

The Role of Leadership Practices in Supporting Organisational Citizenship Behaviours (An Empirical Study)

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The study aimed to examine the role of leadership practices in supporting organizational citizenship behaviors, by applying them to faculty members in Egyptian universities. Multiple regression analysis, Kruskal-Wallis test, Mann-Whitney test, and correlation coefficient were used to analyze the study's hypotheses. A survey list was also prepared and directed to faculty members in Egyptian universities. To analyze the study data, the SPSS statistical program was relied upon, and the study sample amounted to 383 individuals, and the number of correct lists was 271. The results of the study indicated a positive and significant impact of the five leadership practices (shared vision, desire for change, support and motivation, spreading a culture of creativity, and finally skills Communication and positive relationships with others) and organizational citizenship behaviors.

Key words: *Leadership Practices, Organisational Citizenship Behaviours*

Introduction and Literature Review:

The topic of leadership has received the attention of many researchers, as organizations have realized that their success and progress depend mainly on the style of leadership followed and the resulting practices, especially in light of the rapid environmental changes and the diversity of the work force, which imposes many challenges facing organizations. Leaders are expected to have the skills to enable them to achieve the required goals and to provide a healthy organizational climate that motivates employees to initiate, participate in goal setting, and decision-making (García - Sierra and Jordi, 2018; Baskarada et al., 2016; Harwiki, 2016; Chery and Pamela, 2014; Noor and Dzulkifli, 2013; Salfi, 2011; Brown, 2007). Leadership is one of the most important requirements for organizational citizenship behaviors. Many researchers have been interested in investigating different leadership styles (trustworthy leadership, transformational leadership, servant leadership) and their role in achieving positive behaviors in the organization, including (Khan et al., 2018; Harwiki, 2016; Chery and Pamela, 2014). Therefore, the current study deals with identifying the role that leadership practices play in building organizational citizenship behavior, in one of the important sectors, which is the education sector.

i. Leadership Practices

The concept of leadership practices and the dimensions of leadership practices are covered, as follows:

1) Concept of leadership practices:

Leadership is a practice that can be learned and studied (Khan et al., 2018; Kouzes and Posners, 1997), and it is not like other administrative variables, as it is difficult to find a comprehensive definition or an accurate description of it, despite the spread of the term leadership through different ages. However, its definition is still lacking in consensus and accuracy (Khan et al., 2018). (Kouzes and Posners, 2007) defined it as: the process which the leader and subordinates are integrated to achieve specific goals, he defined it (Rekha et al., 2016) as a distinctive mixture of ambition, competence and integration that the leader uses to influence a group of individuals in order to ensure their subordination and loyalty to him. As for leadership practices, he defined it (Rekha et al. ., 2016) that it is a distinct mixture of ambition, competence and integration that a leader uses to influence a group of individuals to ensure their subordination and loyalty to him.

2) *Dimensions of leadership practices:*

The study (Jaworski and Scharmer, 2000) identified the most important leadership practices in setting an example, creating a climate conducive to work, innovation, establishing a common vision, identifying opportunities, and representing the organization.

(Hamzah, 2018) identified five leadership practices represented by example and common vision, achieving coordination and integration between efforts, managing work pressures, and providing feedback. The study (Mitchell, 2013) identified five leadership practices, which are (a shared vision, encouraging individual and group initiatives, idealism, exploiting opportunities, support and motivation). The study (Kouzes and Posners, 2007) revealed five basic leadership practices that can be used in any organization, whether governmental or private, commodity or service, profit or non-profit, and support and motivation.

Based on the above, it is clear that researchers differ about the best leadership practices that should be practiced before the leader, each of them is interested in certain practices that he deems appropriate for his field of application of study, and the researchers believe that most of the leadership practices that have been used by researchers can be summarized in five basic practices, which are the common vision, the desire for change, support and motivation, spreading the culture of creativity, and finally communication skills and positive relationships with others, and these practices can be addressed as follows:

A) *Shared vision:*

The integration of workers in shaping the vision of the organization, which increases their conviction in this vision and adherence to it and the cooperation among them and the insistence on its success (Kouzes and Posners, 2007).

