

Effect of Visionary Leadership on Organizational Citizenship Behavior: The Moderation Role of Organizational Flexibility

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Abstract: This study attempts to investigate the effect of visionary leadership on Organizational Citizenship Behavior (OCB) in the Basrah Oil Company (BOC) in regard to employees' cooperation with others. During a visit in two organizations, 287 employees completed a survey measures cognitive capital and OCB in structured way, and uses it for the research design karayolların quantitative. Multiple Regression was used for testing the assumed relationships among variables and if organizational flexibility mediates between visionary leadership and OCB? The results demonstrated that VL behaviors, namely communication, employee feedback, and top management goal congruence, were weak predictors of OCB, explaining only 1% of the variance in employee helping behaviors. This is to say that leadership is barely an influence in promoting staff cooperation at BOC. Surprisingly, unlike an H2 prediction, organizational adaptability did not mediate visionary leadership's relationship with OCB, suggesting that other drivers might represent a stronger punishment for employees' cooperation.

The findings of this study demonstrate the requirement for a reexamination of leadership practices in BOC, while the promotion of organizational resilience should be a focus to drive OCB. The research highlights the need to investigate the relationship of different leadership styles, organizational flexibility, and OCB so that more effective means for enhancing teamwork and efficiency in dynamic and uncertain contexts such as energy may be developed. While some of its manifestations are well documented, the present article provides a fresh insight into the characteristics of such leadership, by examining the particular dynamics of it in a leading energy company of the region: the importance of leadership as central figure in addressing a complex and highly troubled with instability and future.

Key words: Organizational Citizenship Behavior, Organizational Resilience, Visionary Leadership.



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Introduction

In the dynamic context of corporate organizational leadership, organizational resilience has garnered significant attention due to its immense impact on organizational performance and

outcomes (Mendiratta & Srivastava, 2023). Visionary leadership has emerged as a highly revered style, known for its ability to navigate changes and cultivate organizational commitment and foster creativity. The strategic guidance of visionary leadership is crucial to mobilize people towards achieving long-term organizational goals and objectives in a coherent and convincing manner (Candrasari et al., 2023). The significance and need for visionary leadership in the corporate world remain paramount, especially in the wake of constant shifts in the market and innovation. The presence of this leadership style in organizations that require change and innovation to operate effectively, compete, and thrive in their respective sectors is essential (Widodo et al., 2023).

Although extensive research has been conducted on the overall impact of visionary leadership, there is a notable gap in research examining its specific impacts on organizational behavior, which assesses employees' voluntary support intended to help organizational goals (AlMazrouei et al., 2024). This research gap is starkly relevant in the context of Basrah Oil Company (BOC), a leading company in the volatile energy sector. Given the sensitive and uncertain status of the oil sector, effective leadership is crucial for anticipating and addressing future challenges to steer the organization in the right direction and motivate employees (Mohammed & AL-Abrow, 2023). Therefore, determining the impact of visionary leadership on organizational behavior is both pertinent and timely (Adigwe, 2024).

Based on the previous discussion, the present study aims to accomplish two purposes: To evaluate the level of visionary leadership at BOC, in relation to employees' organizational behavior. Secondly, to investigate the moderating role of organizational flexibility on the relationship between visionary leadership and organizational behavior. A few pivotal research inquiries arise from this, namely (1) what is the effect of visionary leadership on organizational patriotism of employees of BOC? (2) Does organizational resilience moderate the relationship between visionary leadership and organizational citizenship behavior at BOC? The importance of this work goes beyond the academic contribution. For BOC, insights may be used to develop leadership programs and strategic ambitions, ensuring that leadership practices are as optimal as necessary for the company's target of a proactive and highly collaborative workforce (Abu Nasra, 2020). This story is from an original research piece that will contribute to the organizational behavior and leadership literature with empirical evidence from the energy sector. Abstract: A visionary leadership has a high-level understanding of the relationship between theory and practice (Li et al., 2022; Lichtenstein, 1996; Rakestraw & Hurst, 2021). This motivation ultimately will allow this study to give other organizations either theoretical or practical insights that they can use to improve upon their own leadership effectiveness and organizational performance.

