ORIGINAL PAPER

THE IMPLICATIONS OF MANAGERIAL AND LEADERSHIP STYLES, AND ORGANIZATIONAL INNOVATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

Aim: This study analyses the implications of organizational management, leadership and innovation variables in the enhancement of organizational citizenship behaviors. **Methods:** It departs from the assumption that management, motivation, commitment, leadership styles, innovation and other relevant factors affect organizational citizenship behaviors. **Results:** The method employed links the analysis, description and reflection based on the theoretical and empirical literature review. The analysis results on management and leadership styles express appreciation to their employees and promote organizational citizenship behaviors to create an atmosphere of motivation to organizational innovation. **Conclusions:** It is concluded that organizational management variables enhance the self-efficacy of organizational members and the effectiveness of the organization involved in organizational citizenship behaviors. The work is original.

Key words: Leadership styles, motivation, organizational citizenship behaviors, organizational management variables

JEL codes: M14, O35, D23, D90, L20, D01

INTRODUCTION

Some variables enhance organizational citizenship behaviors in organizations. Organizations, in the scope of globalization, face many challenges in areas such as transformational leadership, organizational citizenship behaviors, motivation and the working environment [Cichorzewska and Rakowska, 2017]. Organizational citizenship behaviors increase the average level of organizational effectiveness by the enhancement and evaluation of their inducements for organizational members.

Organizational citizenship behavior, management capabilities and leadership styles are relevant for individuals in organizations by supporting organizational citizenship behaviors and providing organizational innovation and creativity, developing proposals, enhancing motivation and improving organizational performance. A sense of organizational responsibility in their contribution and participation towards the environment and society is linked to creating positive attitudes towards employers that are instrumental in strengthening relationships leading to the emergence of organizational citizenship behaviors.

Social exchange theory is limited to explaining the affective, cognitive and unconscious processes underlying the dynamic nature of organizational citizenship behavior. Relationships among the variables of ethical leadership, leader-member exchange and prosocial

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motivation are relevant to organizational citizenship behavior. Prosocial motivation is positively associated with organizational citizenship behavior [Kaplan et al., 2013]. Motivation in the work environment takes consideration of concerns and problems of communication aimed at improving organizational citizenship behavior. Work environment and personal predisposition are crucial elements for influencing organizational citizenship behaviors. Organizational support on organization citizenship behavior for environment, health and safety is mediated by perceived self-efficacy. Attitudes influence the adoption of organizational citizenship behavior environment, health and safety.

Organizational management and innovation support are predictors of organizational citizenship behavior. Supportive management theoretically improves organizational commitment and organizational citizenship behavior of workers. The permanent interaction between workers and management is related to supportive behaviors that foster organizational citizenship. Fatigue from organizational citizenship behavior depends on the perceived organizational support and team-members exchanges [Bolino et al., 2015]. When an organizational member perceives and experiences a positive influence, he or she returns the favor.

Positive relationships between managerial and leadership styles and organizational citizenship behavior through the mediation of employees' perceived organizational support and job satisfaction [Asgari et al., 2020] lead to efficiency in resource allocation and reduction of maintenance costs, provide the flexibility required to innovate in organizations.

This study is organized based on this assertion. It begins by analyzing the relationship of the managerial variables and continues with leadership styles leading to organizational innovation in their implications to organizational citizenship behavior.

MANAGERIAL VARIABLES IN THEIR RELATIONSHIP WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR

The instances and contexts of OCB as an ingratiation form of impression management practices of good actors. Organizations provide services to customers, with the quality of relationships between the workers and customers and other factors leading to organizational citizenship behaviors that become the main expressions in organizations because the contributions and challenges that ensure the improvement of management innovation. These behaviors can be explained by organizational, task and motivational characteristics.

Self-interest motives involve self-concern and impression management. Beliefs based on management and co-worker display other forms of OCB but caution OCB models of moderated and mediated causal structures [Masterson, 2011]. Perceived organizational support and social norms are considered predictors influenced by contextual factors. Organizational support and social norms have a mediation effect on organization citizenship behavior for the environment, health and safety.

Personal attitudes mediate between social norms and organizational citizenship behaviors related to environmental and health and safety issues. Practitioners require useful information on the factors determining organizational citizenship behavior to facilitate discussion perspectives concerning health, safety and environmental issues that occur in most organizations. Organizational citizenship behaviors for health, safety and the environment are related to general issues, climate change, regulations and the role of governments.