B) *Desire for change:*

A successful leader is a leader who possesses a spirit of calculated adventure, and he always strives for development and change, through interest in studying all environmental variables, whether internal or external to the organization, and working to search for and seize external opportunities. Possessing an adventurous spirit and sensitivity to the surrounding environmental changes through a good reading of all the events going on around him, and a good listening to all opinions. (Khan et al., 2018)

C) *Support and motivation:*

Attention to the morale of work teams is one of the most important leadership practices that the manager must practice in order to be able to achieve the required goals, as the interest of



managers in this practice has a strong positive effect on the hearts of subordinates, such as job satisfaction, organizational loyalty, concern for the interests of the organization, and preservation of its resources, and dealing with the organization as if it is one of its partners is always keen on its superiority and distinction. (Murugesan, 2012)

D) Spreading the culture of creativity:

The current business environment is characterized by rapid change and fierce competition between business organizations, which imposes the survival and continuation of only distinguished organizations, which have the ability to keep pace with these changes and deal with them positively through sensitivity to all external and internal problems and changes and work to optimize the use of the strengths that they have in exploitation. Optimization of external opportunities and facing external risks (Baskarada et al., 2016).

E) Effective Communication and Positive Relationships with Others:

An effective leader is a leader who has the ability to form positive relationships with workers within the organization, because of the effective role in developing the performance of employees, and the positive organizational climate based on belonging to cooperation, initiative, resource preservation, job satisfaction, effective participation in decision-making, and concern for the interests of the organization (Goewey, 2012).

ii. Organizational citizenship behavior

The concept of Organizational citizenship behavior and the Measuring of Organizational citizenship behavior are covered, as follows:

1) Concept of organizational citizenship behavior:

The issue of organizational citizenship behavior has received the attention of many researchers since the beginning of the twentieth century (Vigoda-Gadot et al., 2007). Researchers' definitions of the concept of organizational citizenship behavior have varied. He defined it (Timothy et al., 2016) as a positive behavior practiced by the individual and helps to achieve working successfully, and it includes helping colleagues, maintaining work order, active participation in decision-making, and enduring harsh working conditions without complaining. And (Pohl et al., 2015) defined it as: a voluntary behavior performed by the employee, which exceeds the limits of his job duties without waiting for an interview, and this behavior is not included in the organization's formal incentives structure, and he also defined it (Lim and Marin, 2017) as “behavior Practiced by the individual in the organization that exceeds the official expectations of his job requirements depending on the motivating organizational culture.

From the previous definitions, it is noted that the behavior of organizational citizenship is characterized as:

A voluntary behavior that the individual performs without compensation, whose practice depends on the motivating organizational culture, and results in many positive organizational features, such as: helping colleagues, maintaining work systems, and actively participating in decision-making.

2) Measuring organizational citizenship behavior:

Researchers' opinions differed on the dimensions of organizational citizenship behavior. (Lim and Marin, 2017) believe that the concept of organizational citizenship behavior includes two dimensions: altruism and obedience, while both (Organ, 1988; Ackfeldt and Coote, 2005) believe that Organizational citizenship contains five main dimensions (altruism, civility, sportsmanship, civilized behavior, and conscience awareness), which is what the researcher relies on in this study, as it was found that most of the studies that the researcher examined use the five dimensions in measuring organizational citizenship behavior, and among these studies (Zhang et al., 2017; Chan and Lai, 2017; Gerke et al, 2017; Jahangir et al., 2016; Naqshbandi et al., 2016; Dirican and Oya, 2016; Hart T., et al. 2016; Rego and cunha, 2006; Shafazawana et al., 2016; Thomas et al., 2016; Wahab et al., 2015), and the five dimensions can be illustrated as follows:

Altruism: It is a voluntary behavior based on the priority of the interest of work, whatever the circumstances, and the owner of this behavior adopts the help of colleagues, clients and bosses without waiting for the return, as he performs these behaviors motivated by the success of the organization in achieving its goals and concern for its interest.

Courtesy: This is optional behavior aimed at preventing work-related problems with others, by consulting with them and providing them with the necessary advice.

Sportsmanship: It is a discretionary behavior, based on a willingness to work under any circumstances without complaining. The low salary in times of crisis did not reduce the individual's enthusiasm for work. Rather, it will overlook the problems that hinder him from carrying out his role in achieving the organization's goals, out of concern for the organization's interest.