Theory and hypotheses

This section provides a rationale for the selection of variables and to develop hypotheses to be tested.

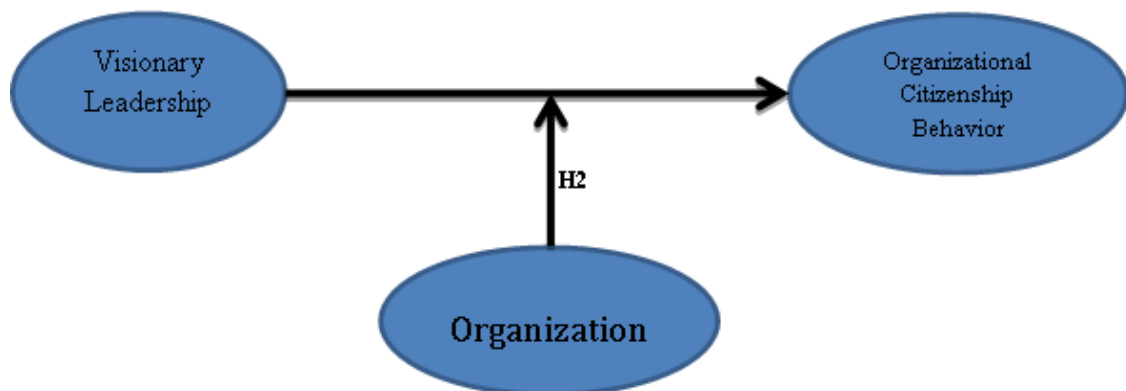


Figure 1. Study model

Visionary Leadership and OCB

It involves seeing the way ahead, the thrilling new paths and possibilities, and drawing the employees to meet the ambitious targets Batista-Fujit et al. (2021) note that visionary leaders not only provide direction, but also foster commitment to organizational values. The leadership style is critical in rapidly changing environments to effectively manage and drive organizational goals. The scale of such leadership comprises: commitment to core spiritual values, strong moral and spiritual principles, ambition-driven vision (Khan et al., 2023). Kariuki, (2021) another significant dimension referred to as clarity and inspiring vision—the ability to articulate a clear and inspiring future that excites and motivates employees. In addition, visionary leadership inspires respect and empowers relationships which foster an environment in which employees feel rightly placed through supportive interactions (Hai et al., 2022). Finally, visionary leadership ensures innovation and boldness at work that encourage creative thinking and the employees are not afraid to take calculated risks to achieve organizational goals (Carpenter-Hubin & Snover, 2022).

Organizational citizenship behavior (OCB) is an informal behavior performed by the employees for making the organization function for efficiency but it is not directly being rewarded through the formal reward system. This type of behavior can improve the organization social and psychological climate in a positive work environment. Some components of organizational citizenship behavior include: Altruism: I help others complete their work and offer assistance when needed without compensation in any form. Courtesy: being courteous when dealing with coworkers reduces friction and promotes goodwill and harmony in the workplace. Civic virtue: activities that benefit members of the organizational community, such as attending meetings and serving on one or more committees. Sportsmanship: focusing on a positive outlook even when something is not working, and not complaining or becoming a nuisance to the organization. Chen et al. (2020) describe this list of behavior in terms of the ways in which they build an individual and organizational capabilities. Although researchers have studied how transformational and transactional leadership associates to organizational behavior (Higgins, Nakayachi, & Norrick, 2018), visionary leadership particularly under the volatile oil and gas environment has not been considered enough

Leadership behavior, especially visionary leadership, has been reported to increase organizational citizenship behavior among employees in organizations (Podsakoff et al., 1996) (Kirkpatrick, 2004). Another study found that there is a positive and significant effect of visionary leadership on organizational citizenship behavior among employees in both the public and private sectors (Widodo, 2021) Therefore, we can hypothesize that;

H1: Visionary leadership positively influences organizational citizenship behavior among employees

