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The Role of Organizational Agility as a Mediator in the Relationship Between Authentic Leadership and Organizational Citizenship Behaviour

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Abstract

Background: The success or otherwise of any organisation is largely determined by its leadership. This means that leadership styles and patterns are a crucial research area.

Objective: The primary purpose of this study was to measure the effect of the mediating variable, organisational agility, and its impact on the relationship between authentic leadership and organisational citizenship behaviour of employees in the electric power sector.

Methods: The researchers used a descriptive survey in this study. A total of 210 participants were sampled using a simple random sampling technique. A structured questionnaire was used as the instrument for data collection. The data were analyzed using the structural equation model in the AMOS and SPSS programmes.

Results: The results showed that there is a strong relationship between authentic leadership and organizational citizenship behaviour with a positive moral impact. There is a strong positive relationship between authentic leadership and organizational agility. In addition, the

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results showed a significant relationship between organizational agility and organizational citizenship behaviour, and the mediator has a fundamental role among the variables.
Conclusion: There is a strong positive relationship between authentic leadership and organizational agility among workers, specifically those in the electricity sector.
Unique contribution: This study contributed to bridging the gap by examining the organizational flexibility variable as an intervening variable between authentic leadership and citizenship behaviour.
Key Recommendation: Focus on organizational flexibility and authentic leadership in functional work through workshop programmes in the electrical energy sector is recommended.
Keyworks: authentic leadership, organizational citizenship behaviour, organizational agility

Introduction

Functional work is considered one of the basic components of the success of institutions, as it is based on scientific and administrative foundations that contribute directly and indirectly to the process of institutional development and to the process of setting short-term, medium-term, and long-term goals that extend to more than twenty years. The work environment includes a group of workers and managers with different titles and positions, each according to their specialisation (Akhtar et al., 2023; Akhtar & Nazarudin, 2020; Hussain et al., 2014; McDowell et al., 2018).

Through leadership, the organisation's policies are drawn up, including plans and goals, as it is considered the most effective in the process of organisation and management in general, in the administrative process of the organisation, and since the success of the organization depends on successful leadership at the various levels and hierarchical ladder of the organization, here comes the use of one of the leadership methods, which is authentic leadership, which has been defined as the leadership through which the organization and management process is carried out in a scientific and practical manner in managing the organization and with high effectiveness, through which the employees in the organization are directed, controlled and managed (Akhtar et al., 2023; Lei et al., 2021).

Literature Review

Authentic leadership

The concept of authentic leadership has appeared effectively and extensively in the field of organizational behaviour, as Walumbwa et al. (2014) indicated that authentic leaders look at the nature of their actions, that they deeply appreciate how others observe them, and that they are distinguished by high qualities and skills that make them stand out and influence others. In general, the self-awareness that was referred to, which is considered one of the dimensions of authentic leadership, has been confirmed by their values and beliefs(Alilyyani et al., 2018). A group of researchers considered that authentic leadership is considered an effective motivator towards rational leadership that contributes to providing a regular and successful work environment by following a set of modern methods that contribute to enhancing administrative values and concepts for the purpose of achieving organized goals and plans(Jun et al., 2023). Therefore, one of the methods adopted by authentic leadership is to motivate employees positively, which is a method whose purpose is the success of the organization’s work and increasing its effectiveness (Chernyak-Hai et al., 2024; Sarfraz et al., 2020; Yotsidi et al., 2018). In addition, authentic leadership is considered effective through its influence on groups that contribute to achieving the organization’s goals, as authentic leadership follows the

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approach of quickly responding to challenges and all circumstances that direct the organization's work.

Organizational Agility

The internal and external work environment is characterized by rapid change in the challenges it faces. Accordingly, the organizational structure of the organization is affected by these changes, whether from outside the organization or from within it. By empowering employees, organizational agility can be achieved in the organization (Alagele et al., 2024). Many studies have emerged, including. those that defined organizational agility as a rapid response to the challenges facing the organization and the external and internal environment, which enables the organization to continue working. This response is rapid to address administrative or technical defects. In addition, organizational agility contributes to overcoming the problems facing the organization. It is a renewable concept through setting quick and applicable plans and goals. Organizational agility has a set of functions and characteristics that distinguish it from others, with the knowledge and ability it possesses. Organizational agility (Sharifi & Zhang, 2001) includes three dimensions: agility drivers which contribute to making the organization more flexible and capable, the second dimension is the ability to be flexible which is characterized by the organization's awareness of its ability to face challenges, and the third dimension is agility providers which includes the ability of managers to use organizational agility in their work in the organization It differs from one researcher to another, and many researchers have emerged, such as(Akkaya & Tabak, 2020).

