

The impact of Authentic leadership dimensions on the Organizational citizenship behavior of higher education sector employees: a case study of university of Algiers 2



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Abstract:

This study aims to investigate how authentic leadership affects organizational citizenship behavior (OCB) within the context of the University of Algiers 2. The main question it addresses is whether authentic leadership dimensions have an impact on employees' engagement beyond their formal job roles. Through a quantitative analysis, the study investigates the predictive power of self-awareness, relational transparency, balanced processing, and internal moral perspective on OCB. Data was collected from 120 university employees using questionnaires assessing authentic leadership and OCB.

The results reveal significant positive relationships between relational transparency and internal moral perspective with OCB. However, balanced processing exhibits a negative relationship with OCB. The relationship between self-awareness and OCB is marginally significant or non-significant. Overall, this study contributes to a better understanding of the complex dynamics of authentic leadership and its implications for organizational behavior.

Keywords: Authentic leadership; Organizational citizenship behavior (OCB); Self-awareness; Relational transparency; Balanced processing.

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Introduction:

In the midst of continual transformations within the institutional work environment, understanding the dynamics that govern employee behavior within organizations has become crucial for their success and sustainability. Among these dynamics the Organizational citizenship behavior (OCB), who is characterized by discretionary actions that go beyond formal job requirements, stands as a cornerstone in fostering a positive work environment and enhancing organizational performance. The cultivation of such voluntary behavior relies on various factors, among which authentic leadership emerges as a significant influencer.

Authentic leadership, exemplified by genuine, transparent, and ethical conduct, holds the potential to shape employee attitudes and behaviors in profound ways. Leaders who embody authenticity possess the ability to inspire trust, foster collaboration, and motivate employees to contribute beyond their prescribed roles. Understanding the impact of authentic leadership on OCB becomes particularly pertinent.

The relation of Leadership and organizational citizenship behavior (OCB) have long been central topics in the realms of human resource management and organizational development. While authentic leadership is hailed as a robust leadership model marked by transparency, consistency, and integrity, OCB is recognized as a core behavior that surpasses formal job requirements, contributing to employee motivation, resilience, and overall well-being. However, the precise connections between these concepts and their effects in various organizational contexts, including universities, remain insufficiently explored.

Hence, this study aims to explore the multidimensional impact of authentic leadership various dimensions on organizational citizenship behavior (OCB) among employees at the University of Algiers 2. This research seeks to deepen our understanding of authentic leadership's facets such as self-awareness, transparency, balanced processing and internal moral perspective and their influence on OCB. Understanding these dynamics is crucial for enhancing performance, job satisfaction, and engagement within the university environment, especially given the challenges and changes it currently faces.

1. Research Problem

Building upon this rationale, the study investigates the extent to which authentic leadership dimensions affect the level of positive OCB among employees at the University of Algiers 2 ?

This inquiry is guided by questions such as :

- What is the current level of the organizational citizenship behavior (OCB) among university employees ?
- How do employees perceive the authentic leadership practices of administrators ?
- And to what degree do different aspects of authentic leadership shape employees' organizational citizenship behavior (OCB) ?

2. Research Hypothesis :

Accordingly, the study hypothesises are :

2.1. The General Hypothese :

Authentic leadership significantly impacts the positive organizational citizenship behavior (OCB) among employees at the University of Algiers 2

2.2. Furthermore, it explores sub-hypotheses :

- ✓ The level of self-awareness significantly influences the positive organizational citizenship behavior (OCB) of employees at the University of Algiers 2.
- ✓ The degree of relational transparency significantly impacts the positive organizational citizenship behavior (OCB) of employees at the University of Algiers 2.
- ✓ Balanced processing has a noteworthy effect on enhancing the positive organizational citizenship behavior (OCB) of employees at the University of Algiers 2.
- ✓ Internal moral perspective plays a significant role in shaping the positive organizational citizenship behavior (OCB) of employees at the University of Algiers 2.

3. The research objectives are outlined as follows :

- Identify the current level of positive organizational citizenship behavior (OCB) of employees at the University of Algiers 2.
- Evaluate employees' perceptions of authentic leadership practices by administrators at the University of Algiers 2.
- Determine the influence of authentic leadership dimensions on positive organizational citizenship behavior (OCB) of employees at the University of Algiers 2.

