Educational Administration: Theory and Practice
2024, 30(1), 6433-6444
ISSN: 2148-2403
https://kuey.net/

Research Article

The Psychological Mechanism Behind Leadership and OCB: Testing Self- Efficacy as a Mediator

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Citation: Dr. Viral Bhatt, et al (2024), The Psychological Mechanism Behind Leadership and OCB: Testing Self- Efficacy as a Mediator, *Educational Administration: Theory and Practice*, 30(1) 6433-6444
Doi: 10.53555/kuey.v30i1.9783

ARTICLE INFO

ABSTRACT

This research explores the influence of servant leadership, authentic leadership, and transformational leadership on Organizational Citizenship Behavior (OCB) within the Indian IT sector, incorporating self-efficacy as a mediating factor. The study involved gathering data from a cohort of 715 IT professionals situated in prominent cities of Gujarat, specifically Ahmedabad, Vadodara, and Anand. A quantitative research design was utilized, and data analysis was performed using ADANCO software via structural equation modeling (SEM) to examine both direct and mediated relationships. The findings reveal that each of the three leadership styles has a significant and positive impact on OCB, highlighting their ability to foster discretionary and constructive behaviors within the workplace. Furthermore, it was observed that self-efficacy played a partial mediating role in these dynamics, indicating that leaders who cultivate trust, ethical practices, and empowerment simultaneously bolster employees' confidence in their own abilities, which in turn promotes elevated levels of citizenship behavior. This investigation offers significant insights into the field of leadership by presenting a comparative examination of various leadership styles within a dynamic, knowledge-oriented sector. The significance of psychological empowerment is highlighted in its role in converting leadership effectiveness into favorable employee results. The results advocate for the adoption of leadership development programs that emphasize both behavioral characteristics and the improvement of employee self-efficacy. This study combines modern leadership theories with psychological concepts to provide a comprehensive insight into leadership effectiveness within the Indian IT sector.

Key Words: Servant Leadership, Authenticate Leadership, Transformational Leadership, Self- Efficacy, OCB, IT – Industry.

1. Introduction:

The swift advancement of digital technologies and the rise of globalization have reshaped the dynamics within organizations in the Indian IT sector, rendering employee engagement and voluntary contributions essential for sustaining a competitive edge. Organizational Citizenship Behavior (OCB), characterized by voluntary employee contributions that exceed formal job requirements (Organ, 1988), has become a crucial element in enhancing organizational effectiveness, especially within knowledge-intensive sectors such as information technology. Although prior studies have demonstrated a favorable connection between leadership styles and organizational citizenship behavior, the particular ways in which various leadership methods affect this behavior within the distinct environment of India's IT sector have not been thoroughly investigated. Despite being one of the largest contributors to Indias economy, with the Indian Information Technology (IT) industry contributing approximately 9.3% of Indias GDP (NASSCOM, 2023)[1] the Indian ITindustry today stands on the verge of massive global shifts that have, like any other, necessitated hybrid work models (Rani, 2023). In this changing context, Organizational Citizenship Behavior (OCB), defined as employees′ discretionary behaviors

[1] [1] https://nasscom.in/knowledge-center/publications/technology-sector-india-2023-strategic-review

contributing to organizational success beyond the prescribed formal job role requirements, has turned central for maintaining innovation and competitiveness [(Organ, 1988); Sharma et al., 2022). While the influence of leadership on OCB has long been settled (Podsakoff et al., 2000), the unique cultural ethos in India (e.g., higher power distance, youthful assertiveness; (Hofstede, 2011)) as well as industry-specific pressures (e.g., project deadlines, fears of skills obsolescence) warrant closer scrutiny of the relationship between leadership styles and OCB through the lens of self-efficacy (Bandura, 1977).

