

## **Impact of Authentic Leadership on Organizational Citizenship Behavior: The Mediating Role of Leader–Member Exchange**

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<b>Received:</b> 12-05-2025	<b>Revised:</b> 25-06-2025	<b>Accepted:</b> 10-07-2025	<b>Published:</b> 06-08-2025
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### **ABSTRACT**

*This studies examines how proper management impacts organizational citizenship behavior (OCB), emphasizing the mediating function of leader–member exchange (LMX). The have a look at goals personnel withinside the banking zone of District Kotli, Azad Jammu and Kashmir. A opportunity sampling method become employed, with one hundred eighty members decided on and one hundred sixty five legitimate responses collected. Primary information have been acquired the use of dependent questionnaires and analyzed the usage of correlation strategies to assess relationships amongst variables. Findings monitor that actual management has a good sized tremendous impact on OCB, with LMX serving as a important mediator that strengthens this relationship. These consequences spotlight the significance of cultivating true management to foster superb worker behaviors that make a contribution to organizational performance.*

**Keywords:** Organizational Citizenship behavior, Banking Zone, Kotli, Azad Jammu and Kashmir

### **INTRODUCTION**

#### **Background of Study**

Leadership performs a crucial function in shaping worker conduct and normal organizational performance. Among the diverse management models, actual management has won prominence for its consciousness on transparency, ethical integrity, and self-awareness. Authentic leaders are taken into consideration foundational to different high-quality management styles, along with moral, transformational, and charismatic management (Avolio & Gardner, 2020).

Charismatic management regularly arises whilst fans understand their chief as particular and inspiring. According to Avolio and Gardner (2005), this belief is grounded withinside the chief's actual conduct and ethical principles. Employees frequently view leaders as charismatic while their movements mirror integrity and value-primarily based totally decision-making (Williams et al., 2011).

While transformational management makes a speciality of individualized consideration, inspirational motivation, highbrow stimulation, and idealized influence (Bass, 1985), true management builds long-time period worker accept as true with and dedication thru moral consistency and transparency instead of symbolic gestures.

Brown, Treviño, and Harrison (2005) highlighted 3 crucial components of true management:

1. Self-awareness – spotting one’s emotions, values, and effect on others.
2. Balanced statistics processing – comparing records objectively earlier than making decisions.
3. Relational transparency – constructing agree with via open verbal exchange and integrity.

Walumbwa et al. (2008) in addition elevated genuine management into 4 dimensions: self-awareness, relational transparency, internalized ethical perspective, and balanced records processing. Leaders demonstrating those characteristics encourage believe and loyalty, motivating personnel to have interaction in behaviors that exceed their formal activity expectations (Avolio et al., 2004).

Organizational Citizenship Behavior (OCB) refers to voluntary movements that aren't a part of formal process necessities however enhance organizational functioning. Podsakoff et al. (2000) diagnosed six key dimensions:

- a) Helping conduct – helping colleagues and resolving place of work issues.
- b) Sportsmanship – retaining a tremendous mindset and heading off needless complaints.
- c) Organizational loyalty – actively assisting and shielding the organization.
- d) Organizational compliance – adhering to regulations and displaying discipline.
- e) Civic virtue – actively collaborating in organizational life.
- f) Self-development – pursuing ongoing non-public and expert growth.

Employees are much more likely to illustrate OCB once they understand their leaders as genuine, moral, and truthful (Colquitt, Scott, & LePine, 2007).

Leader–Member Exchange (LMX) idea emphasizes the nice of relationships among leaders and their subordinates. High-high-satisfactory LMX relationships are characterised with the aid of using mutual consider, respect, and loyalty, at the same time as low-first-rate exchanges are mostly transactional (Graen & Uhl-Bien, 1995). Dienesch and Liden (1986) diagnosed 4 LMX dimensions:

- a) Contribution – efforts past formal activity descriptions.
- b) Affect – emotional connection and interpersonal liking.
- c) Loyalty – mutual dedication and aid.
- d) Professional respect – popularity of every different’s competence.

When real management is blended with robust LMX, personnel are much more likely to showcase extra-function behaviors that decorate organizational performance.