Organizational Citizenship Behaviour

Employees in the organization can go beyond the procedural stage. This behaviour enhances employees' self-respect (Shie & Chang, 2022). In addition, organizational citizenship behaviour is related to the degree of satisfaction among subordinates and organizational commitment (Halid et al., 2024). Many studies have shown that there is a strong relationship between job formulation and organizational citizenship behaviour. This has been confirmed as managers have full knowledge of how to distribute jobs to employees in terms of skills, knowledge, and organizational behaviour in terms of the ability to comprehend and implement plans and goals (Mihalca et al., 2024; Richardson et al., 2021; Zheng et al., 2025). However, full knowledge of the distribution of jobs and their formulation with the organizational citizenship behaviour of workers in the electric power sector requires a lot of research. In addition, many studies in this field by those interested in organizational citizenship behaviour have shown that there is a strong relationship between purposeful work and organizational citizenship behaviour. This has been confirmed by many studies interested in the field of organizational behaviour, including(Neama & Ghaleb, 2024; Puspo Wiroko, 2021; Richardson & Watt, 2018; Wiroko, 2021). Recent studies interested in the organizational behaviour of employees in the organization have confirmed that the formulation of goals is an important matter with organizational citizenship behaviour (Hayes, 2017; Huang et al., 2022; Mihalca et al., 2024; Zhao et al., 2020).

Study hypotheses

H1: The relationship between authentic leadership and organizational citizenship behaviour will positively impact organizational agility.

H2: Authentic leadership is positively associated with organizational citizenship behaviour.

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H3: Authentic leadership is positively associated with Organizational agility.
H4: Organizational agility is positively associated with organizational citizenship behaviour.

Methodology

The study focused on three main variables: the independent variable, which is authentic leadership; the dependent variable, which is organizational citizenship behaviour; and the mediating variable, which is organizational agility. In addition, it is a field study of employees in the Ministry of Electricity. Quantitative methods were followed in collecting and analyzing data. The design that was used in the study was a descriptive survey. The choice of survey was because of its ability to generate data in large volumes.

Population of The Study and Sample Study

This study was conducted on employees of the Ministry of Electricity. A random sample of employees was taken, and 250 questionnaires were distributed, of which 210 were suitable for analysis. were valid for analysis, or approximately (84%).

Instrument For Data Collection

A structured questionnaire was the instrument for data collection. A five-point Likert scale was used to design the questionnaire form. The questionnaire design was based on previous studies, (12) items were chosen, adopted from Walumbwa et al. (2014)in the design of authentic leadership. The organizational citizenship behaviour scale was adopted from Lee and Allen, (2002). Eight (8) items were selected for Organizational agility Questionnaire developed by Sharifi and Zhang (2001).

Reliability and Validity of the Instrument

The reliability and validity of the data were tested using the SPSS Model 25 programmes, where the results showed that the reliability of the independent variable, authentic leadership, was (0.81), the dependent variable, organizational citizenship behaviour, was (0.83), and the mediating variable, organizational agility, was (0.82).

Method of data analysis

The data were analysed using the AMOS program, the structural equation model, and the SPSS programme to measure the relationship and influence between the variables.

Results and Discussion

The data were analysed using the structured equation modeling (SEM) program, and the SPSS Model (24) program was used as a first stage to enter the data collected through the questionnaire, which was numbered (210) valid for analysis. The reliability degree of the three variables: authentic leadership, organizational agility, and organizational citizenship behaviour, was tested.