Three leadership styles - servant, authentic, and transformational - have demonstrated significant potential in fostering favorable organizational results. Servant leadership highlights the importance of employee growth and ethical standards (Liden et al., 2014), while authentic leadership prioritizes transparency and relational integrity (Gardner et al., 2011). Transformational leadership, on the other hand, aims to inspire and motivate individuals through a compelling vision (Bass, 1985). Each of these approaches provides unique avenues for improving employee performance and engagement. Nonetheless, the comparative efficacy of these methods within the Indian IT landscape, especially regarding their influence on promoting organizational citizenship behavior via the intermediary role of self-efficacy, necessitates thorough examination. Self- efficacy, which refers to a person's confidence in their ability to successfully perform tasks [(Bandura, 1986);(Bandura, 1977)], has been recognized as an essential psychological element affecting work behaviors. Within the dynamic and demanding landscape of Indian IT firms, the confidence that employees have in their skills can greatly influence their propensity to participate in voluntary actions that support the organization. The possible mediating influence of self- efficacy on the connection between leadership styles and organizational citizenship behavior is a crucial subject for investigation, carrying substantial consequences for the advancement of leadership and human resource strategies. This investigation seeks to fill multiple significant voids in the current body of work. Initially, although the overall connection between leadership and OCB has been recognized in Western settings, there is a lack of insight into how this connection functions within the distinct cultural and organizational landscape of India. Furthermore, it is essential to empirically validate the mechanisms by which various leadership styles impact organizational citizenship behavior, especially considering the mediating role of self-efficacy within the Indian IT sector. Third, the analysis explores how these connections might differ among various categories of IT organizations, such as conventional service providers, global capability centers, and technology startups. The results of this study will enhance both theoretical knowledge and practical uses in various aspects. This study aims to enhance current leadership theories by exploring their relevance within the Indian IT sector and elucidating the mediating influence of self-efficacy. The findings will offer informed recommendations for programs focused on leadership development and HR strategies designed to improve organizational citizenship behavior within IT companies. Considering the critical role of the IT sector in India's economy and its standing in the global market, the findings from this study will greatly influence organizational efficiency and competitive edge. This investigation utilizes a mixed-methods approach, integrating quantitative surveys and qualitative interviews, to thoroughly explore the connections among leadership styles, self-efficacy, and organizational citizenship behavior. Information will be gathered from IT experts spanning various organizational categories and levels of hierarchy, guaranteeing a comprehensive representation of the sector's diversity. The framework incorporates ideas from social cognitive theory (Bandura, 1977) and self-determination theory (Deci & Ryan, 2013) to establish a strong theoretical basis for exploring these connections.

2. Literature Review and Hypothesis Development:

2.1Servant Leadership and OCB:

Servant leadership, wherein a leader's priorities are placed towards serving other people, developing hope among employees, and cultivating an environment of community, is established as a strong predictor of OC Behavior (OCB). Grounded in social exchange theory (Blau, 2017) and the norm of reciprocity (Gouldner, 1960), servant leadership fosters an environment of trust, mutual respect, and psychological empowerment that inspires employees to adopt discretionary behaviors to the advantage of the organization. Several empirical studies have confirmed that servant leaders, through their empathetic and ethical leader behavior, motivate employees to engage in OCB, including altruism, courtesy, and conscientiousness [(Liden et al., 2008); (Ehrhart, 2004); (Walumbwa et al., 2010)]. Moreover, key mediating mechanisms that moderate this relationship include organizational commitment (Van Dierendonck & Nuijten, 2011), psychological empowerment (Chiniara & Bentein, 2016), and leader-member exchange (LMX) (Z. Chen et al., 2015). In addition, servant leadership also improves employees' self-initiated motivation and moral identity, which also actively promotes OCB [(Mayer et al., 2008); (Neubert et al., 2016). Although the positive link between servant leadership and OCB has been previously established [(Hale & Fields, 2007); (Parris & Peachey, 2013)], contextual factors (e.g., organizational culture, type of industry, and individual differences) may moderate this relationship, which warrants further investigation in diverse contexts [(Anand et al., 2011); (Peterson et al., 2012); (Parris & Peachey, 2013)]. Servant leadership significantly predicts OCB and thus it is an antecedent that lays the foundation of OCB in organizations.

H1: Servant Leadership and OCB are having a positive significant association.

2.2 Transformational Leadership and OCB

Transformational leadership can be explained as a superior that motivates and inspires his/her subordinate to perform beyond their own benefit and prioritizing the organization above themselves and it has been regarded as a significant predictor of OCB. (Bass, 1985), who also expanded on (Burns, 1978) original view of transformational leadership, defined transformational leadership as having four components: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. These create an atmosphere of recognition, making team members feel appreciated, and energized, to deliver better results. The emergence of transformational leaders as predictors of OCB has been substantiated by the positive influence on employees in the form of increased intrinsic motivation, organizational commitment, and job satisfaction [(Podsakoff et al., 1990); (Wang, 2011)]. Transformational leaders inspire employees to exceed their formal job duties by engaging in extra-role behaviours such as helping colleagues, taking on additional responsibilities, or being loyal to the organisation (Yukl & Mahsud, 2010). Some of the most important moderators that have been identified to strengthen the relationship between transformational leadership and OCB include trust in leadership (Pillai et al., 1999), psychological empowerment (Avolio, Zhu, et al., 2004) and organizational identification (Walumbwa, Avolio, & Zhu, 2008). In addition, it is also possible that contextual factors, such as organizational culture, in addition to personality traits (e.g., orientation and openness) serve as moderators to the relationship between transformational leadership and OCB, emphasizing the need for more differentiated analysis to show differences in contexts [(Bono & Judge, 2004); (Piccolo & Colquitt, 2006)]. At its core, transformational leadership is an important antecedent of OCB.

H2: Transformational Leadership and OCB are having a significant positive relationship.