The antecedents and drivers of organizational citizenship behaviors for the environment, health, and safety (OCBHS) provide organizational management with knowledge and skills to support initiatives related to health, safety, and environment issues. Health, safe and environment attitudes, and personal self-efficacy are related organizational citizenship behaviors for health, environment and safety (OCBHES). Environmental awareness entails knowledge to protect natural environment with performing activities [Madsen and Ulhøi, 2001].

The workers' perception of supportive management demonstrates organizational commitment and organizational citizenship behaviors and organizational commitment. Perception of workers from organizational supportive management leads to demonstrating a response in terms of organizational

citizenship behavior and organizational commitment. Organizational citizenship behaviors are mediated by work commitment [Salanova et al., 2011].

Prosocial motivation is related to organization citizenship behavior. Organizational citizenship behaviors are established through prosocial motivations. Organizational citizenship behaviors and prosocial motivation include behaviors displayed by organizational members that are not recognized by any award system with the objective to depose self-motivations and support others. Organizational members pro-socially motivated are engaged in organizational citizenship behavior. Prosocial motivation behavior has a positive relationship with organizational citizenship behavior. Prosocial motivated has a positive correlation with employee citizenship behavior, and an ethical leadership mediates the relationship with minimal impact.

Prosocial motivation is driven by persons that are emphatic with the needs of others which promotes a discretionary culture. Prosocial motivation has an impact on organizational citizenship behaviors and organizational commitment. The relationship between prosocial motivation and organizational citizenship behavior is supportive. Organizational citizenship behavior is related to prosocial motivation. Prosocial motivation is concerned with the contributions of organizational members to others of preferred resources [Hu and Liden, 2015]. The evidence supports the relationship between prosocial motivation and organizational citizenship behavior. Organizational citizenship behavior is an adaptive and purposeful process influenced by motivation and governance. Prosocial motivation has a positive effect on citizenship behavior and organizational commitment.

There is a strong negative correlation between public service motivation and untheatrical behavior [Gans-Morse et al., 2020]. There is no direct, meaningful relationship between prosocial motivation and the dependent variable organizational citizenship behavior. Organizational citizenship behavior in public administration attempts to determine factors improving the efficiency of organizational members.

Prosocial motivation has a positive relation to organizational citizenship behavior. Between prosocial motivation and the dependent variable of organizational citizenship behavior, there is no direct meaningful relationship despite the indirect impact evident through the construct. There is a relationship between prosocial motivation and organizational citizenship behavior. The association of prosocial motivation and organizational citizenship behaviors is positively related [Kaplan et al., 2013].

LEADERSHIP STYLES

Leadership has a crucial role in facilitating initiative-taking behaviors such as organizational citizenship behavior. Siswanto et al. [2022] analyze the effects of behavioral leadership styles on encouraging organizational innovation and individual creativity to acquire core competencies aimed at meeting the organizational performance. Ullah et al. [2021] investigate the role of leadership styles on organizational citizenship behavior for the environment, referring to organizational environmental practices not demanded, awarded and recognized by organizations and mediated by self-efficacy and psychological ownership. Organizational innovation and environmentally friendly behavior led employees that need to support organizational inclusive leadership to execute innovative behaviors. The interactions between inclusive leadership impact organizational citizenship behavior for the environment.

The different leadership styles are related to organizational citizenship behaviors such as attributional charismatic leadership, transformational leadership [Jiao et al., 2011] – shared leadership and developmental leadership. Transformational leadership behavior is related to organization citizenship behaviors. Alhashedi et al. [2021] investigate the mediating effect of organizational citizenship behavior in the relationship between transformational leadership behavior and organizational performance and the relationship between psychological ownership, working environment, employee involvement, incentives, employee motivation and organizational performance. Organizational performance incudes the dimension of organizational innovation.

The acceptance of leadership exhibits positive organizational behaviors and encourages.

Organizational support theory explains the mediation effect of perceived organizational support (POS) on the relationship between ethical leadership and organizational citizenship behavior as well as the moderating effect of ethical dissimilarity [Tan et al., 2019]. Hanaysha et al. [2022] found that ethical and servant leadership styles have a significant positive effect on organizational citizenship behavior and employee creativity and that organizational citizenship behavior mediates the linkages between servant and ethical leadership styles and employee creativity.