Civic Virtue: This behavior reflects the individual's interest in active participation in the organization, concern for its future and its development, preservation of its reputation, and the presentation of ideas and proposals that advance the work.

Conscientiousness: selective behavior that includes performing more activities than required of the individual, such as: working overtime without any financial compensation, and following instructions carefully.

Study Framework:

Leadership practices

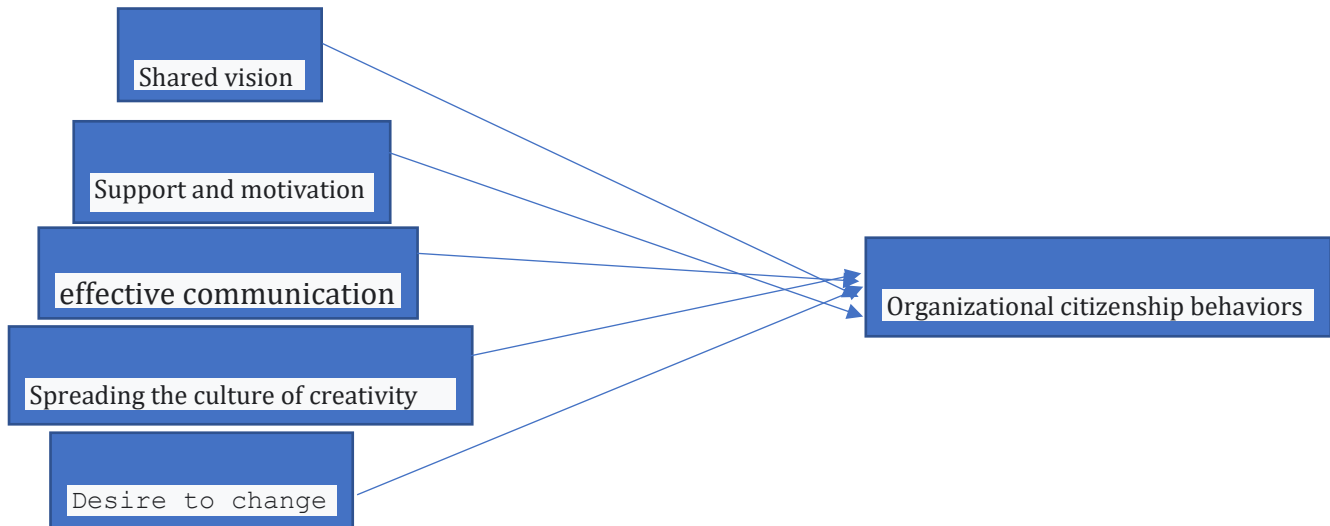


Figure No. (1): Study framework

The Empirical Study

The applied study includes the following:

Problem of the study:

The availability of appropriate conditions to support organizational citizenship behaviors among employees is one of the most important priorities that organizations should pay attention to, which is reflected in performance and productivity. Perhaps one of the most important determinants of organizational citizenship behaviors is the availability of an effective leader who practices positive and effective practices, such as support and motivation, effective communication, and participation. Therefore, the current study is concerned with the role that leadership practices can play in supporting organizational citizenship behaviors, which can be summarized in the following question:

What is the role of leadership practices in supporting organizational citizenship behaviors of faculty members in Egyptian universities?

Which raises the following questions:



- 1) Is there a link between leadership practices represented in (a common vision, desire for change, spreading a culture of creativity, support and motivation, communication and positive relationships), and organizational citizenship behaviors?
- 2) Is there a significant impact of leadership practices represented in (a common vision, desire for change, spreading a culture of creativity, support and motivation, communication and positive relationships) on the organizational citizenship behaviors?
- 3) Is there a difference in the perception of faculty members in Egyptian universities about leadership practices and organizational citizenship behavior according to gender and academic degree?