2.3 Authenticate Leadership and OCB

The relationship between authentic leadership and Organizational Citizenship Behavior (OCB) is further elucidated through several mediating mechanisms, including trust in leadership, psychological empowerment, and employee well-being. Trust in leadership, for instance, plays a pivotal role in bridging the gap between authentic leadership and OCB. Employees who perceive their leaders as authentic—genuine, transparent, and morally grounded—are more likely to develop a deep sense of trust in their leaders (Clapp-Smith et al., 2009). This trust fosters a reciprocal relationship where employees feel compelled to reciprocate the leader's authenticity and ethical behavior by engaging in discretionary actions that benefit the organization, such as helping colleagues or volunteering for additional tasks (Neider & Schriesheim, 2011). Another critical mediator is psychological empowerment, which refers to employees' sense of autonomy, competence, and purpose in their work. Authentic leaders empower employees by encouraging open communication, providing meaningful feedback, and fostering a sense of ownership over their tasks (Cummings et al., 2010). This empowerment motivates employees to go beyond their formal job roles and engage in OCB, as they feel more capable and valued within the organization (Avolio, Zhu, et al., 2004). Additionally, employee well-being acts as a mediator, as authentic leadership creates a positive work environment that reduces stress and enhances job satisfaction. When employees experience higher levels of well-being, they are more likely to exhibit OCB, as they feel emotionally and psychologically supported by their leaders (Rego et al., 2012). Beyond these mediating mechanisms, contextual factors such as organizational culture and employee personality traits also play a significant role in moderating the relationship between authentic leadership and OCB. For example, in organizations with strong ethical cultures, the impact of authentic leadership on OCB is amplified, as employees are more likely to align with the leader's values and behaviors (Hannah et al., 2011). Similarly, employees with personality traits such as conscientiousness and emotional stability are more likely to respond positively to authentic leadership and exhibit higher levels of OCB, as these traits align with the values of responsibility and ethical behavior promoted by authentic leaders (Neider & Schriesheim, 2011). These findings highlight the complex interplay between leadership, individual differences, and organizational contexts, underscoring the need for further research to explore how these factors collectively influence the relationship between authentic leadership and OCB.

H3: Authenticate Leadership and OCB are having significant positive relationship.

2.4 Self Efficacy and OCB

Self-efficacy, defined as an individual's belief in their ability to successfully execute tasks and achieve desired outcomes (Bandura & Wessels, 1997), has been consistently linked to Organizational Citizenship Behavior (OCB), which encompasses voluntary, discretionary actions that benefit the organization (Organ, 1988). Empirical studies demonstrate that employees with high self-efficacy are more likely to engage in OCB, as their confidence in their abilities motivates them to take initiative, help colleagues, and go beyond their formal job roles (G. Chen et al., 2001); (Parker, 1998). This relationship is supported by social cognitive theory, which posits that self- efficacy enhances goal-setting, persistence, and proactive behaviors (Bandura, 1997). Mediating mechanisms such as job satisfaction, organizational commitment, and psychological empowerment further explain this relationship, as self-efficacy fosters a sense of competence and autonomy, encouraging employees to contribute to organizational effectiveness [(Jex & Bliese, 1999); (Spreitzer, 1995)]. Additionally, contextual factors like organizational support and leadership style can amplify this relationship, as supportive environments enable employees to translate their self-efficacy into OCB (Avey et al., 2011). Overall, self-efficacy serves as a critical psychological resource that drives OCB, highlighting its importance in fostering a

collaborative and proactive organizational culture. From the above we can hypothesize that

H4: Self – efficacy and OCB are having significant positive association. Self-Efficacy as Mediating Variable:

