

Impact of Leadership Style and Perceived Organizational Support on the Organizational Citizenship Behaviour of Librarians in Indian Universities

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Abstract - This paper aims to analyse the Organizational Citizenship Behaviour (OCB) of librarian employees in Indian university. Further, with the support of the organization and the transformational leadership style (TL) how the employee perceives their values and replicate them in the organization. This study reveals the influence of the social exchange theory on employee reciprocity and behaviour. Transformational leadership enhance the citizenship behaviour of librarian in the university and the employee perceive that the organizational support (POS) their initiation and decision they reciprocally show their citizenship behaviour. The data was received from 121 university librarians at an Indian institution. To analyse the structural relationships in the study framework, a partial least squares approach was employed. The findings show that TL has a positive impact on organisational citizenship behaviour, and POS mediates the impact of organisational citizenship and transformational leadership. Furthermore, when organisations and leaders encourage and value their employees' efforts, the employee exhibit citizenship behaviours in the organisation. The theoretical and practical implications are discussed.

Keywords: Leadership Style, Perceived Organizational Support, Transformational Leadership, Organizational Clientship Behaviour, Librarian

I. INTRODUCTION

The increasingly competitive corporate climate has made it more challenging for executives to solve problems and manage libraries effectively (Moşteanu *et al.*, 2020). Multiple forms of change are taking place in colleges and universities across India. Boronski and Hassan (2020) these changes include financial human capital development, social group motion, and cultural idea production and transmission to a larger social base. Since university libraries act as the core of colleges and universities (Liu, 2019), they are always at risk from the challenges of globalisation in higher education. Due to increased information technology requirements, a boom in distance-learning courses, new education and research support models, and a shrinking resource base, libraries are at a crucial crossroads (Weiner, 2003).

According to Matthews (2002), due to Library organisations are transforming because of modern technologies, new learning peers, and competition/cooperation with publishers and aggregators of information services and products. The global competition and restructuring of institutions have forced a major rethinking of traditional principles and practises across library services and operations (Hape *et al.*, 2020; Batcha, 2017). Human talent is the ability to understand, assist, and motivate others (Rabbi *et al.*, 2015). As the corporate world grows more competitive, executives must connect the organisation and manage all areas. Intellectual stimulation is the ability to collaborate and integrate all of the objectives and goals of an organisation, as well as to see how an effort in one unit affects the entire. Leaders need conceptual skills to implement organisational development theories (Kart, 1955). To convey the organization's visions in language that employees understand, a leader must be professional. The capacity to use tools, processes, and procedures in the job is referred to as technical expertise. A supervisor with this ability can detect, monitor, and apply innovative programs in the workplace to increase efficiency (Kart, 1955).

A leader that undergoes a significant change increases the consciousness and comprehension of moral principles and motivating aspirations among their followers, thereby motivating their followers to surpass their own individual objectives and concerns for the benefit of the group as a whole (Bass, 1985). This type of leader is attentive to the requirements and incentives of their followers and endeavours to assist them in attaining their utmost capabilities (Schmid, 2006). Transformational leadership, described as the process of effecting fundamental changes in organisational members' attitudes and assumptions and establishing a commitment to the organization's goal and objectives, focuses on the leader-follower connection through an internalisation process (Lee *et al.*, 2018).

The significance of social exchange between leader and follower is underscored in transformational leadership, taking the form of a psychology that effectively stimulates