The objectives of the study

In light of the study problem and the questions emanating from it, the study seeks to achieve the following objectives:

- 1) Identify whether there is a link between leadership practices represented in (a common vision, desire for change, spreading a culture of creativity, support and motivation, communication and positive relationships), and organizational citizenship behaviors.
- 2) Measuring the impact of leadership practices represented in (a common vision, desire for change, spreading the culture of creativity, support and motivation, communication and positive relationships) on the organizational citizenship behaviors
- 3) Knowing the differences in the perception of faculty members in Egyptian universities about leadership practices and organizational citizenship behavior according to gender and academic degree.

The importance of the study:

The study derives its scientific and applied importance as follows:

(1) Scientific importance:

The current study at the scientific level, like other studies, seeks to contribute to providing an outcome of studies that address the topic of leadership practices represented in (a common vision, desire for change, spreading the culture of creativity, support and motivation, communication and positive relationships) and organizational citizenship behaviors, especially as it is. The study is the first of its kind in the Kingdom of Saudi Arabia - as far as



researchers know - that deals, for the first time, with measuring the level of leadership practices and their effects on organizational citizenship behaviors.

(2) Empirical Importance:

The study seeks at the practical level to provide data and information for decision-makers about the level of leadership practices, and their relationship to organizational citizenship behaviors, thus enlightening leaders about the roles and tasks expected of them to practice, which contributes to clarifying the role they play and developing a better understanding of the responsibilities and tasks assigned to their work. Thus, developing policies that will enhance organizational citizenship behaviors.

Hypotheses of the study:

The study seeks to test the validity of the following hypotheses:

- 1) There is a moral correlation between leadership practices represented in (a shared vision, desire for change, spreading a culture of creativity, support and motivation, communication and positive relationships), and organizational citizenship behaviors.
- 2) There is a moral impact of leadership practices represented in (the common vision, desire for change, spreading the culture of creativity, support and motivation, communication and positive relationships), on the behavior of organizational citizenship.
- 3) There are significant differences in the perception of faculty members in Egyptian universities about leadership practices and organizational citizenship behavior according to gender and academic degree.

Limits of the study:

The study limits are as follows:

Applied limits: The study was limited to faculty members in Egyptian universities.

Human borders: The study was limited to faculty members in Egyptian universities.

Time limits: Field study data were collected during January and February 2021

Methodology

The method of study includes the following:

1) Data required for the study and their sources:

In this study, the researchers relied on the following data:

A) *Secondary data:*

This study required a theoretical framework about the study variables, which are represented in: Leadership practices represented in (shared vision, desire for change, spreading the culture of creativity, support and motivation, communication and positive relationships), and the level of organizational citizenship behavior, and this framework was obtained through book review and studies that dealt with these variables, and these data were obtained from scientific libraries specialized in topics related to the study, in addition to data on the numbers of faculty members in Egyptian universities, and were obtained through human resources records of the universities under study.

B) *Elementary data:*

This study required preliminary data on the level of: leadership practices represented in (shared vision, desire for change, spreading the culture of creativity, support and motivation, communication and positive relationships), and the level of organizational citizenship behavior, according to the perception of faculty members in Egyptian universities, in addition to data on the demographics of faculty members (gender, academic degree), and the primary source of this data is the survey list.

2) Study population and sample:

The study population is represented in all faculty members and their assistants in the Egyptian universities affiliated to the Egyptian Universities Organization Law, and their number is (26) governmental universities, and their number is 122577 individuals, and the sample size was determined using Sampling Size, at a confidence level of 95%, which is a common level in business administration research, and within the limits of a standard error of 5%, which is also acceptable limits of error in business administration research (Abu El-Ela, 1994), the study sample was estimated at (383) individuals, who were drawn randomly from Egyptian universities, and after collecting data and examining the forms, it was found that the number of valid forms that were entered for analysis reached 271, with an estimated rate of 71% of the total number of the sample, which is a sufficient and representative percentage.

The study tool and the method of collecting the primary data for the study:

The primary data collection tool for this study is the survey, and it relied on a single survey list directed to the sample items. This list consists of two questions, the first question is the level of leadership practices represented in (a common vision, desire for change, spreading the culture of creativity, support and motivation, communication and positive relationships), and it includes 24 phrases, and the level of organizational citizenship behavior, and it includes 30 words. The measurement was done using the five-factor Likert scale, which is located in levels ranging from completely agree (5) to completely disagree (1). As for the second question, it was about the demographic variables of the study sample (gender, academic degree).