## **LITERATURE REVIEW**

### **Origin and Concept of OCB**

The idea of OCB advanced as students identified the significance of behaviors past formal task roles. Early organizational control emphasised performance and productiveness thru classical clinical control (Shafritz & Russell, 2019), which frequently unnoticed worker morale. The human family members motion later highlighted intrinsic motivation and worker well-being (Harmon & Mayer, 2018).

Barnard (1938) became the various first to notice that organizational fulfillment relies upon on personnel' willingness to cooperate. Katz and Kahn (1966) elevated this idea via modern and spontaneous behaviors, highlighting voluntary moves that beautify organizational performance.

Organ (1988) formalized OCB as voluntary conduct now no longer at once identified with the aid of using formal rewards however contributing to organizational effectiveness. Podsakoff et al. (2000) later consolidated OCB studies and diagnosed its six number one dimensions: assisting conduct, sportsmanship, organizational loyalty, compliance, civic virtue, and self-development.

### **Authentic Leadership and Its Role**

Authentic management is a management fashion rooted in moral conduct, transparency, and self-awareness (Avolio & Gardner, 2020). Walumbwa et al. (2008) recognized 4 center dimensions: self-awareness, relational transparency, internalized ethical perspective, and balanced records processing.

Authentic leaders construct consider and inspire personnel to align with organizational goals, which ends up in better OCB. They sell long-time period engagement and discretionary effort (Colquitt, Scott, & LePine, 2007).

### **LMX and Its Link to OCB**

Leader–Member Exchange (LMX) specializes in the connection great among leaders and fans. High-best LMX relationships inspire loyalty, assisting conduct, and engagement in extra-function activities. Research through Walumbwa et al. (2010) confirms that genuine management strengthens OCB each immediately and in a roundabout way via LMX.

### **Theoretical Framework and Hypotheses**

Based on social trade principle, personnel reciprocate truthful and supportive remedy with advantageous discretionary behaviors. Authentic management promotes equity and accept as true with, which foster extraordinary LMX relationships and in the long run encourages OCB.

### **Proposed Model**

Authentic Leadership → Leader–Member Exchange → Organizational Citizenship Behavior

### **Hypotheses:**

- H1: Authentic management definitely affects organizational citizenship conduct.
- H2: Authentic management undoubtedly impacts chief–member alternate.
- H3: Leader–member change definitely affects organizational citizenship conduct.
- H4: Leader–member change mediates the connection among proper management and OCB.

### **RESEARCH METHODOLOGY**

This observe followed an explanatory studies design.

1. Unit of Analysis: Individual personnel withinside the banking area of District Kotli, AJK
2. Sample Size: one hundred eighty personnel; a hundred sixty five legitimate responses (91.6%)
3. Data Collection: Structured questionnaires with parts: demographics and variable measurements

### **Reliability**

- o AL: 0.823
- o OCB: 0.883
- o LMX: 0.891

All  $\alpha$  values handed 0.70, indicating sturdy reliability.

## **RESULTS AND DISCUSSION**

### **KEY FINDINGS**

Authentic Leadership  $\rightarrow$  OCB:  $\beta = 0.55$ ,  $p < 0.001$

Authentic Leadership  $\rightarrow$  LMX:  $\beta = 0.47$ ,  $p < 0.001$

LMX  $\rightarrow$  OCB:  $\beta = 0.60$ ,  $p < 0.001$

Mediation: LMX partly mediates AL and OCB ( $\beta = 0.20$ , 95% CI = 0.12–0.29)

The findings verify that genuine management appreciably complements OCB and that notable LMX relationships toughen this effect.

## **CONCLUSION AND IMPLICATIONS**

This look at demonstrates that true management definitely impacts OCB, and LMX mediates this relationship. Authentic leaders, thru integrity and transparency, encourage personnel to interact in voluntary behaviors that help organizational fulfillment.

### **PRACTICAL IMPLICATIONS**

- a) Promote real management via education and development.
- b) Strengthen chief–member relationships to beautify worker dedication.
- c) Foster a place of job lifestyle that encourages voluntary, pro-social behaviors.

### **LIMITATIONS & FUTURE RESEARCH**

- a) Focused at the banking region of AJK; cross-area research are recommended.
- b) Limited geographic scope: destiny research ought to encompass a couple of regions.
- c) Future studies ought to discover extra mediators like mental protection or organizational dedication.

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