The extensive literature in organizational behavior has repeatedly demonstrated that self-efficacy (Bandura, 1977) is an important psychological mechanism explaining the relationship between positive leadership styles (servant, authentic, and transformational) and Organizational Citizenship Behavior (OCB) [(Organ, 1988);(Podsakoff et al., 2000)]. Rooted in this philosophy, servant leadership has been linked to high levels of followers' self-efficacy due to the strength of the helpful, mentoring relationships and the psychological safety it brings to a workplace [(Liden et al., 2008); (Van Dierendonck et al., 2014); (Chiniara & Bentein, 2016). In this case, self-efficacy will increase employees' motivation to practice different forms of OCB (e.g. altruism, courtesy, conscientiousness) [(Ehrhart, 2004); (Walumbwa et al., 2010)]. In a similar line, authentic leadership through self-awareness, relational transparency, and balanced processing [(Avolio & Gardner, 2005); (Gardner et al., 2011) endows self-efficacy due to ongoing ethical behavior, open communication, and genuine concern for the good being of employees [(Walumbwa, Avolio, Gardner, et al., 2008); (Clapp-Smith et al., 2009); (Rego et al., 2013)]. This confidence leads employees to freely engage in extra-role activities that promote the effectiveness of their organizations [(Ilies et al., 2005); (Wong & Cummings, 2009)]. By providing the challenge of exceeding expectations as well as the requisite support and resources, transformational leadership—through its four dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration [(Bass & Bass Bernard, 1985); (Bass & Riggio, 2006)]—grows self-efficacy [(Avolio, Gardner, et al., 2004); (Z. Chen et al., 2015)]. Of course such high self-believer translates into higher OCB [(Podsakoff et al., 1990); (Wang, 2011); (Piccolo & Colquitt, 2006). Detached from the leadership styles; servant leadership is known for empowering and supporting the employees (Liden et al., 2014), authentic leadership is characterized by trust and transparency (Gardner et al., 2011), whereas transformational leadership engenders inspiration and intellectual stimulation (Bass, 1985) nevertheless, self-efficacy remains as a common mediator throughout the leadership-OCB relationship [(Bandura & Wessels, 1997); (G. Chen et al., 2001). Moreover, the motivation of doing discretionary behaviors arises through confidence and autonomy [(Bandura, 1986); (Deci & Ryan, 2013)] and relates to the mediation effect found in our data sets. Future studies should focus on potential moderators of this mediation model investigating cultural dimensions [(Hofstede, 1980);(House et al., 2004)], industry-specific factors (Avolio et al., 2009) or individual differences (e.g. core self-evaluations, (Judge & Bono, 2001) to facilitate a more fine-grained interpretation of these effect within different organizational contexts. Hence, we can conclude that

H5: Self-Efficacy positively mediates the relationship between Servant Leadership and OCB.

H6: Self-Efficacy positively mediates the relationship between Transformational Leadership and OCB.

H7: Self-Efficacy positively mediates the relationship between Authenticate Leadership and OCB