4. Significance of the Research:

This research is significant as it explores the importance of authentic leadership and citizenship behavior in improving employees' performance at universities. By analyzing these factors in the university setting, valuable insights can be gained on how to develop better leadership and promote positive behavior among employees. This research contributes to the understanding of social and organizational dynamics within Algerian higher education and provides empirical evidence on the role of authentic leadership and citizenship behavior in enhancing performance. Overall, it offers valuable insights for optimizing human potential, leadership, and performance in Algerian universities.

First Axis : Theoretical Framework

1.Authentic Leadership

Authentic leadership is a leadership style that revolves around a leader's genuine moral character, ethical principles, and self-awareness (Ismael & Saeed, 2023).

Similarly, Eagle (2005) mention that authentic leadership is characterized by a collaborative process where authenticity emerges from the dynamic interaction between leaders and followers (Qashta, 2019, p.31). In this context, authenticity is not solely attributed to the efforts of the leader but is the result of their mutual engagement.

In another definition, Authentic leadership is further defined as the positive practices employed by leaders to establish relationships based on positive influence on subordinates' performance (Al-Dhibawi, 2021).

Building on these ideas, Walumbwa (2008) presents a comprehensive concept that aligns closely with authentic leadership. According to this proposal, authentic leadership is a pattern of leader behavior that draws upon positive psychological capacities. It encompasses the cultivation of ethical climates, self-awareness, internalized moral perspective, fair evaluation of information, and transparent relationships between leaders and followers. Authentic leaders actively work alongside their followers and contribute to their positive self-growth (Walumbwa et al., 2008).

1.1. Authentic Leadership Dimensions

The components of authentic leadership consist of distinct and meaningful elements that form the foundation of this specific style of leadership. These elements comprise (Walumbwa et al., 2010) :

a. Self-awareness :

As defined by Kernis (2003), refers to an individual's recognition and comprehension of their own motivations, emotions, desires, and their ability to respond appropriately when leading others. It also involves acknowledging the potential impact they can have on others (Ismael, 2021, p. 540).

b. Relational transparency :

Relational transparency pertains to a leader's behaviors that authentically reflect their true selves, genuine beliefs, and emotions towards their followers. This fosters the establishment of mutual trust between the leader and their followers (Ismael & Saeed, 2023, p. 251).

c. Balanced information processing :

It is an essential skill of authentic leadership, where leaders objectively analyze various perspectives and data before making impartial decisions. This ability to consider diverse viewpoints and handle situations fairly contributes to the development of psychological capital and an ethical climate. Ultimately, balanced processing facilitates informed decision-making through unbiased analysis (Ismael, 2021, p. 541).

d. Internalized moral perspective :

It refers to a leader's self-regulation of behavior based on their intrinsic moral beliefs and values, rather than succumbing to external social pressures. Leaders with an internalized moral perspective adhere to strong ethical principles

and encourage deeper ethical thinking in themselves and their followers when confronted with complex moral dilemmas. Their ethical conduct stems from inherent moral standards rather than extrinsic social factor (Qiu et al., 2019)

2. Positive Organizational Citizenship Behavior (OCB):

Organ (2018) said that OCB represents the informal modes of cooperation and contributions that participants render as a function of job satisfaction and perceived fairness. It goes on to say that OCB refers to "spontaneous gestures that people offer toward sustaining a constructive interpersonal climate for group problem-solving and creativity." these OCB behaviors mentioned include helping coworkers, having stellar attendance, showing new hires "the ropes", other forms of spontaneous cooperation, conscientiousness with respect to the organization or supervisor, providing voice/feedback to leaders about issues

So in essence, OCB refers to positive, cooperative behaviors by employees that go above and beyond their formal job requirements, stemming from factors like job satisfaction and perceived fairness. It represents informal contributions to the organization's functioning (Organ, 2018, p. 296-297)

In another definition of OCB, Sri Ramalu(2020) characterizes OCB as employees' willingness to "walk the extra mile" in ways that support the organization, enabled by having authentic leaders who create an positive, ethical environment.(Sri Ramalu & Janadari, 2020). According to this point of view, OCB as discretionary, extra-role positive behaviors by employees that go beyond formal job requirements. Behaviore such as higher job performance, greater commitment to the organization, higher satisfaction with the leader.