Organizational Flexibility

Unlike OCB, Organizational flexibility is the ability of the organization's structure and processes to respond to the internal and external changing environment. Flexibility in the form of environmental flexibility has especially now become a crucial element for organizations, in “slow-changing” industries like oil and gas, aiming to adapt to market and physical environmental changes in a rapid manner. Organizational flexibility, therefore, can be categorized into three types: Structural Flexibility: the extent to which organizational mechanisms can change over specific periods without severe performance decreases. This flexibility enables the reconfiguration of resources and processes to suit emerging needs in a relatively short period (Madsen, 2024). Operational Flexibility: the ability of an organizational system to adapt effectively to changes in the environment that affect its functionality while avoiding disruptions (Karman, 2020). Strategic Flexibility: the flexibility within the strategic planning processes for change management enables

the organization to shift or transform strategic direction courses without much disturbance (Sony, Antony, & Mc Dermott, 2023). A study by de Geus et al. Gift et al (2020) propose leadership, as central, and that OCB and flexibility are encouraged. Effective leadership may improve the change capacity of the organization and the willingness of employees towards citizenship behaviors.

Leadership style is considered as the major factor that affect people attitude and organization performance in crisis (Teo et al. 2017) and, resilience has positive relationship with positive employee attitude and behavior and performance, such as OCB (Paul et al. 2021). Findings of one study revealed that resilient behaviors were positively and significantly predicted by empowered leadership, which is consistent with both proactive personality and optimism. Moreover, optimism moderated the relationship between contingent reward leadership and employees' resilience (Nguyen et al., 2016).

Therefore, we can hypothesize that;

H2: The positive relationship between Visionary leadership and organizational citizenship behavior at work will be stronger

Methods

Respondents and procedure

The investigation was carried out in Basrah Oil Company (BOC) fields, in southern Iraq. A representative sample of approximately 300 workers was drawn from the total population of 1300 workers in accordance with the procedures outlined by Morgan (1970). A total of 305 questionnaires were distributed, out of which 287 (94.1 per cent) were fully completed and returned. For the questionnaire survey it was translated into Arabic as well as possible to exclude any misunderstandings among all members. Content validity of the instrument was carefully preserved during translation. The final questionnaire contained 40 items reflecting the key variables of the study.

Measures

A description of each of the different measures, used in this study, to measure the variables is given below:

- **Visionary Leadership:** The scale includes 16 items divided into four dimensions, namely, commitment to core spiritual values, clarity and inspiring visions, respectful and empowering relationships, and innovation and boldness in action (Stoner, 1988).
- **Organizational Flexibility:** It was measured by 12 paragraphs divided into three dimensions, such as, structural flexibility, operational flexibility, and strategic flexibility, (Shukor et al., 2021).
- **Organizational citizenship behavior (OCB):** It includes 12 items divided into three organizational dimensions, including: altruism, courtesy, and civic virtue (Chen et al., 2020). This scale has been tested by a similar Oil company which produced the coefficient of Cronbach's alpha ($\alpha = 0.78$).

Data Analysis

Data collected for about study will be analyzed using SPSS, leveraging its capabilities for complex statistical procedures. Initially, descriptive statistics will outline the demographic details of participants and summarize key variables. The analysis will then proceed in two main stages: testing direct effects and interaction effects.

Direct Effects: Visionary Leadership will relate positively with OCB (Direct Effects). Multiple regression analysis will be used to assess the strength and direction of relationship between visionary leadership and OCB

Interaction Effects: Regression models will also be used, with interaction terms added in order to evaluate the hypothesized moderating role of organizational flexibility on the visionary leadership-OCB relationship, thereby helping to clarify the role of flexibility on the effectiveness of leadership.

Moderation Analysis: The moderation analysis will allow for a deeper understanding, specifically in how the best form of visionary leadership is changed by organizational flexibility in the performance of OCB through the moderation analysis will employ the PROCESS macro by Hayes.

Statistical Significance: The significance level for all the tests will be set at 0.05 to witness the statistically significant associations and deliver reasonable confidence on the hypothesized synergistic and direct effects [38, 39]. By defining the conditions of effectiveness of visionary leadership when it promotes OCB, this structured thinking accentuates the role of flexibility as a moderator.

