.244	.074	.367	3.290	.001
	Conscientiousness	.730	.139	.913	5.238	.000
	Civic Virtue	.296	.098	.398	3.007	.003
	Courtesy	.259	.065	.411	4.000	.000
	Sportsmanship	.033	.171	.026	.192	.848
a. Dependent Variable: AUTHENTIC LEADERSHIP BEHAVIOR						

Coefficients: The table of coefficients provides the reader with insightful information on the correlations that exist between the predictor elements and authentic leadership behavior. As significant markers of real leadership conduct, altruism, conscientiousness, civic virtue, and civility are all important leadership traits. An examination of the standardized coefficients for Altruism ($\beta = 0.367$, $p = 0.001$), Conscientiousness ($\beta = 0.913$, $p < 0.001$), Civic Virtue ($\beta = 0.398$, $p = 0.003$), and Courtesy ($\beta = 0.411$, $p < 0.001$) reveals that all of these traits have significant positive influences on Authentic Leadership Behavior. Nevertheless, the correlation coefficient ($\beta = 0.026$, $p = 0.848$) is not statistically significant, indicating that Sportsmanship does not have a significant influence on Authentic Leadership Behavior.In a nutshell, the regression analysis highlights the relevance of particular characteristics of Organizational Citizenship Behavior (OCB), including Altruism, Conscientiousness, Civic Virtue, and Courtesy, in terms of their ability to influence perceptions of authentic leadership. The significance of these attributes in the dynamics of companies and the effectiveness of leadership is shown by these findings.

DISCUSSION

Obtaining meaningful insights into the ways in which various variables impact perceptions of true leadership conduct in corporate settings may be accomplished through the comprehensive research of demographic information, descriptive statistics, correlation analysis, and regression findings. Beginning with the demographic analysis, it is evident that our study sample includes a diverse range of individuals who are employed by higher education institutions. These individuals come from a variety of age groups, genders, educational qualifications, work positions, and types of institutions. Diversity is vital because it reflects the numerous and diverse aspects of organizational settings and ensures that our findings may be applied to a larger range of organizational contexts. This is why the existence of variety is crucial.As far as the descriptive analysis is concerned, we have discovered significant trends in both the Organizational Citizenship Behavior (OCB) and the Authentic Leadership Behavior. The respondents shown varying degrees of engagement in the organisational citizenship behaviour (OCB) characteristics of altruism, conscientiousness, civic virtue, politeness, and sportsmanship. Certain elements displayed a greater degree of variability than others. The variety of organizational citizenship behavior (OCB) highlights the diverse nature of the concept and highlights the necessity of examining each aspect independently in order to get a comprehensive understanding of organizational behavior.In a similar vein, the descriptive statistics for Authentic Leadership Behavior provide a wealth of information on the perceived levels of authenticity exhibited by leaders inside the organization. While certain characteristics of genuine leadership, such as relational transparency and balanced processing, exhibited similar levels across respondents, other dimensions, such as self-awareness and internalized moral viewpoint, demonstrated more variability. Relational transparency and balanced processing are two examples of these features. This suggests that various leaders utilize a variety of leadership styles and actions in their respective roles.

Moreover, the correlation study revealed interesting connections between OCB characteristics and Authentic Leadership Behavior. The presence of positive correlations between specific dimensions of Organizational Citizenship Behavior (OCB), such as altruism, conscientiousness, civic virtue, and courtesy, and perceptions of authentic leadership indicates that employees who exhibit prosocial behaviors and display ethical conduct are more inclined to view their leaders as genuine. It is consistent with theoretical frameworks that emphasize the relevance of ethical leadership in building trust, engagement, and organizational success that these results have been obtained.In addition, the regression analysis provided valuable insights into the capacity of OCB variables to forecast perspectives on authentic leadership. The significant relationships that were found for altruism, conscientiousness, civic virtue, and civility highlight the relevance of these factors in playing a role in molding the perceptions that workers have regarding the authenticity of leadership. Despite this, the fact that the coefficient for sportsmanship is insignificant suggests that particular OCB behaviors may have a limited influence on perceptions of authentic leadership. This demonstrates the need of having a comprehensive understanding of the many factors that contribute to the success of leadership.In the end, a comprehensive understanding of the factors that influence perceptions of authentic leadership behavior in organizational settings may be obtained through the intersection of demographic data, descriptive statistics, correlation analysis, and regression findings. The purpose of this research is to provide new understanding to the existing body of literature on leadership and organizational behavior by conducting an analysis of the complex link that exists between individual characteristics,

organizational behaviors, and perceptions of leadership. In this discipline, it serves as a roadmap for future research efforts and provides insights into practice.

CONCLUSION

Furthermore, the findings of our research offer valuable insights into the intricate link that exists between the features of Organizational Citizenship Behavior (OCB) and perspectives on Authentic Leadership Behavior in educational institutions of higher learning. Numerous significant discoveries have been produced as a consequence of completing an exhaustive investigation that involves the study of demographic information, the analysis of descriptive statistics, the execution of correlation analysis, and the assessment of regression findings. Higher education institutions are characterized by their complicated and diversified nature, which is shown by the variability that can be noticed among demographic characteristics for students. Our findings accurately portray the intricate dynamics of leadership relationships inside these institutions due to their adaptability, which allows them to be used in many organizational contexts.Descriptive study led to a comprehensive comprehension of genuine leadership conduct and organizational citizenship behavior. This comprehension uncovered that there was a wide range of involvement and perspective among the participants. This demonstrates the heterogeneity of organizational behavior and leadership views, since certain categories showed more stability while others showed more variation.Furthermore, real leadership viewpoints are significantly related to Organizational Citizenship Behavior (OCB) characteristics, according to the correlation analysis. Characteristics like politeness, civic virtue, generosity, and conscientiousness are strongly associated with genuine leadership. Given this, it's reasonable to assume that assessments of leadership authenticity are associated with traits that encourage ethical behavior and prosocial actions.In addition, the results of the regression analysis showed that the characteristics of Organizational Citizenship Behavior (OCB) significantly affect the conception of genuine leadership. The findings show that altruism, conscientiousness, civic virtue, and civility significantly impact how employees perceive the authenticity of leadership in their firms.Our research adds to what is already known about leadership and organizational behavior by clarifying the complex relationships between OCB characteristics and views on authentic leadership. These results will have an impact on public policymakers and corporate chief executive officers. They stress the need of encouraging a culture that values ethics and doing good deeds highly to improve how people see genuine leadership in places like universities.

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