OCB (Jun *et al.*, 2023). In addition, it should be noted that Organizational Citizenship behaviour encompasses supplementary behaviours that hold significant value in facilitating streamlined procedures within a given organization (Alshuhumi *et al.*, 2023). Furthermore, the findings of (Podsakoff *et al.*, 1990) it has been established that OCB can also serve as a reliable indicator for projecting the performance of followers. Initiatives provide employees with the opportunity to assume additional work responsibilities and confront challenges independently, thereby enhancing their work proficiency and fostering sustainable professional growth (Tran., 2023). Assisting behaviour better's employee performance by assimilating colleagues into a collective, establishing optimal methodologies, and facilitating smoother communication and task coordination, consequently elevating both group and individual work performance. Transformational leadership significantly influences OCB in university librarians Rambe & Khaola (2022). It inspires motivation, encourages creative thinking, considers individual needs, sets positive examples, fosters trust and open communication, creates a positive work environment, and emphasizes values and ethics (Khalili *et al.*, 2017). This leads to increased engagement in behaviours that benefit the university library and its stakeholders (Kim, 2020). By fostering a culture of trust, open communication, and a supportive team, transformational leaders can foster a more positive and productive work environment.

The exiting research reveal that leadership skills do indeed possess a substantial influence on the conduct of organizational citizenship (Si *et al.*, 2023; Susanto *et al.*, 2023). However, it is only human skills that exert a significant impact on the culture of bureaucracy (Susanto *et al.*, 2023; Yuwono *et al.*, 2023). When the employee gets external support from organization it leads the better performance and they provide the favourable output (Charles and Ochieng 2023). So far, the study on the leadership styles is numerous however there lacks such study in context of library. Hence, this study tries to fill this gap using perceived organizational support as mediating between transformational leadership and organizational citizenship behaviour.

This paper aims to analyse the Organizational citizenship behaviour (OCB) of librarian employees in Indian university. Further, with the support of the organization and the transformational leadership style (TL) how the employee perceives their values and apply them within the organization. Employee perceive their values at organization through a proper sense of belonging, trust, autonomy, and intervention in the organization (Charles and Ochieng 2023). Their support aids in establishing suitable goals, nurturing the workgroup within the organization, acknowledging individual contributions to work projects, offering helpful feedback, expressing confidence in the workgroup's abilities, and creating an environment that welcomes innovative work ideas (Musenze *et al.*, 2023). In TFL relations' support employees focuses on fostering

positive and cooperative interpersonal relationships (Susanto *et al.*, 2023). This involves building trust and loyalty among team members. Leaders understand the importance of actively listening to employees, as it allows them to gain a deeper understanding of their concerns (Nuzula *et al.*, 2022). Moreover, leaders provide support and encouragement to individuals, recognizing their unique contributions and value (Aldabbas *et al.*, 2023). Transformational leadership enhance the citizenship behaviour of librarian in the university and the employee perceive that the organizational support (POS) their initiation and decision they reciprocally show their citizenship behaviour. The outcomes of this study shall be useful for the library management and motivate their employee to perform well in the work.

II. LITERATURE REVIEW

According to the perceived organisational support theory, transformational leadership as well as perceived organisational support are significantly correlated (Dinc *et al.*, 2022). Transformational leaders mentor followers, consider individual needs, and foster a supportive environment (Lee *et al.*, 2018). They encourage creativity, challenge, and high standards, valuing their contributions. This supportive leadership climate should extend to the entire organization, resulting in a higher level of POS (Stinglhambe *et al.*, 2015). Social exchange theory examines the conduct of individuals as a rational social phenomenon, rooted in a subjective cost-benefit perspective (Sedighi *et al.*, 2016). It proposes that individuals participate in social interactions with the anticipation that such engagements will lead to certain unavoidable social advantages, such as recognition, status, and regard (Musenze *et al.*, 2023). In the university library, perceived organizational support (POS) and transformational leadership initiate positive exchanges (Martin *et al.*, 2016). POS is a valuable resource exchanged between employees, while transformational leadership provides emotional support, growth opportunities, and a sense of belonging in the organization (Coyle-Shapiro *et al.*, 2016).