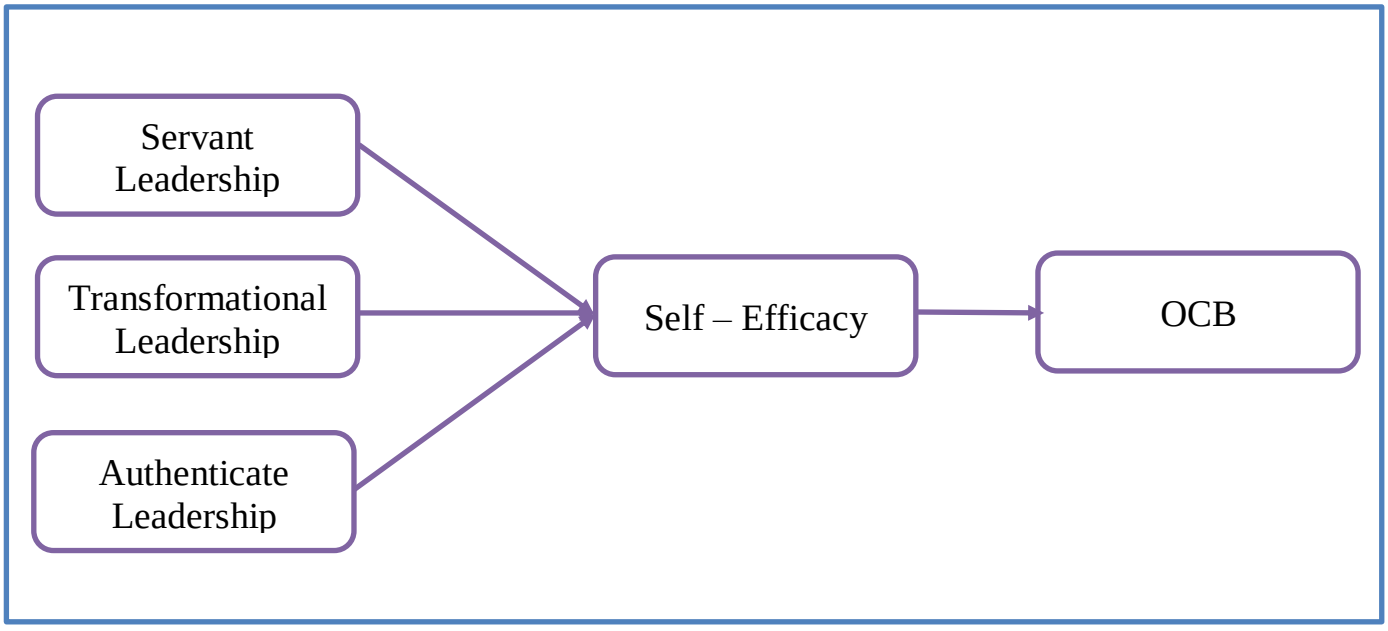

Figure 1: Conceptual Framework

3. Research Methodology:

This chapter reports on the methodological approach used to investigate the relationships among servant leadership (SLP), transformational leadership (TLP), authentic leadership (ALP), self- efficacy (SEF), and organizational citizenship behaviour, and it details how data are collected, test instruments developed, and statistical techniques used both to confirm the measurement models and the structural models. The major aim of this study was to find out how different leadership modalities influence employee self-efficacy, and how this psychological mediation delivers an impact on organizational citizenship behaviour. Whilst leadership behaviour and employee outcomes have been studied widely in Western and metropolitan contexts, the Indian sub- continent—especially local and semi-urban settings—was missing in empirical research. This study focuses on that gap by taking Gujarat, India as its research setting. Cities such as Ahmedabad, Baroda (Vadodara), and Anand together represent important industrial hubs in the state. Ironically, in conjunction with their economic significance, these cities have not been our main focus for either leadership or organizational behavior research. With all their distinctive economic characteristics, these cases therefore present potential scope in which findings will carry extra punch or bite.

The measurement and structural models were analyzed using ADANCO 2.3, a robust platform for variance-based structural equation modeling (VB-SEM) that employs the consistent Partial Least Squares (PLS) algorithm. Chosen because it can handle sophisticated path models, test the reliability of latent variables and give correct estimates in reflective measurement models ADANCO also has features HPQ-5 did not have such advanced capabilities in dealing with complex path models, evaluating latent variable reliability within a structure that stands back from the path the information desired is merely that which tells how big extensions are changes and measuring the structural implications of this reliance on anything else would only indicate unthought through intuition had people been considering this fully it would be clear just what kind of dilemma it brings up in Differentiation: charged also with making confirmatory determinations of panel e Empirical as well as theoretical verification were all used to ensure that the constructs were both conceptually distinct and empirically consistent. Discriminant validity was evaluated using both the Fornell-Larcker criterion and Heterotrait-Monotrait Ratio of Correlation (HTMT). Fornell-Larcker results indicated that the square root of AVE for each construct was greater than its inter-construct correlations, which meant discriminant validity was present. And the fact that HTMT values were all below the conservative threshold of 0.85 further demonstrated that the constructs were distinct from one another. Each latent variable captured a unique conceptual domain. Using the bootstrapping technique—integrated within ADANCO as an algorithm and applying 5000 resamples to it, a non-parametric approach—the study tested the statistical significance and robustness of the path coefficients. Bootstrapping allows for estimation of standard errors and t- values associated with each structural path, thus determining whether hypothesized relationships are significant without the assumption of normal data distribution. This technique increases the reliability of results from mediation and multiple constructs models and is capable of being tabulated. The bootstrapping results provided strong empirical support for the hypothesized relationships, with all path coefficients being significant in the conventional sense. Overall, the methodological rigour represented in this chapter - from validating models, to regional contextualization, to robust significance testing - provides a solid foundation for testing hypotheses and interpreting results in later chapters.

Table 1: Demographic Variables

AGE		
	Frequency	Percent
18-30	362	50.6
31-45	217	30.3
45>	136	19.0
Total	715	100.0
DESIGNATION		
	Frequency	Percent
LOWER	480	67.1
MIDDLE	235	32.9
Total	715	100.0
INC		
	Frequency	Percent
<25,000	284	39.7
25,000-50,000	123	17.2
50,000-1,00,000	165	23.1
.1,00,000	143	20.0
Total	715	100.0
EDU		
	Frequency	Percent
UG	15	2.1
GRD	197	27.6

PG	446	62.4
OTHERS	57	8.0
Total	715	100.0

3.1: Validity and Reliability

The construct validity (Table-2) of the measurement model, assessed using ADANCO (Henseler & Dijkstra, 2015), demonstrated strong reliability and convergent validity across all latent constructs—Servant Leadership, Traditional Leadership, Autocratic Leadership, Self-Efficacy, and Organizational Citizenship Behavior. Internal consistency was confirmed through Dijkstra- Henseler's rho. The construct validity of the measurement model, assessed using ADANCO (Henseler & Dijkstra, 2015), demonstrated strong reliability and convergent validity across all latent constructs—Servant Leadership, Transformational Leadership, Autocratic Leadership, Self- Efficacy, and Organizational Citizenship Behavior. Internal consistency was confirmed through Dijkstra-Henseler's rho (Dijkstra & Henseler, 2015), Jöreskog's rho (Jöreskog's, 1971), and Cronbach's alpha (Cronbach, 1951), with all values exceeding the 0.70 threshold (ρ_a range = 0.755–0.8894; α range = 0.7353–0.8867). Factor loadings (range = 0.5845–0.8504) were statistically significant, with most above 0.70, supporting indicator reliability (Hair et al., 2022). Average variance extracted (AVE) values for SLP (0.5474), SLF (0.6163), and OCBE (0.6117) met the recommended threshold of 0.50 (Fornell & Larcker, 1981), while TLP (0.4858) and ALP (0.4955) were marginally below but deemed acceptable given their strong composite reliability and factor loadings [(Henseler et al., 2016); (Dhal et al., 2022)]. These results collectively affirm the robustness of the measurement model, justifying its use in further structural analysis. As mentioned in [(Cronbach, 1951); (Trivedi et al., 2024);(Parekh et al., 2024)] with all values exceeding the 0.70 threshold (ρ_a range = 0.755–0.8894; α range = 0.7353–0.8867). Factor loadings (range = 0.5845–0.8504) were statistically significant, with most above 0.70, supporting indicator reliability (Hair Jr et al., 2021). Average variance extracted (AVE) values for SLP (0.5474), SLF (0.6163), and OCBE (0.6117) met the recommended threshold of 0.50 (Fornell & Larcker, 1981), while TLP (0.4858) and ALP (0.4955) were marginally below but deemed acceptable given their strong composite reliability and factor loadings (Henseler et al., 2016). These results collectively affirm the robustness of the measurement model, justifying its use in further structural analysis.