Scale statements were developed from previous studies closely related to the topic, where the scale (Kouzes and Posner, 2003; Iqbal et al., 2015) was used to develop the statements of the scale of leadership practices, and the scale (Van Dyne et al., 1994) was used to develop behavior statements. Organizational citizenship.

Validity and reliability tests of research variables:

A) Reliability test:

This test was done to make sure that the results of the field study could be relied upon in generalizing the results, and the Cronbach alpha reliability coefficient was relied on, depending on (20) individual Egyptian faculty members, and the researcher made two attempts to collect the survey data, as follows:

The first attempt: The leadership practices scale contained 29 statements, and the results of the analysis showed that the alpha correlation coefficient for the scale as a whole is 58%, and the organizational citizenship behavior scale contains 10 phrases, and the results of the analysis showed that the alpha correlation coefficient for the scale as a whole is 59%.

The second attempt: (5) phrases were deleted from the leadership practices scale, and then the number of dimensions that make up the scale became 24 instead of 29 statements, and the alpha coefficient for this scale after the omission was 83% instead of 58%. And two phrases were deleted from the organizational citizenship behavior scale to contain (8) phrases instead of (10) phrases, and the results of the analysis showed that the alpha correlation coefficient for this scale is 82% instead of 59%, which are two acceptable values, and therefore the list can be relied upon to measure what they have prepared (See the first and second attempts to apply the alpha correlation coefficient in Table 1.)

Table No. (1): Results of the stability test of the study scale using Kronbach's alpha coefficient.

Scale dimensions	The Second application		The first application	
	Alpha coefficient	Number of phrases	Alpha coefficient	Number of phrases
Shared vision	0.82	4	0.61	6
Support and motivation.	0.80	6	0.63	6
Effective communication	0.80	6	0.58	7
Spreading the culture of creativity	0.84	4	0.57	5
The desire for change	0.83	4	0.56	5
Overall measure of leadership practices	%83	24	%58	29
Overall measure of organizational citizenship behavior	%82	30	%59	32

B) Validity test:

This test was done to ensure that the survey list measures what was set in order to measure it, and to achieve this, the researcher presented the survey list to (18) faculty members from Egyptian universities, in order to test the accuracy and appropriateness of the words used for the research community. Other in proportion to the practical reality, as well as presenting the list to a group of colleagues in the specialty.

Methods of statistical analysis:

To achieve the objectives of the study and analyze the data, many appropriate statistical methods have been used by using (SPSS), and the researcher used the following statistical methods:

A) The Kruskal-Wallis test: To test the significance of differences in faculty members perception of the level of both leadership practices and organizational citizenship behavior, according to the number of years of experience.

B) Man-Whitney test: to test the significant differences in the faculty members perception of the level of leadership practices and organizational citizenship behavior, according to gender (male / female).

C) Pearson Correlation Coefficient: To test the degree of correlation between leadership practices and organizational citizenship behavior.

D) *The multiple regression analysis method:* to test the impact of leadership practices represented in (a common vision, desire for change, spreading the culture of creativity, support and motivation, communication and positive relationships), on the behavior of organizational citizenship.

Study Approach

The study relied on the deductive approach, which relies on reviewing previous studies, whether theoretical or applied, related to the problem of the study, identifying the various causes and dimensions of the problem, and formulating it within the framework of a set of assumptions that accept the research, meaning that the study will move from the general to the specific in special situations, then data is collected from reality to test the validity of the hypotheses using statistical measures.

Results:

The results of the hypothesis test can be presented as follows:

1) *Correlation between study variables:*

To find out the correlation relationship between the study variables, the first hypothesis was formulated, and it states: There is a significant correlation between leadership practices represented in (the common vision, the desire for change, the dissemination of a culture of creativity, support and motivation, communication and positive relationships), and the organizational citizenship behavior”, and to analyze this relationship, Pearson correlation coefficient was used, and Table (2) shows the results of this test.