Table 1: Reliability Score Table For The Variables Cronbach's Alfa

Variables	Code	NO. Items	Reliability
authentic leadership	AL	7	.81
organizational agility	OA	8	.82

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organizational citizenship behavior	OCB	8	.83

Table 1 shows the degree of reliability of the three variables (authentic leadership, organizational agility and organizational citizenship behaviour) and to where the results show that all variables are greater than (0.70) and therefore are considered acceptable.

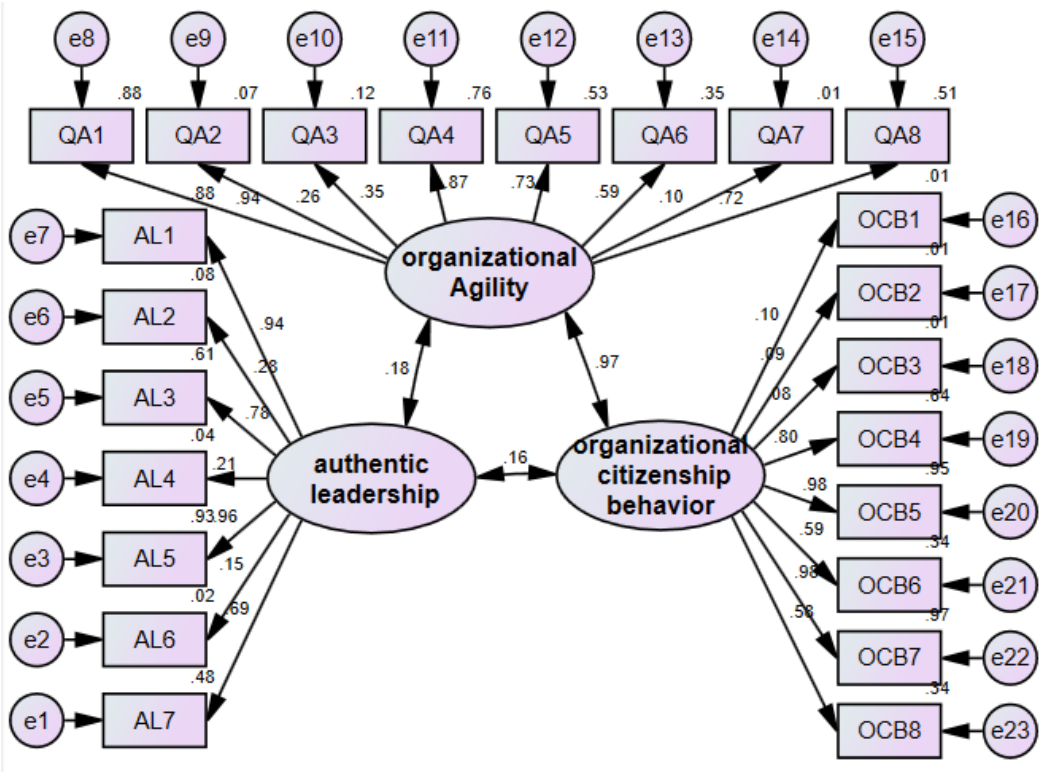

Figure 1: The Measurement Model Cfa For Relationship Between (AL,OA,OCB)

Figure 1 shows the test of the three variables (AL,OCB,OA) through the AMOSS program, the structured equation model, for the purpose of testing the hypotheses of the relationship between the three variables. The primary sources were relied upon in the standards adopted in AMOSS, according to (Hair Jr et al., 2010), The measurement of the impact factor for the three variables is shown, and in order for the results to be consistent with the approved standards (0.5) it needs to be modified, i.e. we notice that the impact factor for some paragraphs is less than 0.5, and this does not match the standards according to (Hair et al., 2017).We notice that the variable of authentic leadership, which is coding by (AL) (AL6,AL4,AL2) items It was less than 0.05 and therefore it was deleted. The organizational agility (QA) variable was delete (QA2,QA3,QA7) Items it was impact factor less than (0.05) .and the organizational citizenship behaviour (OCB) Therefore, it is necessary to re-measure the variables according to the results obtained.