A. TL on OCB

Organizational behaviour (OCB) is a desirable behaviour for employees, as it contributes to organizational effectiveness (Singh & Singh 2009). Leaders (TL) significantly influence the OCB of followers, including OCB. TL encourages individuals to examine the status quo and go beyond the scope of everyday tasks, affecting their work mindset and involvement in OCB (Nuzula *et al.*, 2022). TL convey the important of organizational objective and convert individual to achieve the goal of the organization and its leads to motivative the employee internally that motivation will encourage the employee to attain the goal without expecting direct personal rewards (Ranihusna *et al.*, 2018). This motivates followers to do more than expected in formal roles like OCB (Kim *et al.*, 2020). Empirically, TL and OCB have been proven to be

positively correlated, with transformative leaders' characteristics such as fair treatment, trust, and interest in individual well-being generating enthusiasm among followers to display prosocial activities (Hackett *et al.*, 2018). The present study examines the relationship between OCB and leadership, considering leaders role in motivating followers to contribute to organizational goals. Transformational leadership motivates employees to exceed their job descriptions by creating a vision for the future, providing individualized support, and encouraging intellectual stimulation. It fosters a culture of continuous improvement and OCB, which goes beyond formal job requirements. University librarians can benefit from transformational leadership by setting positive examples, building trust, and fostering productivity, ultimately contributing to the library's effectiveness (Lo *et al.*, 2020).

- H1*: Transformational leadership positively impacts on OCB.
- H1a*: Idealized influence positively influences Transformational leadership.
- H1b*: Inspirational motivation positively influences Transformational leadership.
- H1c*: Intellectual stimulation positively influences Transformational leadership.

B. TL on POS

Transformational leaders in a university library can enhance employees' perception of organizational support by displaying charisma, inspiration, and intellectual stimulation (Lo *et al.*, 2020). They create an environment where employees feel valued and supported, articulating an inspiring vision for the future of the library (Weiner, 2003). They pay attention to individual needs and aspirations, empowering employees to take ownership of their work and make decisions (Jong *et al.*, 2021). They create a positive work environment, encouraging open communication, feedback, and collaboration. Trust and respect are built with their team members, demonstrating integrity, fairness, and ethical behaviour. Employee engagement and commitment are also increased, as they see the organization investing in

their success and well-being (Engelbrecht *et al.*, 2017). This positive leadership style may improve the organisational support of library staff, contributing to their job satisfaction and performance (Weiner, 2003). Much research has been conducted to study the link between TL and POS (Mittal and Dhar, 2015; Herrmann & Felfe, 2014; Hu *et al.*, 2013).

H2: Transformational Leadership Positively Impact on POS

C. POS on OCB

Perceived organisational support refers to an employee's considering that the organisation values their efforts and cares about their well-being, and is committed to their success (Kim *et al.*, 2016). It includes the perception that the organization provides resources, growth opportunities, and a supportive work environment (Beheshtifar *et al.*, 2013). OCB is voluntary, discretionary behaviours that go beyond formal job requirements, including helping colleagues, suggesting improvements, participating in organizational activities, and demonstrating a positive attitude (Azmi *et al.*, 2016). Research consistently shows a positive correlation between POS and OCB, with university librarians more likely to engage in OCB due to a sense of reciprocity (Andriyanti *et al.*, 2021). High levels of POS lead to increased trust and commitment among librarians, reinforcing the psychological contract between them and the university (Adegbaye *et al.*, 2021). Job satisfaction and a supportive work environment are also linked to OCB. High levels of POS contribute to higher levels of commitment to the organization and reduce turnover among librarians, as committed librarians see their long-term future with the organization (Adegbaye *et al.*, 2021). Additionally, there is a strong and positive relationship between POS and OCB among university librarians, enhancing the overall effectiveness of the university library and contributing to a positive organizational culture (Andriyanti *et al.*, 2021).

H3: Perceived Organizational Support Positively Impacts OCB.