Table No. (2): Pearson correlation coefficients for the study variables

Study variables	Organizational citizenship behavior
Leadership practices	
Shared vision.	**0.781
Support and motivation	**0.775
Effective communication.	**0.677
Spreading the culture of creativity	**0.403
Desire for change	**0.617
Overall Leadership Practices	**0.863

** The moral at the level of 0.01

It is evident from Table No. (2) That there is a positive significant correlation at 0.01 between all the leadership practices that have been studied, represented in (a shared vision, a desire for change, and a culture of creativity, support and motivation, communication and positive

relationships), and organizational citizenship behavior. Positive between overall leadership practices and organizational citizenship behavior, where the correlation coefficient between them was 0.863, and a significant level of 0.01. The higher there is a high level of positive leadership practices, the higher the level of organizational citizenship behavior will be. From the above, it is clear that the first hypothesis of the study is correct, that is, there is a moral link between leadership practices represented in (the common vision, the desire for change, and the dissemination of the culture of creativity, support and motivation, communication and positive relationships), and the behavior of organizational citizenship.

2) *The impact of leadership practices on organizational citizenship behavior:*

To find out the effect of leadership practices on the behavior of organizational citizenship, the researcher formulated the second hypothesis of the study hypothesis, which states: “There is a moral effect of leadership practices represented in (a common vision, desire for change, spreading the culture of creativity, support and motivation, communication and positive relationships), on organizational citizenship behavior, and to test this hypothesis, a multiple regression analysis of the relationship between variables was conducted. Table No. (3) Illustrates the results of multiple regression analysis.

Table No. (3): Results of multiple regression analysis of the impact of leadership practices on organizational citizenship behavior

Independent variables	The dependent variable: the behavior of organizational citizenship		
	Significance of the regression model (F)	Value (T)	Partial regression coefficient (B)
Shared vision	** 674.370	25.283	**0.583
Support and motivation		8.987	**0.379
effective communication		5.977	**0.218
Spreading the culture of creativity		1.027	**0.112
Desire for change		3.707	**0.151
0.01(**)Moral at level 0.94 = Multiple correlation coefficient 0.88 =The specification coefficient R Square			

Table No. (3) shows that the five leadership practices (shared vision, support and motivation, effective communication, spreading a culture of creativity, and a desire for change) have a significant impact on the organizational citizenship behavior as a whole, at a level of 0,01

morale, as shown in the table. The same is that the practice of a shared vision is the most effective practice on the behavior of organizational citizenship, followed by support and motivation, effective communication, then the desire for change, and finally spreading the culture of creativity. The value of the multiple interpretation coefficient of leadership practices was 0.88, meaning that leadership practices explain 88% of the behavior of Organizational citizenship as a whole, with the remaining 12% due to other factors not shown in the model.

3) The differences between the perception of faculty members regarding study variables according to demographic characteristics:

To find out these differences, the researcher formulated the third hypothesis of the study hypothesis, which states that: There is a significant difference in employees' perception of each of the leadership practices and the behavior of organizational citizenship according to different demographic factors: gender (male / female), and the number of years of experience. By testing the following sub-hypotheses:

The first sub-hypothesis: There are significant differences in the faculty members' perception of each of the leadership practices and organizational citizenship behavior according to gender (male / female): To test this hypothesis, the researcher used the Mann Whitney test, and Table No. (4) Shows the results of this hypothesis test. .

Table No. (4): The differences in the faculty members' perception of study variables according to gender

Variable	Gender	The number of respondents	Average	The level of morale	Value of (Z)
Leadership practices	Male	151	4.05	0.602	0.382-
	Female	120	4.04		
	Total	271	4.03		
Organizational citizenship behavior	Male	151	3.98	0.495	0.532-
	Female	120	4.03		
	Total	271	4.01		

Table No. (4) Shows that the first sub-hypothesis of the third hypothesis is incorrect, as it was found that there are no significant differences in the faculty members' perception of both leadership practices and organizational citizenship behavior according to gender (male / female). In each of the total leadership practices, and the total organizational citizenship behavior, respectively 0.602 and 0.495, it was found that the level of leadership practices for both men and females, respectively, is 4.05, 4.04, and the level of organizational citizenship behavior for both men and women, respectively, is 3.98, 4.03, which are differences not

significant, and these results confirm that the first sub-hypothesis of the third hypothesis is incorrect.