Results

This study is aimed at investigating visionary leadership and Organizational Citizenship Behavior (OCB) at Basrah Oil Company (BOC). The study particularly explores the concept of organizational flexibility in this regard. For the purpose of analysis, surveys of 287 workers were used and analyzed using descriptive statistics, simple and multiple regression, and moderation analysis. The purpose of the analysis was to examine the impact of leadership practices on BOC employee organizational effectiveness through research hypotheses developed through the literature (BOC, 2013a, 2013b; Saintilan & Schreiber, 2023).

Descriptive Statistics

Table 1. Descriptive statistics of study variables

Table 1. Descriptive Statistics

	N	Min	Max	Mean	S.Dv
Visionary Leadership	287	1.12	4.59	3.0117	.63671
OCB	287	1.50	5.00	3.1141	.77285
Organizational Flexibility	287	1.00	4.55	2.8347	.76444

It is clear from Table 1 that the mean score for Visionary Leadership among the employees of Basrah Oil Company (BOC) was 3.01 and the standard deviation was 0.6367, which suggest a moderate fluctuation in the perception of leadership practices. The scores varied from 1.12 to 4.59, which shows that the responses are pretty evenly spread out (N = 287). The average score of OCB was 3.11 with a standard deviation of 0.77, moderately high positive role for employee citizenship behaviors. Responses ranged from 1.50 to 5.00 (N = 287). The overall score for Organizational Flexibility was 2.83 (SD = 0.7644) suggesting a moderate level of flexibility in the organizational structure. The scores were between 1.00 and 4.55 (n = 287).

Validity and Reliability:

Confirmatory Factor Analysis (CFA) was used to test the validity and reliability of the measurement tools in this research. Convergent validity Convergent validity was examined for the sub-dimensions (latent variables) to investigate their capability of operationalization and construction of a construct, which suggests by Hair et al. (2017). Convergent validity indices were

as follows: (1) FL for each items > 0.50 (preferably > 0.70) and (2) Average Variance Extracted (AVE) > 0.50 (Hair et al., 2010).

In terms of reliability, what the study tested is repeatability — whether use of the measuring device would give the same result if the test were repeated under identical circumstances. The Composite Reliability (CR) and Cronbach's Alpha coefficients are estimated to check it by CFA. Table 2 shows that in the internal consistency and reliability, both CR and Cronbach's Alpha surpassed 0.70 to ensure the scales had these properties.

Table 2. Validity and Reliability

Variables	Factors	Items	Factor loading	Average variance extracted (AVE)	Composite reliability	Cronbach's alpha
Visionary leadership	commitment to core spiritual values	Ccs1	0.889	0.685	0.856	0.825
		Ccs2	0.786			
		Ccs3	0.820			
		Ccs4	0.812			
	clarity and inspiring visions	Civ1	0.915	0.663	0.839	0.834
		Civ2	0.742			
		Civ3	0.856			
		Civ4	0.728			
	respectful and empowering relationships	Rer1	0.889	0.685	0.856	0.825
		Rer2	0.786			
		Rer3	0.820			
		Rer4	0.812			
	innovation and boldness in action	Iba1	0.856	0.609	0.791	0.811
		Iba2	0.728			
		Iba3	0.742			
		Iba4	0.788			
Organizational flexibility	structural flexibility	Suf1	0.826	0.662	0.838	0.798
		Suf2	0.823			
		Suf3	0.861			
		Suf4	0.739			
	operational flexibility	Opf1	0.878	0.733	0.889	0.903
		Opf2	0.859			
		Opf3	0.839			
		Opf4	0.848			
	strategic flexibility	Saf1	0.785	0.612	0.794	0.708
		Saf2	0.755			
		Saf3	0.858			
		Saf4	0.725			
Organizational citizenship behavior	Altruism	Alt1	0.803	0.700	0.867	0.815
		Alt2	0.983			
		Alt3	0.721			
		Alt4	0.818			
	Courtesy	Cou1	0.760	0.539	0.716	0.885
		Cou2	0.693			
		Cou3	0.771			
		Cou4	0.710			

	civic virtue	Civ1	0.791	0.552	0.731	0.802
		Civ2	0.771			
		Civ3	0.717			
		Civ4	0.687			