they portrays OCB as beneficial employee contributions facilitated by authentic leadership styles that foster trust, commitment, satisfaction and a supportive work climate(Sri Ramalu & Janadari, 2020)

2.1. Organizational Citizenship Behavior Demention

The main composite dimensions were : OCB-I (individual-directed), OCB-O (organization-directed)

First : OCB-I - OCB directed at individuals :

It represents the various positive behaviors directed towards colleagues that benefit them. Its benefit goes beyond the individual to the benefit of the organisation as a whole through the work accomplished. This dimension consists of altruistic behavior and courtesy towards the organization.

a. Altruism :

as a factor of OCB, it captures behaviors aimed at voluntarily assisting and benefiting other individuals in the workplace, such as : helping a coworker with a work task or problem, providing mentoring or guidance to a new employee, offering support and encouragement to a supervisor or manager.

The term altruism conveys the idea of selflessly caring about the wellbeing of others and acting to benefit them, without expectation of reward. So altruistic

OCB behaviors are positive gestures made to assist colleagues out of genuine concern, not just to follow rules or impress superiors (Organ, 2018)

b. Courtesy :

It likely would refer to workplace gestures and behaviors aimed at preventing problems or making others' jobs easier. Like giving advance notice to colleagues about delays or schedule changes that may affect them, consulting with others before taking actions that impact them, not abusing shared resources/privileges, being mindful and considerate of how one's actions affect coworkers.(Organ, 2018)

So courtesy as an OCB dimension captures being polite, considerate, and taking preventive steps to avoid negatively impacting or inconveniencing others at work. It represents a proactive, respectful approach to coworker relationships (Dirzyte & Patapas, 2022)

Second : OCB-O – OCB (organization-directed) :

This dimension refers to behaviors aimed at the interest of the work or department as a whole, These behaviors consist of the following dimensions : civilized behavior, conscientiousness, and sportsmanship.

a. Civilized behavior :

Civilized behavior involves adopting a respectful and polite communication style and dealing courteously with colleagues, supervisors and all individuals associated with the work. Civilized behavior also includes maintaining the organisation's security, speaking positively about it to others, and participating in various activities organized by the organization, such as attending seminars and meetings (ben kihoul,2020, p.104)

b. Conscientiousness :

This dimension, represents behaviors that demonstrate diligent compliance with organizational rules and procedures. It captures impersonal conscientiousness toward the company itself, rather than helping specific individuals like punctuality, proper use of work time, following rules about organizational property/materials, taking work breaks as appropriate (organ,2018)

c.Sportsmanship :

It refers to an employee's ability to avoid complaining, being willing to tolerate less than ideal circumstances without whining or grievances, and not making issues out of small matters (ben kihoul,2020, p.105). It is about having a positive attitude and being a "good sport" even when things don't go one's way. like not complaining about trivial matters or inconveniences, not whining or being negative when asked to do something not part of one's role, gracefully accepting decisions by superiors that don't favor oneself and Maintaining a positive attitude when having to put up with impositions at work(Sri Ramalu & Janadari, 2020)

Essentially, sportsmanship involves maintaining a positive and cooperative attitude, rolling with the punches, and not turning minor frustrations or

impositions into major issues or grievances. It's about understanding that no job is perfect and not making a big deal over small inconveniences

3.A Review of Previous Research

In the available scientific literature, several pertinent studies have been conducted and will be discussed in the subsequent section.

a.the study of Sri Ramalu & Nadira Janadari (2020) titled « *authentic leadership and organizational citizenship behaviour : the role of psychological capital* » this paper explores the relationship between authentic leadership, psychological capital, and organizational citizenship behavior (ocb) among front-line employees in sri lanka's public sector. Through a quantitative study involving 396 participants from six organizations, it reveals that authentic leadership has both direct and indirect effects on ocb, with psychological capital acting as a mediator. The findings suggest that organizational culture significantly influences the authenticity of leadership behaviors and their outcomes. Overall, it underscores the critical role of authentic leadership in fostering psychological capital and enhancing OCB among employees.