The nature of ethical leaders plays a role in muddling effectiveness, reinforcing organizational citizenship behaviors and promoting ethical behaviors. The notion of organizational citizenship behavior is traced back to Katz [1964], who considered it to be a set of discretionary behaviors essential for organizational effectiveness. Organizational citizenship behavior of members is the relationship with organizational effectiveness in the workplace. Organizational citizenship behavior has an effective function in the working place where employees perform beyond the claim of duty.

Perceived self-efficacy partially mediates organizational support on organizational citizenship behavior for the environment, health and safety. The perceived self-efficacy has a positive relationship with the adoption of organizational citizenship behaviors for the environment, health, and safety. Organizational members helping colleagues beyond the accepted levels of punctuality and personal attendance aimed to attend higher levels of efficiency, productivity, customer satisfaction, etc. Organizational citizenship behavior facilitates employees in the tourism and hospitality industry to behave beyond the ethical role, encouraging the workers to become serious citizens and behave effectively in the organization.

Perceived organizational support is an antecedent of organizational citizenship behavior that have an impact related to the environment, health and safety and is mediated by perceived self-efficacy. Firms leverage this factor by selecting and hiring the right people with conscious attitudes towards specific objects and self-efficacy. Organizational citizenship behavior has some predictors in relation to health, safety and environmental issues in the organizational complexity of multinational enterprises and is related to perceived organizational support, self-efficacy, attitudes and social norms.

Perception of organizational support on organizational citizenship behavior is related to social exchange relationship and determined by the effect of perception of organizational support on self-efficacy. Citizen behaviors are influenced by a social exchange relationship development between organizational members.

Problems, opportunities and challenges confronted by organizational members in which organizational citizenship behavior is a predictor of organizational effectiveness. Research on organizational citizenship behavior has effects on organizational effectiveness through the lubrication of social machinery to increase resilience and flexibility through unforeseen contingencies. A process-oriented behavioral model focusing on the generative mechanisms and organizational contingencies was proposed by Argote and Greve [2007] that lies at the core of the behavioral perspective.

The leadership style has a mediating role in the relationship between prosocial motivation and organizational citizenship. Prosocial motivation of organizational members cast ethical leadership to moral agents, assist them in the execution of tasks and influence leadership [Yam et al., 2019].

ORGANIZATIONAL INNOVATION

Among other organizational-level variables that increase organizational innovation and organizational citizenship behavior is the cooperative culture, while organizational management support decreases them. Cooperative organizational culture is associated with innovative behavior and organizational citizenship behavior. The association of helping behavior in the workplace and organizational citizenship behaviors influence innovative behavior [Danaei and Iranbakhsh, 2016]. The innovative work of innovative behavior contributes to knowledge as part of organizational citizenship behavior.

Organizational citizenship behavior is a predictor that can influence the organization to become innovative and provides many benefits to employees in the

hospitality industry. Organizational support is associated with innovative behavior and organizational citizenship behavior. Organizational factors support innovative behavior and organizational citizenship behaviors only explained by the perceived organizational behavior (POS) theory. Positive factors such as organizational support increase the innovative behavior and organizational citizenship behaviors.

Organizational support is a moderator of autonomy, role conflict and positive supportive management effects on organizational citizenship behavior and innovative behavior. Support of organizational autonomy provided to organizational members to improve their strength. Self-efficacy and other personal resources mediate the relationships between autonomy and organizational citizenship behaviors. Studies on innovative behavior and organizational citizenship behavior have been conducted in the public and private sectors that deal with research subjects and topics [Al-Hawari et al., 2019]. There is a positive influence of autonomy and supportive management in organizational citizenship behavior and innovative behavior.

Innovative behavior and organizational citizenship behavior are linked to entrepreneurial and rule-bending activities broadening the managerial vision to facilitate innovation behavior. Cooperative organizational culture facilitates the emergence of organizational citizenship behaviors and innovation behaviors which are influenced by the capacity of change management. Change management capacity is associated with innovative behavior and organizational citizenship behavior.

Public service motivation is associated with organizational citizenship behavior and innovative behaviors. The effect of public service motivation increases with the lack of organizational support. Public service motivation has a weakening effect on innovative behaviors and organizational citizenship behaviors when there is a lack of organizational support. Public service motivation increases innovative behavior and organizational citizenship behaviors. Circular purchasing is an innovative process that requires regulations, and facilitated by engagements in proactive and risk-taking behaviors, organizational support and resources.