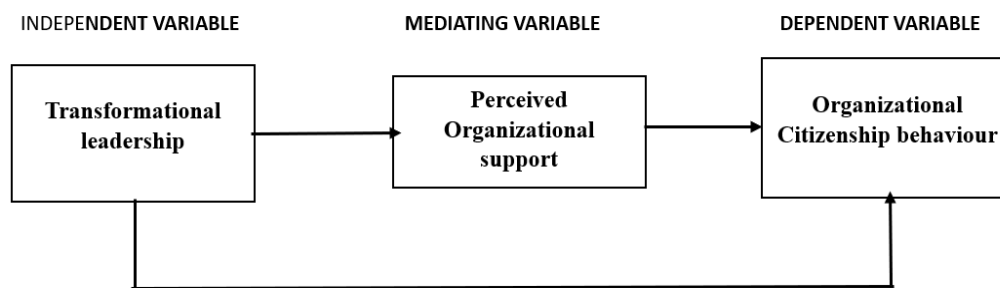


Fig. 1 Conceptual Model

III. RESEARCH METHODOLOGY

The present study includes a cross-sectional study, and to choose the elements for the research framework, a thorough literature analysis was conducted. In this study's variables, the degree of Eisenberger *et al.*, (1986), for

instance, developed an 8-item measure to evaluate POS. In this study, organisational citizenship behaviour was assessed using a 6-item assessment scale (Scott *et al.*, 1994). For the transformational leadership scale, Nilwala, Gunawardana, and Fernando (2017) utilised 10 questions from Walumbwa *et al.*, The target samples were given

access to the Google Form containing the survey items. The researchers self-administered the entire survey. Participants were selected using a purposeful sampling approach from throughout India. The sample size for the study is 121, and the respondents were academic librarians from Indian universities. The survey was carried out between April and August 2023. To study the structure of the association between variables, PLS-SEM 4 is utilised. The previously published measuring tools for organisational citizenship behaviour and perceived organisational support for transformational leadership were used in this study. Participants' responses were scored using a Likert scale with a maximum of five points (1 for strongly disagreeing and 5 for strongly agreeing).

IV. DATA ANALYSIS AND INTERPRETATION

A questionnaire collected demographic and background data from participants. The majority of responders are around the ages of twenty-one and thirty, however, participation is high across the board. According to participants' levels of education, the vast majority hold bachelor's degrees or more, while nearly one-third (28.7%) have merely a high school diploma. More than half of the participants were married masculine. Each demographic group accurately portrays the whole population as an individual.

TABLE I MEASUREMENT ITEMS ASSESSMENT

Variable	Items	Outer loading	VIF
Idealized	IDI1	0.888	1.545
	IDI2	0.897	1.545
Inspirational	IM1	0.822	1.562
	IM2	0.831	1.56
	IM3	0.812	1.483
Intellectual	IS1	0.732	1.471
	IS2	0.732	1.495
	IS3	0.786	1.693
	IS4	0.759	1.556
	IS5	0.722	1.491
Organizational Citizenship behaviour	OCB1	0.736	1.622
	OCB2	0.79	1.915
	OCB3	0.82	1.984
	OCB4	0.767	1.97
	OCB5	0.793	1.728
Perceived Organizational Support	POS1	0.738	1.864
	POS2	0.76	2.027
	POS3	0.81	2.42
	POS4	0.782	2.121
	POS5	0.765	2.076
	POS6	0.74	1.958
	POS7	0.691	1.636
	POS8	0.716	1.724
Transformational Leadership	IDI1	0.737	1.906
	IDI2	0.767	2.033
	IM1	0.729	1.818
	IM2	0.765	1.969
	IM3	0.746	1.866
	IS1	0.703	1.679
	IS2	0.699	1.696
	IS3	0.721	1.785
	IS4	0.726	1.739
	IS5	0.654	1.549

The evaluation of the measurement items and their suitability for additional analysis are shown in Table I. 23 measurement items altogether were utilised to evaluate the three variables. The outer loading of all the variables' items is over the 0.70 cutoff point (Sarstedt *et al.*, 2017), suggesting an absolute contribution from each item to the variables to which it is assigned. As an outcome, all of the measurement items were retained for further

examination. Additionally, the Variance Inflation Factor (VIF) values for each measurement item are less than 5 (Hair *et al.*, 2019). As a result, the items' multicollinearity is absent. On data from a 5-point Likert scale, the means, and standard deviations (SD) of all the measured items fall within a reasonable range. The measurement items are therefore eligible for additional evaluations.