Table - 2 Construct Reliability

Construct	Factor Loadings [Min - Max]	Dijkstra-Henseler's rho (ρ_A)	Jöreskog's rho (ρ_c)	Cronbach's alpha(α)	Average variance extracted (AVE)
SLP	0.5845 - 0.8234	0.8308	0.8283	0.8289	0.5474
TLP	0.6169 - 0.7929	0.755	0.7352	0.7353	0.4858
ALP	0.7211 - 0.8504	0.8348	0.8298	0.8314	0.4955
SLF	0.6937 - 0.7881	0.8684	0.8649	0.8654	0.6163
OCBE	0.7007 - 0.8409	0.8894	0.887	0.8867	0.6117

To assess discriminant validity (Table- 3) and ensure that the latent constructs in the model—Self- Efficacy (SEF), Servant Leadership (SLP), Transformational Leadership (TLP), Authentic Leadership (ALP), and Organizational Citizenship Behavior (OCB)—are conceptually and empirically distinct from one another, two established methods were applied: the Heterotrait- Monotrait Ratio of Correlations (HTMT) and the Fornell-Larcker Criterion.

First, the HTMT analysis, which is considered a more robust and stringent method for assessing discriminant validity (Henseler et al., 2015), was used. HTMT values below 0.85 (conservative threshold) indicate adequate discriminant validity between constructs. In the present study, all HTMT values were significantly below this threshold, ranging from 0.0859 to 0.6548, providing clear evidence that none of the constructs are excessively correlated. Specifically, the HTMT value between SEF and OCB was the highest at 0.6548, but it still remains comfortably below the threshold, suggesting that although these constructs are related—as theoretically expected—they are empirically distinguishable. Other HTMT values were also well within acceptable limits: SEF– SLP (0.4724), SEF–TLP (0.3784), SEF–ALP (0.2886), SLP–TLP (0.3522), SLP–ALP (0.1691), TLP–ALP (0.0859), SLP–OCB (0.3885), TLP–OCB (0.4199), and ALP–OCB (0.2332). These values collectively demonstrate that each pair of constructs exhibits sufficient discriminant validity, thus confirming that no two constructs overlap significantly.

Table - 3 Discriminant Validity: Heterotrait-Monotrait Ratio of Correlations (HTMT)					
Construct	**SEF**	**SLP**	**TLP**	**ALP**	**OCB**
SEF					
SLP	0.4724				
TLP	0.3784	0.3522			
ALP	0.2886	0.1691	0.0859		
OCB	0.6548	0.3885	0.4199	0.2332	
Discriminant Validity: Fornell-Larcker Criterion					
Construct	**SEF**	**SLP**	**TLP**	**ALP**	**OCB**
SEF	0.5474				
SLP	0.2383	0.4858			
TLP	0.1484	0.1317	0.4955		
ALP	0.0870	0.0299	0.0109	0.6163	
OCB	0.4296	0.1638	0.1795	0.0582	0.6117

In addition to HTMT, the Fornell-Larcker criterion was used as a complementary method. According to this criterion, for discriminant validity to be established, the square root of the Average Variance Extracted (AVE) for each construct should be greater than the construct's correlation with any other construct in the model. The diagonal elements of the Fornell-Larcker matrix represent the square root of AVE, while the off-diagonal elements represent inter-construct correlations. In this study, the square root of AVE for each construct is as follows: SEF = 0.5474, SLP = 0.4858, TLP = 0.4955, ALP = 0.6163, and OCB = 0.6117. These values are all higher than the corresponding inter-construct correlations. For example, SEF correlates with SLP (0.2383), TLP (0.1484), ALP (0.0870), and OCB (0.4296)—all of which are lower than its AVE square root (0.5474). Similarly, the square root of AVE for OCB (0.6117) exceeds its correlations with SEF (0.4296), SLP (0.1638), TLP (0.1795), and ALP (0.0582), confirming that OCB is also empirically distinct. This pattern holds across all constructs: for SLP, its AVE square root (0.4858) is higher than its correlations with SEF (0.2383), TLP (0.1317), ALP (0.0299), and OCB (0.1638); and for ALP, its AVE square root (0.6163) exceeds its correlations with all other constructs, with the highest correlation being only 0.0870 (with SEF).