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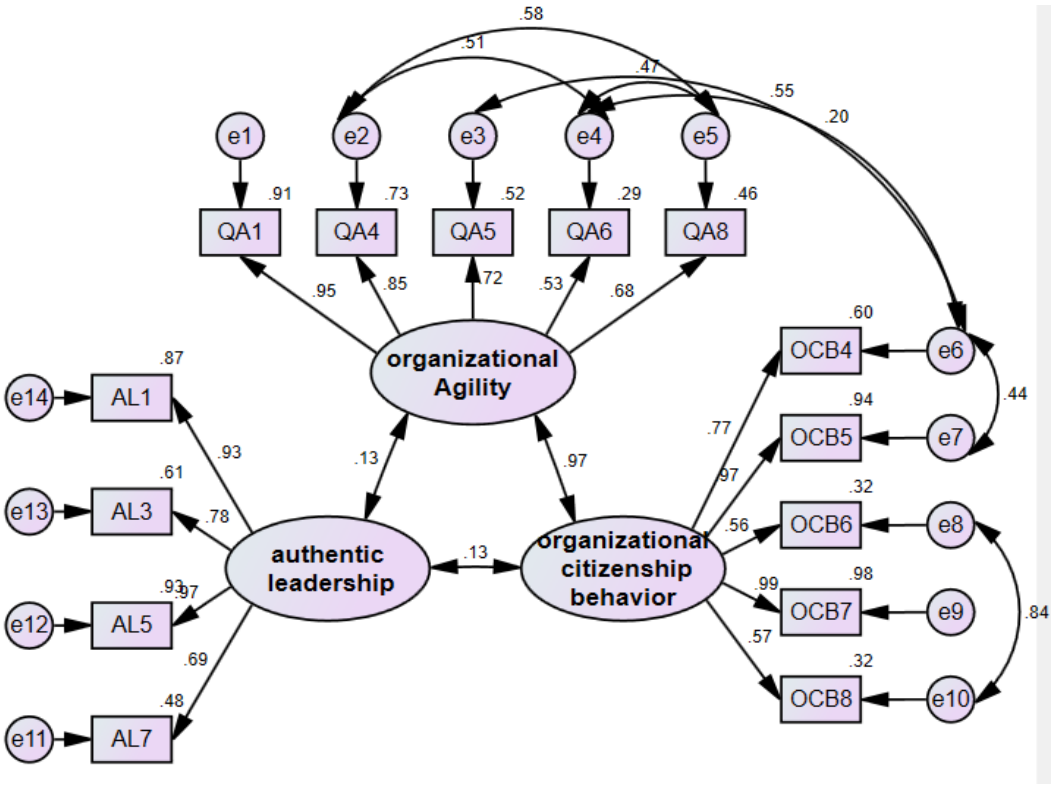

Figure 2: The Measurement Model Cfa For Relationship Between (Al,Qa,Ocb)

Through the second figure, which shows the measurement of the three variables through the AMOSS program, the structured equations model, and based on where it was shown that (CFI,IFI,GFI,COMIN/DF,RFI) All are acceptable percentages according to hair 2010 where CFI, TLI,IFI NFI more than 0.90 additionally P-value is (0.000) that show in table No.(2) and table No. 3 It is clear that the confirmation factor for all variables is consistent with the criteria that were determined by This shows that there is a strong positive relationship with a significant effect between authentic leadership and organizational citizenship behaviour, authentic leadership and organizational agility, and organizational agility and organizational citizenship behaviour. Through this, the three study hypotheses are considered to be achieved.

Table 4: Correlations Among Variables

		AL	QA	OCB
AL	Pearson Correlation	1	.704**	.679**
	Sig. (2-tailed)		.000	.000
	N	210	210	210
QA	Pearson Correlation	.704**	1	.788**
	Sig. (2-tailed)	.000		.000
	N	210	210	210
OCB	Pearson Correlation	.679**	.788**	1
	Sig. (2-tailed)	.000	.000	
	N	210	210	210

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**. Correlation is significant at the 0.01 level (2-tailed).