TABLE II HETERO TRAIT-MONO TRAIT CORRELATION RATIO

Variables	Idealized	Inspirational	Intellectual	OCB	POS	TL
Idealized						
Inspirational	0.838					
Intellectual	0.886	0.878				
OCB	0.794	0.807	0.81			
POS	0.766	0.845	0.704	0.828		
TL	0.824	0.797	0.811	0.803	0.823	

Note: TL = Transformational Leadership, OCB = Organizational Citizenship Behaviour, POS = Perceived Organizational Support

Table II includes HTMT values for numerous constructions such as Idealised, Inspiring, Intellectual, OCB, POS, and TL. The high numbers show that there may be overlap or shared variation across these constructs, implying that they are not as different as intended. The OCB value suggests that OCB and POS have stronger discriminant validity. The POS value implies that Perceived Organisational Support as well as Transformational Leadership may overlap. TL values differ from 0.797 to 0.823, demonstrating that TL and other components share some variation. When

examining the correlations between these dimensions, researchers should consider these findings. The HTMT ratio has a normal acceptable range of values below 0.85; nevertheless, there is one number that is both over 0.85 and below 0.90. HTMT ratios of up to 0.90 are likewise acceptable for the variable (Henseler *et al.*, 2015). As a result, discriminant validity between the two reflective constructs of the present research has been proven (Hair *et al.*, 2022).

TABLE III ASSESSMENT OF CONSTRUCT VALIDITY & RELIABILITY

Variables	Cronbach's Alpha	CR rho_A	CR	AVE
Idealized	0.745	0.746	0.887	0.797
Inspirational	0.759	0.759	0.862	0.675
Intellectual	0.801	0.802	0.863	0.557
OCB	0.841	0.842	0.887	0.611
POS	0.889	0.89	0.912	0.564
TL	0.9	0.901	0.917	0.526

Note: CR=Composite Reliability, AVE=Average Variance Extracted

Table III reveals constructed internal consistency, composite reliability, as well as convergent validity statistics. OCB, POS, TL, Idealised, Inspirational, Intellectual. Internal consistency metric Cronbach's Alpha shows how similar construct elements are. Composite reliability (CR) is generally more accurate, with values over 0.7 considered acceptable. Rho_A measures construct dependability while accounting for measurement mistakes. AVE as a (Average Variance Extracted) should exceed 0.5 to indicate convergence. These results support construct measurement quality, allowing researchers to properly

assess the intended underlying constructs. The Cronbach's Alpha value of all variables above the conventional criterion of 0.705 (Bland and Altman, 1997), indicates internal consistency and trustworthy scales. Both rho_A as well as composite reliability values are over 0.70, demonstrating construct validity and reliability (Saari *et al.*, 2021; Hair *et al.*, 2022). Hair *et al.*, (2022) found that all constructs had convergent validity as the mean-variance extracted values above 0.50 cutoff values. The table findings meet all quality requirement parameters.