The support perceived by workers from organizational management leads to responses in terms of organizational citizenship behaviors and organizational commitment. Workers tend to perceive from organizational supportive management and respond in terms of organizational citizenship behaviors and organizational citizenship. The support perceived by workers from organizational management leads to responses in terms of organizational citizenship behaviors and organizational commitment. Workers perceive organizational management support as leading to a response on organizational citizenship behavior and organizational commitment.

Supportive management mediates relationships between prosocial motivation and organizational citizenship behaviors. Prosocial motivation has a positive relationship with organizational citizenship behavior mediated by managerial support. There is a positive relationship between prosocial motivation and organizational citizenship behavior mediated by supportive management. Prosocial motivation behavior has an impact on organizational citizenship behavior and organizational commitment coordinated with supportive management.

Prosocial motivation impacts organizational citizenship behavior and organizational commitment with a mediating role of managerial support. The relationship between prosocial motivation is positively related to organizational citizenship behavior mediated by management support [Kaplan et al., 2013]. Management support has a mediated role on the relationship between the prosocial motivation and organizational citizenship behavior. There is no direct relationship between prosocial motivation and the dependent variable organizational citizenship behavior as evidenced by the construct managerial support. Prosocial motivation has an impact on organizational citizenship behaviors and organizational commitment of workers mediating managerial support.

Workers involved in citizenship behavior respond to supportive organizational management. Workers supported by their management are motivated and pay back by demonstrating organizational commitment and organizational citizenship behaviors. The involvement of workers in organizational citizenship behavior

responds to organizational managerial support. The involvement of employees must be achieved through formal roles and the development of organizational citizenship behavior. The workers who receive support from management are motivated and pay back by demonstrating organizational citizenship behaviors and organizational commitment.

Workers involved in citizenship behaviors responded to supportive organizational management to positively predict organizational citizenship behaviors. Workers supported by management are motivated to pay back by demonstrating organizational citizenship behaviors and organizational commitment. Workers involved in citizenship behavior respond to supportive management.

Management support is a predictor of organizational citizenship behavior. Management support motivates the workers who pay back the organization with organizational citizenship behaviors and organizational commitment. Involved workers responding to managerial support with predicted organizational citizenship behaviors positively. Organizational support management encourages prosocial motivation spurring organizational citizenship behavior. Managerial support is a mediator of the association between prosocial motivation and organizational citizenship behaviors. Prosocial motivation is associated to supportive behaviors by managerial and Organizational Citizenship Behavior. Managerial support is a mediator of the relationship between prosocial motivation and organizational citizenship behavior.

Prosocial motivation is associated with supportive managerial behaviors and organizational citizenship [van der Voet et al., 2017]. There is a relationship between managerial support and organizational citizenship behavior. Managerial support and organization citizenship behavior are variables related to organizational commitment. Managerial support is mediating the meaningful relationship between prosocial motivation and organizational citizenship behavior. Supportive management mediates the relationship between prosocial motivation and organizational citizenship behavior. The relationship between prosocial motivation is not directly significant as regards the independent variable organizational citizenship behavior, although this indirect impact of prosocial

motivation is evidenced through the managerial support construct.

The indirect impact of prosocial motivation is checked through the construct of supportive management [Kaplan et al., 2013]. There is no direct relationship between prosocial motivation and the dependent variable organizational citizenship behavior, although the indirect impact of prosocial motivation is conducted through the construct of supportive management.

Non-explicit motives are responsible for demonstrating citizenship behavior through social values, organizational concerns and impression management. Managerial support mediates the relationship between prosocial motivation and organizational commitment and citizenship behavior. Supportive management mediates the association between prosocial motivation and organizational citizenship behaviors. Supportive management and prosocial motivation lead to organizational behaviors. Prosocial motivation exerts a positive influence on citizenship behavior in working environments.

Studies of public management on organizational innovation and organizational citizenship behavior are frequently less than in the private sector. Public service motivation in cross-level effect, with a lack of organizational support change management capacity, does not significantly affect organizational citizenship and innovation management but may have indirect effects with other factors.

Task characteristics and the level of motivation explain innovative behavior and organizational citizenship behaviors.

CONCLUSIONS

Management and leadership styles should express appreciation to their employees and promote organizational citizenship behaviors to create an atmosphere of motivation for organizational innovation.