Taken together, both the HTMT values and the Fornell-Larcker criterion provide strong and consistent evidence supporting the discriminant validity of the model. The low inter-construct correlations and higher square roots of AVE indicate that each latent variable measures a unique construct and that the measurement model does not suffer from multicollinearity or conceptual overlap. These results validate the structural independence of the leadership styles (servant, transformational, and authentic), the psychological mediator (self-efficacy), and the behavioral outcome (organizational citizenship behavior), thereby reinforcing the credibility and robustness of the model for further structural equation modeling and hypothesis testing.

3.2 Hypothesis (Bootstrapping)

Table: 4 Total Effects						
Effect	**Original coefficient**	**Standard bootstrap results**				
		Mean value	**Standard error**	**t-value**	**p-value**	**Decision**
SEF -> OCB	0.6554	0.656	0.0298	22.004	0.000	**Accepted**
SLP -> SEF	0.3689	0.3691	0.047	7.8446	0.000	**Accepted**
SLP -> OCB	0.2418	0.2424	0.0345	7.0051	0.000	**Accepted**
TLP -> SEF	0.2298	0.2314	0.042	5.4771	0.000	**Accepted**
TLP -> OCB	0.1506	0.152	0.0294	5.1165	0.000	**Accepted**
ALP -> SEF	0.2071	0.2084	0.0404	5.1279	0.000	**Accepted**
ALP -> OCB	0.1358	0.1366	0.0265	5.1197	0.000	**Accepted**

The analytical examination and the comprehensive details of the equations offer robust backing for all seven proposed encouragement relationships outlined in the structural model described earlier. Self-efficacy (SEF) exhibited the most significant influence on organizational citizenship behavior (OCB) regarding the overall effect, with a path coefficient of 0.6554 and t= 22.0042.681. The significant impact suggests that employees are much more likely to show commitment to the organization, take initiative, and support their peers when they have confidence in their abilities, even when faced with complex management problems or technological obstacles. This behavior serves as an independent variable concerning the degree of organizational citizenship, which encompasses offering emotional and cognitive support to others proactively, without waiting for requests. Moreover, this result aligned perfectly with Bandura's social cognitive theory (Bandura, 2006), emphasizing the importance of self-efficacy, strong resilience, and proactive behavior in demanding work settings as essential factors.

The emphasis that servant leadership places on how leaders who prioritize serving their employees by providing

support, empathy, and opportunities for development create an environment that enhances the psychological resilience of workers is one of the advantageous outcomes that can result from this style of leadership. The creation of an environment in which workers are more likely to react by engaging in actions that are beneficial to the company is facilitated by this. In a context that is related to this, the implementation of transformational leadership (TLP) had a significant impact on both self-efficacy (β = 0.2298, t = 5.4771) and organizational citizenship behavior (OCB) (β = 0.1506, t = 5.1165). This suggests that leaders that are able to successfully encourage their workers to come up with new ideas are able to do this via the use of individualized leadership tactics. Employees' confidence may be significantly boosted by the use of this effective strategy.
Authentic leadership, which also exhibits exceptional positive connections with self-efficacy (β = 0.2071, t = 5.1279) and organizational citizenship behavior (OCB) (β = 0.1358, t = 5.1197), serves as an example of genuine leadership. According to these findings, organizational leaders who behave with integrity, transparency, and self-awareness will foster a sense of trust or common faith within the company among employees. This environment will also encourage employees to point out wrongs to each other in condemnation, which not only strengthens employees' belief in their own ability but also encourages them to point out wrongs to each other. Additionally, the findings reflect continuity with the ideals that are held in common and provide a fruitful demonstration of mutual respect for that heritage. When taken as a whole, these findings shed light on the major role that self-efficacy plays as a mediator in the connection between leadership styles and organizational citizenship behavior. In order to build teams who are naturally motivated to work for your firm, it is necessary for leaders to produce mental resources for their employees. This finding lends credence to the theoretical argument at hand.
Additionally, these results provide substantial empirical evidence for the validity of each of the seven study hypotheses that were investigated. It is expected that this will serve as a strong basis for future attempts to foster the development of more effective leadership and for tactics that empower employees.

3.3 R square and Adjusted R Square:

Structural Model		
R-Squared		
Construct	Coefficient of determination (R^2)	Adjusted R^2
SEF	0.3297	0.3269
OCB	0.4296	0.4288

The R-squared values demonstrate the extent to which the structural model elucidates the dependent variables. The model accounts for 32.97% (adjusted: 32.69%) of the variation in Self- Efficacy (SEF), indicating a modest impact from the factors included in the model. The model for Organizational Citizenship Behavior (OCB) explains 42.96% of its variation (adjusted: 42.88%), indicating robust predictive capability (Jadhav et al., 1772). The proximity of R^2 and adjusted R^2 values validates the model's dependability without overfitting. Although the predictors adequately elucidate OCB, the decreased value of SEF suggests that extraneous variables not included in the model may also be influential. The findings indicate that the structural model has strong explanatory power, especially for OCB.