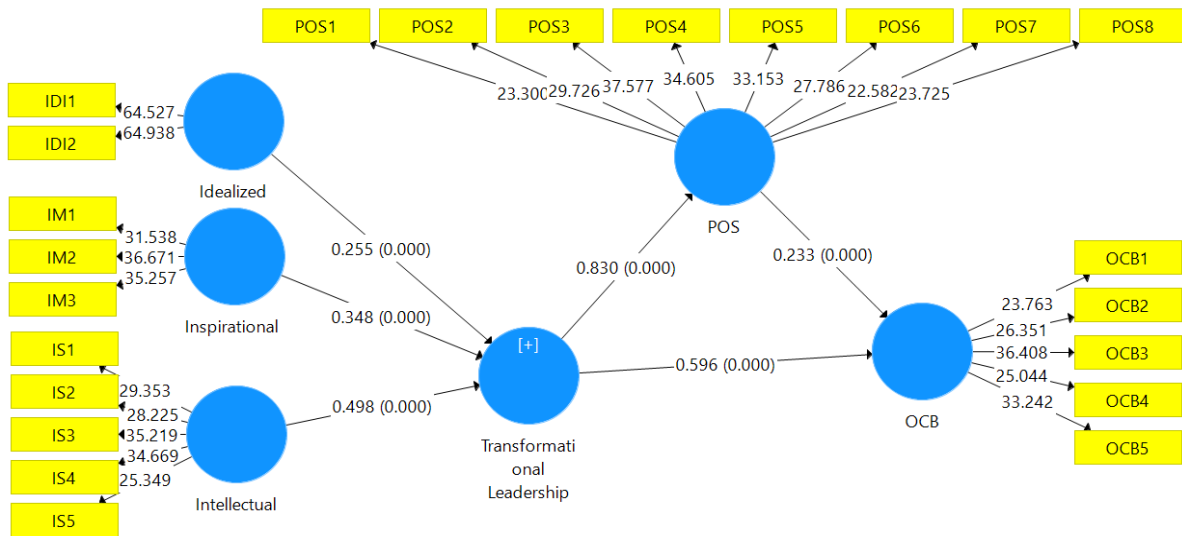


Fig. 2 Path Relationship Diagram

Figure 2 above illustrates how transformational leadership has affected Librarian OCB directly in private universities. It also demonstrates the direct effects on how organisational support is perceived. The effect of idealised, inspirational, and intellectual leadership directly on transformational leadership is also discussed.

Before evaluating a structural model, we checked collinearity. Collinearity is assessed through a variance inflation factor (VIF), aiming for values below 3 (Hair *et al.*, 2019). The results indicate no collinearity among constructs since all VIF values were below the threshold. The R-squared values for regression and predictive models indicate the effectiveness of the models in explaining variance in OCB, POS, and TL. High values indicate better fit, while lower values indicate better fit. Adjusted R-

squared values are close to R-squared values. We assessed the model’s predictive potential by analysing the adjusted R2 value, a measure of how much variance the exogenous factors can explain in the endogenous variable. The corrected R2 value (0.688) shows that all components explain 68.4% of TL variation. Additionally, we evaluated the predictive importance of factors using Q2 values. The model shows predictive significance since the Q2 values for OCB (0.383), Transformational Leadership (0.522), and POS (0.379) are above 0. (Chin, 2010). Smart-PLS calculated SRMR (0.076) as well as NFI (0.866) to evaluate fit. Data correlates the statistical model with SRMR values below 0.08 (Hu & Bentler, 1999; Henseler *et al.*, 2014), although NFI levels (between 0 and 1), respectively increase fit (Lohmöller, 1989). Conclusion: The model anticipated and tested hypotheses.

TABLE IV STRUCTURAL MODEL ASSESSMENTS

Hypotheses	β	Mean	STDEV	T Stat	P Values	Decision
Idealized -> Transformational Leadership	0.255	0.255	0.009	28.752	0.000	Accepted
Inspirational -> Transformational Leadership	0.348	0.348	0.01	33.557	0.000	Accepted
Intellectual -> Transformational Leadership	0.498	0.498	0.011	44.022	0.000	Accepted
POS -> OCB	0.233	0.237	0.059	3.94	0.000	Accepted
Transformational Leadership -> OCB	0.596	0.593	0.06	9.86	0.000	Accepted
Transformational Leadership -> POS	0.830	0.831	0.019	44.264	0.000	Accepted
Transformational Leadership -> POS -> OCB	0.193	0.197	0.05	3.873	0.000	Accepted

Table IV shows the results of bootstrapping with 5000 subsamples and conclusions about hypotheses. At a significance level of 0.05, hypotheses H1, H1a, H1b, H1c, H2, and H3 are considered valid. Organisational citizenship behaviour is significantly influenced by Transformational Leadership (=0.744; p<0.001), Idealised influence (=0.255; p<0.001), Inspirational motivation (=0.348; p<0.001), and Intellectual stimulation (=0.498; p<0.001), as well as by Transformational Leadership (=0.039; p<0.001) and Perceived Organisational Support (=0.830; p<0.001).