In addition to analyzing the data with AMOS, the variables were also tested in the SPSS program to test the relationship between the three variables. Table 4 shows that there is a strong relationship between the three variables, with a significant effect of the variables (AL-QA: .704**) (AL-OCB: .679**) (QA-OCB: .788**), P-value (0.000). Correlation is significant at the 0.01 level (2-tailed). Accordingly, all ratios are considered acceptable, and the three study hypotheses are considered fulfilled and acceptable, confirming the analysis results in the structural equation model. The hypotheses results showed thus:

1. Authentic leadership and organizational citizenship behaviour have a statistically significant relation ($p< 0.01$).
2. Authentic leadership and Organizational agility have a significant relation ($p< 0.01$).
3. Organizational agility and organizational citizenship behaviour have a significant relation ($p< 0.01$).

Table 5. Hypothesis Test Results, With P-Values Indicating The Strength and Significance of Each Relationship

Hypothesis	Path Coefficient	Value	Decision
H1	.523*	P<0.01	Supported
H2	.679**	P<0.01	Supported
H3	.704**	P<0.01	Supported
H4	.788**	P<0.01	Supported

It is clear from the results shown in the table that the criteria (IFI ,CFI, TLI, NFI) all value more than 0.90 are among the approved criteria according to (Hair et al., 2017)and thus the results show that the mediating variable, organizational agility, affects the relationship between the independent variable, authentic leadership, and the dependent variable, organizational citizenship behaviour. In addition, the results show that there is a strong relationship between authentic leadership and organizational citizenship behaviour at the level of (.679**), and this achieves the second hypothesis.The results in the table above show a strong relationship between authentic leadership and organizational agility at the degree (.704**)shown in Table 5 . This supports and fulfills the third hypothesis. In addition, the results showed that the mediating variable, organizational flexibility, plays a major role in influencing the relationship between the independent variable, authentic leadership, and the dependent variable, organizational citizenship behavior.

According to the study of Sri Ramalu and Janadari (2022), the mediating variable, psychological capital, partially impacts the relationship between authentic leadership and positive citizenship behavior. The study showed that psychological capital was the mediating variable and that its effect was partial and not total.

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Oğuz (2010) focused on the relationship between leadership style and positive citizenship behaviour. His study included taking a sample of school principals and employees. The results showed that there is a positive relationship between authentic leadership and positive citizenship behavior.

Iqbal et al. (2018) examined the impact of authentic leadership on citizenship behaviour and the impact of the mediating variable, social responsibility. The results showed that the three variables—authentic leadership, social responsibility, and citizenship behaviour—have a positive impact on the banking sector.

Bottomley et al. (2016) tested the relationship between transformational leadership and organizational citizenship behaviour in the public and private sectors and the extent of transformational leadership's impact on organizational citizenship behaviour in terms of the performance of employees in the public and private sectors.

It is evident from previous studies that they did not focus on testing organisational agility in the relationship between authentic leadership and organisational citizenship behaviour. Therefore, this study came to fill the gap by focusing on organisational agility as an intervening variable. In addition, the variables were tested on a vital sector, which is the electric power sector. Due to the lack of studies that shed light on this sector, it was highlighted in this study.

. **Recommendations**

1- Increasing interest in electrical energy through scientific research, courses and training
2- Focus on the authentic leadership style as it is considered one of the basic elements for the success of the organization
3- Focus on organizational agility by holding educational seminars that contribute to its knowledge as a concept and its importance for administrative work
4- Conducting other research in the field of electrical energy in line with the technology and development witnessed by the world.

Conclusion

Today the world is witnessing a revolution of development, construction and modernity in various fields and areas. One of these fields is electrical energy. This study was conducted by workers in the Ministry of Electricity due to its great importance in our daily and practical lives. The method followed in this study is the quantitative approach in all and analysis of data. A random sample was taken from workers in the Ministry of Electricity and 250 questionnaires were distributed. The number of valid questionnaires for analysis was 210.

The questionnaire was designed based on previous studies and the data were analyzed using the SBSS program and the Amos Structural Equation Model (AEMOS) model 25 program. The results showed that there is a statistically significant relationship between authentic leadership as an independent variable and citizenship behaviour as a dependent variable. In addition, the mediating variable plays an important and effective role as it affects the relationship between authentic leadership and organizational citizenship behaviour.

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Appendix

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.914	.883	.932	.907	.932
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	38	295.624	67	.000	4.412
Saturated model	105	.000	0		
Independence model	14	3430.502	91	.000	37.698