b.The study of Farid Et Iqbal, Khan, Ma, Khattak (2020) titled" *The Impact of Authentic Leadership on Organizational Citizenship Behaviors: The Mediating Role of Affective- and Cognitive-Based Trust* ». In this study, it was hypothesised that there is a positive relationship between authentic leadership and followers' organizational citizenship behaviors (OCBs). Using data from 270 employees in the private banking sector of Pakistan, collected through a two-wave time-lagged design, the findings revealed a positive association between authentic leadership and his dementions and subordinate OCBs. Additionally, authentic leadership was found to enhance both affective and cognitive-based trust among followers. Furthermore, both forms of trust mediated the relationship between authentic leadership and OCBs.

A Critical Review of the previous studies Findings

The findings from both studies suggest that authentic leadership plays a crucial role in promoting positive employee behaviors, such as OCB. Authentic leaders who demonstrate integrity, transparency, and moral values create an organizational culture that encourages employees to engage in behaviors that benefit the organization as a whole. The studies highlight the importance of fostering authentic leadership behaviors and building trust among employees to enhance OCBositions into major issues or grievances. It's about understanding that no job is perfect and not making a big deal over small inconveniences.

Second axes: The practical implications of the study

1. Methodology

This study used a quantitative approach (using numbers and statistics) to examine the relationship between authentic leadership and positive organizational citizenship behavior (OCB) in employees.

2. Population and Samples

Full Population : all permanent administrative employees at Algeria 2 University (total of 642 employees).

Sampling Method : Convenience sampling was used, which means researchers selected readily available participants.

Sample Size : The target sample size was 150 employees, but the final analysis included data from 120 employees after collecting and organizing the questionnaires.

3. Instruments

The data collection process relied on two main instruments.

1.3. Authentic Leadership Questionnaire (ALQ) : developed by Walumbwa et al. (2008). This questionnaire consists of 16 items distributed across four dimensions: self-awareness, relational transparency, balanced processing, and internalized moral perspective. The participants responded to these items using a five-point Likert scale.

3.2. Positive organizational citizenship behavior (OCB) :

The OCB questionnaire was created based on a review of theoretical literature and a number of scientific studies. The scale consists of 22 items that fall under two main axes : Individual-oriented OCB ((Altruism (4 items), Courtesy (5 items). And Organization-oriented OCB (Civilized behavior (4 items), Conscientiousness (5 items), Sportsmanship (4 items)). The participants responded to these items using a five-point Likert scale.

4. Validity and Reliability Test Results

The reliability and validity of the data collection instruments were evaluated through a survey study involving a sample of 30 employees from the University of Algeria 2. The findings are outlined below.

4.1. Authentic Leadership Questionnaire (AL-Q)

- **Internal consistency** (measured by Cronbach's alpha) was good (0.95), indicating the items measure a similar concept.
- **Correlation coefficients between items** and the scale as a whole ranged from 0.69** to 0.96**. Which is considered an acceptable range for reliable measures.
- The items were statistically significant at the 0.05 level, further supporting the validity of the questionnaire.

4.2. Organisational citizenship behavior questionnaire (OCB-Q)

- **Internal consistency** (measured by Cronbach's alpha) was good (0.88), indicating the items measure a similar concept.
- **Correlation coefficients between items** and the scale as a whole is also good, with values ranging from 0.61** to 0.78**. Which is considered an acceptable range for reliable measures.

- These results indicate that the scale is valid and can be used to measure what it was designed to measure.

5. Statistical data processing

The data collected from the study was analyzed using SPSS (version 22.0). This analysis was instrumental in addressing the research questions and testing the hypotheses.

a. Analysis and Descriptive Discussion of Study Variables

This section discusses the results of the descriptive statistical analysis concerning employees' perceptions of their supervisors' practice of authentic leadership dimensions.