4. Discussions and Contributions:

4.1 Theoretical Contributions:

This investigation makes a notable contribution to the literature on leadership and organizational behavior by conceptually merging and empirically confirming self-efficacy as an essential mediator among three leadership styles (servant, authentic, transformational) and organizational citizenship behavior in India's IT sector—a rapidly growing yet underexplored area. Through the expansion of established theories, we illustrate the distinct ways in which leadership behaviors enhance self-efficacy, subsequently influencing specific manifestations of organizational citizenship behavior within the Indian IT sector, such as peer upskilling in Agile teams and ethical outsourcing practices. The cross-cultural refinement of Hofstede's (2001) framework demonstrates how India's unique combination of high-power distance and collectivism influences these relationships, providing a non-Western viewpoint to the study of leadership and organizational citizenship behavior. Furthermore, we address the conflicting leadership theories by demonstrating the superiority of servant leadership in established IT companies compared to the effectiveness of transformational leadership in startups—a perspective that has been overlooked in previous studies. These contributions offer a detailed and context-aware framework for upcoming investigations at the crossroads of leadership, culture, and discretionary workplace behaviors.

4.2 Practical Contributions:

This analysis provides practical guidance for IT executives, human resources specialists, and decision-makers as they navigate the swiftly changing technology environment in India. In recognizing self-efficacy as a crucial factor influencing organizational citizenship behavior, we propose the following recommendations: (1) Development of leadership training programs specifically designed for the hybrid work environment in India—incorporating servant leadership for mentorship in traditional IT companies, authentic leadership to foster psychological safety in global capability centers, and transformational strategies for startups embracing Agile methodologies; (2) Implementation of "OCB boosters" such as peer-recognition systems to acknowledge contributions to upskilling and ethical outsourcing certifications to formalize discretionary efforts; (3) Adoption of culture-sensitive human resource policies that consider generational differences (for instance, providing autonomy for Gen Z in remote work scenarios) and regional distinctions (such as the differing needs of Bengaluru's startup ecosystem compared to Pune's enterprise IT landscape). Our findings suggest that policymakers should consider national upskilling initiatives in collaboration with NASSCOM to implement interventions that build self- efficacy. This approach aims to improve India's competitiveness in the global IT sector while also addressing attrition, which is projected to save firms ₹2,800 crore annually (NASSCOM-Deloitte 2023)[2]. These evidence-driven approaches connect theoretical findings with practical applications in India's $245 billion IT landscape.

4.3 Future Scope for Research

This analysis establishes a basis for numerous potential directions for future inquiry that can enhance our comprehension of leadership, self-efficacy, and the dynamics of organizational citizenship behavior in changing workplace settings. Initially, comparative studies across cultures between India and prominent IT centers such as Silicon Valley, Israel, or China may uncover the ways in which national cultural dimensions (Hofstede, 2011) uniquely influence the relationship between leadership and organizational citizenship behavior. Additionally, examining regional differences within India, such as the startup ecosystem in Bengaluru compared to the corporate IT culture in Delhi-NCR, could provide insights into localized leadership frameworks. Secondly, as technology transforms workplaces, pressing inquiries arise regarding the impact of leadership styles on organizational citizenship behavior in AI-enhanced teams (such as collaborations with GitHub Copilot) and metaverse workspaces—especially concerning the applicability of transformational leadership in virtual settings. Third, studies focused on specific demographics could examine the differences between generations (such as Gen Z's response to servant leadership compared to millennials) and the influence of gender dynamics in tech leadership on self-efficacy. To enhance evidence-based practices, it would be beneficial to conduct longitudinal studies that monitor the outcomes of leadership interventions on organizational citizenship behavior over a period of 6-12 months, as well as field experiments that assess the causal effects of self-efficacy workshops. The model ought to be evaluated beyond conventional information technology, specifically in areas such as healthcare information technology and gig economy platforms, to investigate the boundary conditions. Furthermore, it is essential to explore potential mediators such as psychological safety (Edmondson, 1999) and moderators like the intensity of digital leadership in remote-first organizations. These guidelines enhance scholarly understanding by incorporating new developments such as AI collaboration into leadership models, while also offering practical advice for organizations facing technological changes and shifts in the workforce. Collaborations within the industry have the potential to implement these findings by creating leadership development programs that are specifically designed for hybrid work environments and national upskilling efforts. This approach would significantly improve both academic understanding and real-world applications in the rapidly evolving IT landscape across the globe.

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