The second sub-hypothesis: There are significant differences in the faculty members' perception of each of the leadership practices and the organizational citizenship behavior according to the number of years of experience: To test this hypothesis, the researcher used the Kruskal-Wallis test, and Table (5) shows the results of this hypothesis test.

Table No. (5): The differences in the faculty members' perception of study variables according to years of experience

Variable	years of experience	The number of respondents	Average	Value of Chi-square	The level of morale
Leadership practices	Less than 5 years	109	4.55	141,848	0.000
	From 5 years to 10 years	101	4,06		
	More than 10 years	61	2,66		
	Total	271	4.03		
Organizational citizenship behavior	Less than 5 years	109	4.44	157,691	0.000
	From 5 years to 10 years	101	3.97		
	More than 10 years	61	2.64		
	Total	271	4.2		

Table No. (5) Shows evidence of the validity of the second sub-hypothesis of the third hypothesis, as it was found that there are significant differences in the perception of faculty members for both leadership practices and organizational citizenship behavior according to the number of years of experience (less than 5 years, and from 5 years to less than 10). Years, and more than 10 years), at a significant level of 0.01, where the value of (Ka2) for differences related to both leadership practices and organizational citizenship behavior, respectively, was 141,848, 157,691, and it was found that the level of leadership practices for each category of expertise was less than 5 Years, and from 5 years to less than 10 years, and more than 10 years) respectively 4.55, 4.06, 2.66, and the level of organizational citizenship behavior for the same groups in the order 4.44, 3.97, 2.64, which are differences that confirm

significant differences in the faculty perception of each of the leadership practices and organizational citizenship behavior.

The researcher concludes from these results that the third hypothesis is partially valid, as it has been proven that there are no significant differences in the faculty members' perception of the study variables (leadership practices, organizational citizenship behavior) according to gender, and the presence of significant differences in the faculty's perception of study variables according to experience.

Discussion

The study reached some results, which can be discussed as follows:

1) There is a moral link between leadership practices represented in (a shared vision, support and motivation, effective communication, spreading a culture of creativity, and a desire for change) and organizational citizenship behavior, so whenever there is a distinct practice of the five leadership practices, the organizational citizenship behavior is achieved.

2) There is a moral effect of leadership practices represented in the common vision, the desire for change, and the spread of the culture of creativity, support and motivation, communication and positive relationships), on the behavior of organizational citizenship, due to the fact that organizational citizenship can only be achieved through the positive leadership practice of the leader towards employees And this is through their effective participation in setting the future vision, paying attention to their opinions, and ensuring notifying them of job security, and keenness to form positive relationships and effective communication with them, and continuous work to spread the culture of creativity, by providing an appropriate work environment based on freedom from routine, and encouraging initiative and experimentation, in addition to the participation of workers in developing and planning change plans, in order to ensure Their conviction of any change and their lack of resistance to it, all these practices lead to the employees belonging to the organization and their sense that they are an authentic part of the organization that is taken care of by the leaders, which obliges them to care for the interests of the organization, and to actively participate in any work that can contribute to achieving any distinction for the organization that they are supported and motivated on an ongoing basis.

3) There is no moral difference in the perception of faculty members of the level of leadership practices in the universities under study, and the researcher attributes this to the positive treatment of each of the members of the faculty, and attention to their opinions, and work to support and motivate them and effective communication with them, without differentiating between them, and the researcher returns. This is due to the positive attitude of Egyptian universities to the importance of the role of women in university education, and

their effective participation in university leadership. As the study showed that there are moral differences between members and faculty members regarding the level of organizational citizenship behavior, and the researcher attributes this to the existence of a strong correlation between leadership practices and organizational citizenship behavior. Also, due to a high awareness of the level of organizational citizenship behavior for both members of the faculty.