Table 1: distribution of study sample results on the authentic leadership scale

A L demension	Mean	Std deviation	Calculated t-value	Sig	Value rank	Level of the factor
Self-awareness	3.183	0.785	44.381	.000	3	Intermediate
Relational transparency	3.193	1.131	30.912	.000	2	Intermediate
Balenced information processing	3.163	1.358	25.516	.000	4	Intermediate
Internalized moral perspective	3.337	0.852	42.862	.000	1	Intermediate
Total	3.233	0.902	-	.000	-	Intermediate

The source : Prepared by the researcher based on SPSS outputs

The results indicate that the University of Algiers 2 exhibits a moderate level of authentic leadership (AL) practice among its leaders

as indicated by the average score of 3.23 and standard deviation of 0.90 on the Authentic Leadership Scale. Among the dimensions of authentic leadership, Internalized Moral Perspective received the highest score of 3.33, suggesting that university leaders are perceived as having strong moral values. While in the second place the relational transparency dimension obtained an average of (3.19) and the third place was the self-awareness dimension who had an average of (3.18). Lastly, the balanced processing dimension had an average of (3.16)

Table 2: distribution of study sample results on the positive organizational citizenship OCB

OSB demension	Mean	Std - deviation	Calculated t-value	Sig	Value rank	Level of the factor
Altruism	4.1854	.49842	91.989	.000	3	Somewhat high.
Courtesy	4.2433	.49953	93.053	.000	1	High.
Civilized behavior	4.2292	.53510	86.579	.000	2	High.
Conscientiousness	4.1583	.38009	119.846	.000	4	Somewhat high.
Sportsmanship	3.8164	.71118	58.757	.000	5	Intermediate
Total	4.1330	.38893	116.407	.000	-	Somewhat high.

The source : Prepared by the researcher based on SPSS outputs

The study results indicated a somewhat high level of OCB in Algiers 2 university. The analysis revealed varying levels of the different dimensions of OCB, with courtesy(mean=4.24), and civilized behavior(mean=4.22) showing the higher levels, then altruism(mean=4.18) and conscientiousness(mean=4.15) demonstrating a somewhat high level, in the last place sportsmanship(mean=3.18) presenting an intermediate level.

The overall level of OCB being somewhat high implies that the university as a whole fosters a culture where members are encouraged to exhibit positive behaviors that go beyond their formal job roles. This can lead to increased organizational effectiveness, satisfaction, and well-being among members

b. Hypotheses testing

To accomplish this SECTION, we utilized the multiple linear regression and analysis of variance (ANOVA) techniques

- **The Sub- Hypotheses Testing :**

Starting with the ANOVA table.

Table 3: the results of the analysis of variance (ANOVA^a) for the multiple linear regression between the dimensions of authentic leadership on the total score of ocb

Model	Sum of Squares	ddl	Mean Square	F	sig
Regression	3535.838	4	883.960	19.638	.000 ^b
Residuals	5176.487	115	45.013		
Total	8712.325	119	-		

The source : Prepared by the researcher based on SPSS outputs

The results of the ANOVA analysis (Table 3) indicate that the authentic leadership dimensions (self-awareness, relational transparency, balanced processing, internalized moral perspective) have a statistically significant impact on OCB. The model's variance analysis value ($f=19.638$) suggests a strong explanatory capacity of the model at a significance level of 0.05.

Table 4 : Standardized and Unstandardized Regression Coefficients, t-values, R, R², R²adj, and Estimation Error for Dimensions of Authentic Leadership in Relation to the Total Score of OCB

Model	Unstandardized Coefficients		Standardized Coefficient	T test	sig	R	R ²	R ² adj
	B	Standardize deviation	Beta					
Self-awareness ^a	-.700	3.571	-.257	-1.970	.051	0.637 ^a	0.406	0.385
Relational transparency ^a	1.610	.348	1.06	4.628	.000			
Balanced processing ^a	-1.146	.495	-.546	-2.316	.022			

Internal ethical perspective ^a	.879	.274	.305	3.204	.002			
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The source : Prepared by the researcher based on SPSS outputs

It can be observed that there is a positive linear relationship between the dimensions of authentic leadership and OCB, with an $R = (0.63)$. This relationship explains approximately 38% of the total variance in the model.

➤ **The first sub-hypothese Testing :**

The R^2 and R : Both the adjusted R-squared (0.385) and the R-squared (0.406) suggest that approximately 38.5% to 40.6% of the variance in the positive organizational citizenship behavior (OCB) can be explained by the level of self-awareness.