V. DISCUSSION OF THE STUDY

We analysed, based on the existing research, that TL has a strong beneficial effect on OCB (i.e., H1). The findings complement H1 by indicating that TL has a positive effect on organisational citizenship behaviour. This conclusion is consistent with our review of the literature, indicating that transformational leaders have a stronger ability to handle organisational change, particularly when workers perceive that the organisation values them. Additionally, the purpose

of this study is to look at how transformational leadership affects employees' perceptions regarding their organization's support and their involvement of librarian OCB in private universities. Additionally, this study used social exchange theory because the main goal of social exchange theory is to comprehensively comprehend the underlying principles that govern exchanges (Emerson, 1981). This theory is based on the strong conviction that individuals are motivated to maximize the benefits they receive by providing valuable resources that have a positive impact on the overall outcome. They actively engage in social interactions with the optimistic anticipation that the other party will provide significant advantages (Blau, 1964) and fulfil their obligations. Furthermore, in this study, leaders who can successfully handle people and tasks exhibit leadership behaviours with ability. This form of leadership may yield excellent leaders who understand their real self and their talents and limits, and who can encourage others to engage in the operations of the organisation innovatively. However, the results of the regression analysis indicate that the transformational leadership style has a good influence on perceived organisational support, and with the organization's support, employees will prove their citizenship behaviour.

VI. LIMITATION AND FUTURE DIRECTION

The current study has limitations. First, data was gathered using a cross-sectional approach. We couldn't tell if an individual's dimensions of citizenship conduct, or substantial amounts of organisational support affected employee-to-employee. Second, we collected data using an online survey and a purposive sampling approach. Similar findings have been found throughout studies in India, which reduces concerns about the studies' restricted generalizability; however, more research is needed to determine whether outcomes are similar in Western cultures (i.e., the US as well as the European Union), in the workplace, and with different study designs. Third, considerable method bias in cross-sectional, self-report collection of data is possible. Future researchers should conduct longitudinal studies to explore the association between variables and other a mediator of how transforming leadership impacts employee citizenship behaviour in organisations. It is important to examine how Transformational leadership influences team conduct and organisation citizenship behaviour, as most new ideas originate from teams. In particular, examining how Transformational leadership alters interpersonal and team interactions may be beneficial. Management viewpoints were employed to measure OCB in this study. While supervisors' decisions are often considered accurate indicators of OCB, perceptual biases are nevertheless possible.

VII. CONCLUSION

The implications of transformational leadership and perceived organisational support on OCB are

investigated in this paper. Data for the study were acquired from an Indian librarian at a private university's library. The findings show that transformational leadership has a favourable effect on organisational citizenship behaviour. Furthermore, POS acts as a partial mediator between TL and OCB. This study adds to the ideas of TL, POS, and OCB in the context of Library employees in Private University social exchange theory. Existing research has undervalued the importance of perceived organisational support as a mediator in the association between transformational leadership and organisational citizenship behaviour. Our findings contribute to the ongoing debate about why Indian librarians outperform others in private universities, even though the reality is that there is no consensus on the association between transformational leadership, organisational citizenship behaviour, and the mediation role of perceived assistance from the organisation. Future studies with larger sample sizes and other mediated factors will allow us to explore the significance of transforming leadership in various service sectors, as well as its influence on significant person or organizational-level variables associated with outcomes.

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