4) There are significant differences in the faculty members perception of the level of leadership practices according to the academic degree, that is, the higher the academic degree of a faculty member, the less his awareness of the level of leadership practices within the university becomes, and the researcher attributes this to the fact that with the increase in the academic degree of the faculty member, the more he sees himself. The competence that qualifies him to participate in leaders' participation in all organizational decisions, and that he must be treated with a high-level treatment by leaders based on respect and appreciation, constant motivation, and delegation, and allowing him a great deal of freedom in work, all of this makes the faculty member translate leadership practices by university leaders at a lower level than faculty members with a degree the least academic. The study also showed that there are significant differences in the perception of faculty members of the level of organizational citizenship behavior according to the number of academic degrees, that is, the higher the academic level of the faculty member, the less his awareness of the level of organizational citizenship behavior within the organization, due to the link between leadership practices and organizational citizenship behavior.

Research Recommendations:

In light of the results of the study, the following recommendations can be made:

1) The study found that there is a positive moral effect of the leader's practice of a common vision on the behavior of organizational citizenship, and therefore the study recommends the leaders of Egyptian universities the need to achieve the common vision, with the attention of universities' leaders to the following:

- A) Establishing a clear future vision for all faculty members and defining the main role for each of them in achieving this vision.
- B) Pay attention to the opinions of faculty members and involve them in the future directions of the university.
- C) Clarity of the main objectives of any future direction of the university for all faculty members.
- D) Listening carefully to all the views of all faculty members regarding the university's vision.

2) The study found a positive moral impact of the leader's practice of continuous support and motivation on the behavior of organizational citizenship, and therefore the study recommends

that the leaders of Egyptian universities need to provide continuous support and motivation for all faculty members in a way that makes them feel fair and belong to the university, which increases their productivity and thus effective contribution to achieving citizenship behavior organizational, universities' leaders can take care of continuous support and motivation by paying attention to:

- A) Continuous motivation for faculty members whenever they perform any distinguished work
- B) Provide public thanks to faculty members who are committed to organizational values and principles.
- C) Continuous support for faculty members in a way that enables them to be promoted and ascended.
- D) The constant encouragement of faculty members for professional and knowledge growth.

3) The study found a positive moral effect of the leader's practice of effective communication on organizational citizenship behavior, and therefore the study recommends universities' leaders the necessity of effective communication with all faculty members, and this can be achieved by paying attention to the following:

- A) Listening and listening to the opinions and suggestions of faculty members.
- B) Accept the opinions and ideas of faculty members and speak gracefully with them.
- C) An accurate expression that does not tolerate interpretation and various interpretations of all the information to be communicated to faculty members.
- D) Providing faculty members with the opportunity to view the important information for them.
- E) To fulfill the promises and commitments made to the faculty members.

4) The study found a positive moral effect of the leader's creativity on the behavior of organizational citizenship, and therefore the study recommends universities' leaders the need to adopt the practice of spreading the culture of creativity, and this can be achieved by paying attention to the following:

- A) To provide a work environment free of red tape.
- B) Encouraging faculty members to use modern teaching methods.
- C) Encouraging faculty members to exchange experiences among themselves as a source of their professional growth.
- D) Holding periodic meetings with faculty members to get acquainted with their opinions in a way that enables the continuous development and modernization of the educational services provided.

5) The study found a positive moral impact of the leader's desire to change on the behavior of organizational citizenship, and therefore the study recommends universities' leaders the

necessity of continuous study of all surrounding variables and work to continuously encourage continuous change in all services provided in a manner consistent with surrounding variables, and this can be achieved from During attention to:

- A) Change the methods of work within the organization in a manner commensurate with the available capabilities.
- B) Clarify any change made to all university personnel, its causes and objectives, to ensure that there is no resistance to this change
- C) Encouraging faculty members to try new ideas in teaching.
- D) Being open to and adapting to all surrounding variables.

6) The study was limited to studying the role of the five leadership practices (shared vision, desire for change, support and motivation, spreading the culture of creativity, and finally effective communication) in building organizational citizenship behavior, by applying to faculty members in Egyptian universities, so the researcher recommends some future studies. That can be researched in this area, including:

- A) Application of the study to universities' members.
- B) Applying the study to other service sectors such as the banking sector or hospitals.
- C) Study the impact of different types of leadership on organizational citizenship behavior, such as transformational leadership, trustworthy leadership, and ethical leadership.
- D) The current study is concerned with researching the behavior of organizational citizenship as a dependent variable, and therefore the researcher recommends studying this variable as an independent variable and studying its effect on some other variables, such as organizational performance or organizational excellence.

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