The last conclusions we can draw from the results showed in the table above are:

1. The saturations of the questions of the independent variable (Visionary leadership) exceeded the acceptable limit (≥ 0.50) and the average variance extracted (AVE) for the independent variable was above the acceptable limit (≥ 0.50). This shows that the indicators of the converging validity of this variable were achieved well. And when it comes to the stability value of this variable reached (0.70), it exceeds the required score.
2. Saturations of questions of dependent variable (Organizational flexibility) are beyond the acceptable limit (0.50) and the extracted average variance AVE of variable also exceeded limit accepted (0.50). This indicates that the indicators for convergent validity had been satisfied for this variable. Furthermore, this variable is well above the stability threshold of (0.70).
3. The summations of the items of the reflective construct (i.e., Organizational citizenship behavior) were above the standard acceptable threshold (0.50), and AVE, i.e., average variance extracted for the construct crossed the upper limit (0.50) as well. That is, the convergent validity indicators of this variable were obtained. Also, the stability value of this variable is (0.70), therefore it exceeded the threshold.

Testing hypotheses

The theoretical model of this study consist of one Independent variable (Visionary Leadership), a dependent variable (Organizational Citizenship Behavior – OCB), and moderating variable (Organizational flexibility). The primary hypothesis and its associated sub-hypotheses were specifically explored within this model, and were tested using SPSS regression methods. Tables 3–5, and Tables 6–8, present the results of the first, and moderation hypothesis test respectively.

Table 3, Model Summary of First Hypothesis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.421 ^a	.177	.174	.70232
a. Predictors: (Constant), Visionary Leadership				

The result of regression analysis indicates that Visionary Leadership (VL) has a significant predictor for OCB among employees of Basrah Oil Company. This means that by adopting visionary leadership in the organization, **17.7%** of the variance in OCB could be explained, with an **R² value of 0.177**, which is a moderate influence. The F-statistic (**61.323, $p < 0.001$**) indicates that the full model is statistically significant.

Table 4, ANOVA of First Hypothesis

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.248	1	30.248	61.323	.000 ^b
	Residual	140.577	285	.493		
	Total	170.825	286			
a. Dependent Variable: OCB						
b. Predictors: (Constant), Visionary Leadership						

The regression coefficient for Visionary Leadership ($B = 0.511$, $p < 0.001$) indicates that a unit increase in visionary leadership translates into **0.511-unit increase** of OCB. This indicates a positive relationship, which implies that if workers are encouraged to communicate, define goals, and cooperate to accomplish common goals, they will engage in more voluntary and pro-social behaviors.

Table 5, Test first hypothesis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.576	.201		7.849	.000
	Visionary Leadership	.511	.065	.421	7.831	.000
a. Dependent Variable: OCB						

These results stress the significance of perceived visionary leadership in enhancing the levels of OCB and state that BOC can boost cooperative and proactive attitude in employees by enhancing leadership approach (Wang et al., 2019).

Table 6, Model Summary of Second Hypothesis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.438 ^a	.192	.183	.69846
a. Predictors: (Constant), Interaction_VL_Flexibility, Visionary Leadership, Organizational Flexibility				

Thus, this led to moderation analysis to check the role of organizational flexibility in moderating the OCB impact of visionary leadership. This shows a moderate overall model, $R = 0.438$ and $R^2 = 0.192$. Visionary Leadership and Organizational Flexibility with its interaction together explains 19.2% variation in OCB. From the ANOVA reader, it can be seen that the model is highly significant at the 0.05 level ($F(3, 283) = 22.389$, $p < 0.001$).

Table 7, ANOVA of Second Hypothesis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.766	3	10.922	22.389	.000 ^b
	Residual	138.059	283	.488		
	Total	170.825	286			
a. Dependent Variable: OCB_Mean						
b. Predictors: (Constant), Interaction_VL_Flexibility, Visionary Leadership, Organizational Flexibility						

When analyzing the coefficients, Visionary Leadership has a $B = 0.411$, however, it is not significant in this model at $p = 0.130$. Likewise, Organizational Flexibility was not a significant predictor of OCB ($B = 0.045$, $p = 0.876$) and the interaction term was between Visionary Leadership and Organizational Flexibility ($B = 0.025$, $p = 0.783$).