Correlation Coefficient (R) : The correlation coefficient (0.637) indicates a moderate to strong positive correlation between self-awareness and OCB. This suggests that as self-awareness increases, OCB tends to increase as well.

Significance Level (Sig) : The significance level associated with the relationship between self-awareness and OCB is 0.051. This is slightly above the conventional threshold of 0.05 for statistical significance. However, it's important to note that this level is close to the threshold, indicating that the relationship may be marginally significant.

Standardized Coefficient (Beta) : The standardized coefficient (Beta = -0.257) represents the change in standard deviations of OCB for a one standard deviation change in self-awareness. The negative sign suggests that higher levels of self-awareness are associated with lower levels of OCB.

Unstandardized Coefficient (B) : The unstandardized coefficient (B = -0.700) represents the actual change in OCB for a one-unit change in self-awareness. Again, the negative sign suggests a negative relationship between self-awareness and OCB.

Overall, the statistical results for the self-awareness hypothesis suggest a marginally significant or non-significant relationship with the dependent variable, with a relatively weak effect size. Based on this statistical data, we can accept the hypothesis regarding self-awareness to a limited or inconclusive extent.

➤ **The second sub-hypothese Testing:**

The results indicate that The high correlation coefficient ($R = 0.637$) and the low significance level (Sig = .000) indicate a strong and statistically significant relationship between relational transparency and OCB. The positive standardized and unstandardized coefficients (Beta = 1.06, B = 1.610) suggest that higher levels of relational transparency are associated with increased OCB, supporting Hypothesis 2.

➤ **The third sub-hypothese Testing :**

This significance level of 0.022 is less than the conventional threshold of 0.05, indicating a statistically significant relationship between balanced processing and OCB. Contrary to expectations, there is a statistically significant negative relationship between balanced processing and OCB proven by The negative standardized and unstandardized coefficients (Beta = -0.546, B = -1.146) This suggests that higher levels of balanced processing are associated with reduced OCB among employees. Hypothesis 3 not Supported.

➤ **The fourth sub-hypothese Testing :**

The results indicat that The significance level (Sig = .002) is less than 0.05, indicating a statistically significant relationship between internal moral perspective and OCB. The positive standardized and unstandardized coefficients (Beta = 0.305, B = 0.879) suggest that higher levels of internal moral perspective are associated with increased OCB, supporting Hypothesis 4

➤ **The General Hypothese Testing :**

This section discusses the results of the statistical analysis conducted to address the general hypothesis of this study using Simple Linear Regression analysis.

Table 5: the results of the Analysis of Variance (ANOVA) for the total score of authentic leadership on the total score of COB.

Model	Sum of Squares	ddl	Mean Square	F	Sig
Regression	2268.542	1	2268.542	41.542	.000 ^b
Residuals	6443.783	118	54.608		
Total	8712.325	119			

The source : Prepared by the researcher based on SPSS outputs

The results of the Analysis of Variance (ANOVA) indicate a significant relationship between the independent variable (AL) and the dependent variable (OCB). The model shows a significant regression effect with a high F-value (41.542) with (sig = 0.000). This suggests that the AL variable has a significant impact on the OCB variable at the sig (=0.05).

Table 6: the standardized and unstandardized regression coefficients, t-values, R, R2adj, and standard error for the total score of authentic leadership in relation to the total score of OCB.

Model	Unstandardized Coefficients		Standardized Coefficient	T test	Sig	R	R ²	R ² adj
	B	Standardize deviation	Beta					
Authentic leadership	.302	.047	.510	6.445	.000 ^B	0.510 ^a	0.260	0.254

The source : Prepared by the researcher based on SPSS outputs

The provided statistics offer insights into the relationship between authentic leadership and organizational citizenship behavior (OCB). The R2adj value of 0.254 and R2 value of 0.260 indicate that approximately 25.4% and 26.0% of the variance in OCB, respectively, is explained by authentic leadership and other predictors in the model. With a significance value (sig) of 0.000, indicate that there is a significant relationship between authentic leadership and OCB. The t-test value of 6.445 further confirms that the coefficient for authentic leadership is significantly different from zero, indicating its statistical significance.

Moreover, the standardized coefficient (beta) of 0.510 suggests a moderate effect size, implying that authentic leadership moderately influences OCB. The unstandardized coefficient (B) of 0.047 represents the specific measure of this relationship.