The research contributions to the literature of organizational citizenship behavior must be evaluated considering the study limitations. A cooperative organizational culture nurtured and supported by workers is an imitative positively evaluated to improve the institutional support

and extrinsic motivation towards innovative behavior and organizational citizenship behavior. Workers supported by organizational management are motivated to pay back in terms of organizational citizenship behavior and organizational commitment. Workers can exhibit organizational citizenship behavior if they have the appropriate motivational incentives. There is a strong positive correlation between organizational citizenship behavior and incentives.

Psychological ownership is closely linked to organizational citizenship behavior that cannot be separated. Psychological ownership is the state of mind that develops the feelings of belonging toward the target object, positively sharing and endeavoring for successful achievement. The sense of psychological ownership of an organization leads to organizational psychological attachment as the root of organizational citizenship behavior. There is a positive correlation between organizational citizenship behavior and organizational psychological ownership. Psychological ownership influences organizational citizenship behavior among workers.

A positive relationship between prosocial motivation and organizational citizenship behavior is mediated by supportive management. Prosocial motivation has an impact on organizational citizenship behaviors and organizational commitment. The relationship between prosocial motivation and organizational citizenship behavior is supported. The relationship between prosocial motivation and organizational citizenship behavior is mediated by supportive management. Prosocial motivation is positively associated with organizational citizenship behavior. Prosocial motivation has an impact on the workers' organizational citizenship behavior.

Management support has a mediating role between organizational citizenship behaviors and organizational commitment. Supportive management mediates the relationship between prosocial motivation and organizational citizenship behavior. Supportive management of operations enhances organizational commitment and organizational citizenship behavior.

The role of leadership styles should be studied in the future regarding the enhancement of organizational citizenship behavior for the environment.

Cooperation between leadership and followers is critical for the achievement of organizational goals. The leader-member exchange with employee citizenship behavior. Prosocial behavior is a mechanism through which ethical leadership and leader-member exchange has its effects on organizational citizenship behavior. Voluntary practices of engaged leadership in organizational citizenship behaviors have implications for values, actions and behaviors of workers.

A complex process mechanism underlies a relationship between organizational citizenship behaviors and humble leadership. Humble leadership style characteristics in promoting organizational citizenship behavior has practical implications in learning more knowledge from training projects. More knowledge is needed about the boundaries of the relationship between humble leadership and organizational citizenship behavior. The complex process mechanisms underlie the relationship between humble leadership and organizational citizenship behaviors.

Organizational ethics and standards result in the practice of organizational citizenship behavior. Ethical leadership and leader-member exchange are sequentially mediators of associations among organizational citizenship behavior and prosocial behavior. Organizations give support to the members if the form of leadership and co-worker support; they respond reciprocally to the supervisors and co-workers. Organizational members involved in citizenship behaviors are ethically grateful to reciprocate and give back to the organization the quality leadership.

Future research on the mechanisms related to perceived organizational discretionary environmental behaviors in the relationship between spiritual leadership and organizational citizenship behavior for the environment. Future organizational environments may change the innovative behaviors and organizational citizenship behaviors as extra role behaviors.

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IMPLIKACJE ZMIENNYCH ZARZĄDCZYCH I PRZYWÓDCZYCH ORAZ INNOWACJI ORGANIZACYJNYCH DLA ZACHOWAŃ OBYWATELSKICH W ORGANIZACJI

STRESZCZENIE

Cel: Niniejsze badanie analizuje znaczenie zarządzania organizacją, przywództwa i innowacji dla wzmacniania zachowań obywatelskich w organizacji. Wychodzi od założenia, że zarządzanie, motywacja, zaangażowanie, style przywództwa, innowacyjność i inne zmienne istotne mają wpływ na zachowania obywatelskie organizacji. **Metody:** Zastosowana w pracy metoda badawcza łączy analizę, opis i dedukcję na podstawie przeglądu literatury teoretycznej i empirycznej. **Wyniki:** Wyniki analizy stylów zarządzania i przywództwa wyrażają uznanie dla swoich pracowników i promują zachowania obywatelskie organizacji w celu stworzenia atmosfery motywacji do innowacji organizacyjnych. **Wnioski:** Na podstawie wyników badania stwierdzono, że zmienne zarządzania organizacją zwiększają poczucie własnej skuteczności członków organizacji oraz efektywność organizacji zaangażowanej w organizacyjne zachowania obywatelskie.

Słowa kluczowe: style przywództwa, motywacja, zachowania obywatelskie w organizacji, zmienne zarządzania organizacją