Table 8, Test Second Hypothesis

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.530	.839		1.823	.069
	Visionary Leadership	.411	.271	.338	1.517	.130
	Organizational Flexibility	.045	.291	.045	.156	.876
	Interaction_VL_Flexibility	.025	.092	.107	.275	.783
a. Dependent Variable: OCB						

These findings suggest that **Organizational Flexibility does not moderate the relationship** between Visionary Leadership and OCB. While Visionary Leadership per se has a positive impact on OCB (as seen in the previous analysis), Organizational Flexibility does not appear to enhance or reduce this effect (Warner & Wäger, 2019). This implies that in this organizational context, increasing flexibility does not significantly alter how visionary leadership influences employees' voluntary and supportive behaviors. Future research may need to investigate other potential moderators or conditions that might influence this relationship.

Discussion

Results of the regression analysis: The regression analysis result to support to Hypothesis 1 which men questions positive effect relational innovative leader on OCB in Basrah Oil Company-BOC. The results show that visionary leadership has a strong positive effect on OCB ($\beta = 0.511$, $p < 0.001$). This means that transformational leadership explains 17.7 percent ($R^2 = 0.177$) of the variance in OCB. The model is a statistically significant model indicated by the F-statistic ($F = 61.323$, $p < 0.001$). These findings suggest that in the presence of leaders with traits of vision, focus, communication, goal-orientation, and support, employees tend to exhibit extra-role behaviors such as taking on additional activities, helping colleagues, and exceeding their job requirements (Oberer & Erkollar, 2018). Accordingly, Hypothesis 1 is accepted, meaning that visionary leadership positively affects OCB at BOC.

H2 stating that organizational flexibility moderates the relationship between visionary leadership and OCB is not supported, however. While the significance of the overall moderation model ($R^2 = .192$, $F = 22.389$, $p < .001$) For this model, however, we did not find a significant interaction effect ($B = .025$, $p = .783$) between visionary leadership and organizational flexibility. Interactions noneffective on OCB Finally, the single predictor ($B = 0.045$, $p = 0.876$) was found to not impact OCB. The results indicate that organizational flexibility does not moderate the effect of visionary leadership on OCB (Knez et al., 2019) but it does not reject the total impact of visionary leadership on employee behavior. Finally, visionary leadership is directly and significantly related to OCB and no organizational flexibility is present as the moderating variable in the visionary leadership-OCB relationship in the context of BOC (Carrillo, 2019).

Conclusion and Suggestion

By this research it is validated that transcendent leadership has a direct positive impact on the OCB of employees of BOC. Leaders who demonstrate effective communication, establish high-performance goals, and create a sense of team are more likely to encourage voluntary, supportive behavior among employees, and such behavior contributes to greater organizational success (Lyness & Grotto, 2018).

The results highlight that the success of an organization significantly depends on visionary leadership, which will motivate personnel to put teamwork ahead of personal needs and formal

job descriptions. This underscores the importance for visionary leadership to solidify a collaborative culture that drives ongoing organizational success.

According to these findings, the study suggests that BOC and similar organizations invest specifically in a leadership development program that aims to develop visionary skills -such as strategic communication, goal-setting, and team inspiration. Moreover, future studies could examine more in detail how other types of leadership or organizational circumstances could moderate the relationship between OCB and performance.

From the above deliberation, BOC should also develop its own twinship development programs but with a leadership tinge. Leadership development must build the capacity to communicate a vision, create aspirational but attainable goals, and foster collaboration across organizational silos. While structural flexibility may not mediate leadership-OCB relationship, organizational leaders should deliberate on enhancing structural flexibility to better respond to the dynamic changes of an operating environment. Future research should investigate what other variables might exacerbate the leadership practices–OCB relationship (e.g., employee engagement, organizational culture).

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