Overall, these statistics support the acceptance of the principal hypothesise indicating that Authentic Leadership has a significant and moderate effect on Organizational Citizenship Behavior.

Results and discussion :

In this section, we present the key findings of our study regarding the relationship between Authentic Leadership dimensions and Organizational Citizenship Behavior (OCB) among employees at the University of Algiers 2. Through quantitative analysis, we examined the impact of four dimensions of authentic leadership— Self-Awareness Relational, Transparency, Balanced Processing And Internal Moral Perspective, on employees' engagement in OCB. The results provide insights into how leadership behaviors influence employee behaviors beyond their formal job roles and contribute to organizational success. We discuss each dimension's findings and their implications for leadership practices and organizational dynamics.

a. Self-awareness : while marginally significant, there was a positive relationship between leaders' self-awareness and OCB among employees (Sig = 0.051). This trend suggests that leaders with higher self-awareness may slightly influence

employee engagement in OCB. To explain that, we said that although the marginally significant, the positive relationship suggests that leaders' self-awareness may play a role in fostering OCB.

b. Relational Transparency : there was a significant positive relationship between relational transparency exhibited by leaders and organizational citizenship behavior (OCB) among employees (Sig = 0.000). This indicates that transparent communication and interactions by leaders encourage employees to engage in behaviors benefiting the organization beyond their formal roles. That means that the significant positive relationship emphasize the importance of transparent leadership in fostering trust and commitment among employees. Transparent communication creates an environment conducive to OCB, as employees feel valued and motivated to contribute beyond their formal responsibilities.

c. Balanced Processing : Contrary to expectations, there was a significant negative relationship between balanced processing by leaders and OCB among employees (Sig = 0.022). This suggests that leaders who prioritize thorough analysis and consideration may inadvertently hinder employee engagement in discretionary behaviors benefiting the organization.

Discussion : The unexpected negative relationship suggests that leaders' emphasize on thorough analysis may inadvertently stifle employee engagement in OCB.

c.Internal Moral Perspective : There was a significant positive relationship between leaders' internal moral perspective and OCB among employees (Sig = 0.002). This implies that when leaders prioritize ethical considerations in decision-making, employees are more likely to engage in behaviors contributing to the organization's well-being. This significant positive relationship underscores the importance of ethical leadership in shaping employee behavior. Leaders who prioritize ethical considerations set a positive example for employees, encouraging them to align their actions with organizational values.

Overall, the study highlights the complex interplay between authentic leadership dimensions and employee engagement in OCB. By understanding these dynamics, organizations can develop effective leadership strategies to promote a positive work environment and enhance organizational effectiveness.

Conclusion

This study investigated the impact of authentic leadership on organizational citizenship behavior (OCB) among employees at the University of Algiers 2. The research aimed to understand how authentic leadership dimensions, including self-awareness, relational transparency, balanced processing, and internal moral perspective, influence employee behaviors beyond their formal job roles. The findings revealed significant positive relationships between relational transparency and internal moral perspective with OCB. However, balanced processing exhibited a surprising negative relationship.

The relationship between self-awareness and OCB was marginally significant or non-significant. Overall, this study contributes to the understanding of authentic leadership dynamics and their implications for organizational behavior. It highlights the importance of leaders displaying transparency and moral values to

promote OCB. Further research is needed to explore the complexities and contextual factors that influence this relationship in different organizational settings.

Future Directions

Based on the preceding discussion and findings, the research recommends:

- ✓ Investing in Employee Development: Recognize the significance of nurturing employees' organizational citizenship behavior (OCB) for overall organizational success.
- ✓ Implementing Training Programs: Design and implement training initiatives focusing on fostering OCB, encouraging positive behaviors beyond formal job roles.
- ✓ Leadership Training on Authentic Leadership: Develop training programs for leaders to increase awareness about authentic leadership dimensions, emphasizing their importance and benefits.
- ✓ Continuing Research: Advocate for continued research on authentic leadership and OCB to deepen understanding and explore their impact on promoting positive organizational behaviors.

These recommendations aim to create a positive work environment, enhance employee behaviors and performance, and ultimately benefit the organization as a whole.

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