



اثر ابعاد القيادة التنظيمية
وانعكاسها على سلوكيات المواطنة التنظيمية\
دراسة استطلاعية لآراء عينة من العاملين
في دائرة الهجرة والمهجرين في صلاح الدين

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**The Impact of Organizational Leadership Dimensions
and Their Reflection on Organizational
Citizenship Behaviors:
A Survey Study of the Opinions of a ample
of Workers in the Department of Immigration
and Displacement in Salah al-Din.**

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Abstract

The aim of this research was to identify the impact of organizational leadership dimensions on organizational citizenship behaviors through a survey of the opinions of a sample of employees in the Department of Immigration and Displacement in Salah al-Din, The research community was represented by the Department of Immigration and Displacement in Salah al-Din, while the research sample included employees in this department, The questionnaire was used as a tool to collect data from a sample of 40 individuals working in this department, In order to identify the level of availability of research variables in the organization being studied and to test its hypotheses, some statistical measures and indicators were used, including (spssver23), Based on the analysis and testing of the research results, the research reached a set of results, the most important of which is the existence of a positive moral impact of organizational leadership in its dimensions on organizational citizenship behaviors in the researched society, The researcher recommends that the Department of Immigration and Displacement in Salah al-Din should adopt organizational leadership patterns in its work, given its role in enhancing organizational citizenship behaviors,

Keywords: Organizational leadership, Organizational Citizenship behaviors, Department of Immigration and Displacement in Salah Al-Din



المستخلص

هدف البحث الى التعرف على تأثير ابعاد القيادة التنظيمية على سلوكيات المواطنة التنظيمية عبر دراسة استطلاعية لاراء عينة من العاملين في دائرة الهجرة والمهجرين في صلاح الدين حيث تمثل مجتمع البحث بدائرة الهجرة والمهجرين في صلاح الدين اما عينة البحث فشملت العاملين في هذه الدائرة وقد تم الاعتماد على استمارة الاستبيان كأداة لجمع البيانات من العينة التي بلغت 40 فرداً من العاملين في هذه الدائرة ولغرض التعرف على مستوى توافر متغيرات البحث في المنظمة المبحوثة واختبار فرضياتها استخدم الباحث بعض المقاييس والمؤشرات الإحصائية منها (spssver23) توصل البحث بالاستناد الى تحليل واختبار نتائج البحث الى مجموعة من النتائج أهمها وجود تأثير معنوي إيجابي لابعاد القيادة التنظيمية بأبعادها على سلوكيات المواطنة التنظيمية في المجتمع المبحوث مما يعني ان تبني أنماط القيادة التنظيمية في دائرة الهجرة والمهجرين في صلاح الدين يسهم في تعزيز سلوكيات المواطنة التنظيمية ، ويوصي الباحث بضرورة تبني دائرة الهجرة والمهجرين في صلاح الدين لأنماط القيادة التنظيمية في عملها لما له من دور في تعزيز سلوكيات المواطنة التنظيمية فيها

الكلمات المفتاحية: القيادة التنظيمية، سلوكيات المواطنة التنظيمية، دائرة الهجرة والمهجرين في محافظة صلاح الدين.



Introduction

Organizational citizenship behaviors are among the most important administrative elements produced by contemporary administrative thought in recent years. They have captured the attention of a large number of researchers, as they are behaviors that work to enhance job performance and organizational effectiveness in organizations today, Therefore, these behaviors work to achieve the goals of organizations through roles that fall outside the boundaries of the job description, Various researchers have distinguished between two types of behavior: the first is the behavior of the official role that the worker must perform, and the second is the behavior of the additional role, which is represented by the employee performing voluntary behaviors that go beyond the limits of commitment to what is officially decided or required of him, which has been known in recent years as organizational citizenship behavior, Which has become a major factor in improving the performance of both the organization and employees. However, despite the benefits and importance of adopting such behaviors, these initiatives often tend to be difficult and complex, especially in developing countries, Because the processes of activating and developing organizational citizenship face obstacles that may include organizational, financial, and technological obstacles, organizations, especially the Department of Immigration and Displacement in Salah al-Din, must work to adopt modern leadership styles, perhaps the most prominent of which is organizational leadership, Which includes directing and coordinating individuals within the organization to achieve its goals or mission, whether you are seeking to reach higher administrative or leadership levels, or have reached a certain point in your workplace and are looking for the next step,



This is reflected in the organizational citizenship behaviors of employees, in addition to its contribution to strengthening loyalty and belonging of the individual to reach the stage of giving in which the individual affects the organization and himself and performs additional voluntary, optional work aimed at raising the level of efficiency and effectiveness of the organization Accordingly, the current research represents a modest contribution to identifying the impact of organizational leadership dimensions on organizational citizenship behaviors in the Department of Immigration and Displacement in Salah al-Din , The research structure included four chapters, the first of which was devoted to the research methodology, while the second chapter was devoted to the theoretical aspect, and the third chapter dealt with the practical aspect. The fourth chapter reviewed the most important conclusions and recommendations.

Research Methodology

I. Problem Statement

Organizational citizenship behaviors relate to employees achieving high levels of job satisfaction, which is reflected in improved productivity, happiness, and diversity in the workplace. These behaviors are highly linked to levels of discretionary participation in work. Therefore, business organizations, including the Department of Immigration and Displacement in Salah al-Din, must identify modern leadership styles that contribute to dealing with the behaviors of working individuals in a way that reflects their job performance and the achievement of the organization's goals through roles that fall outside the limits of the job description.

Therefore, organizational leadership is a social and organizational phenomenon related to a group of individuals in a specific organization.



Through their interaction and harmony in the work of the group within the framework of a system that leads to the achievement of its goals, they choose one of the members, and this member often possesses qualifications and capabilities that facilitate his performance of this role to achieve the goals in terms of his influence on the behavior of the rest of the members of the group. In order to define the research problem in a clear and precise form, we pose the following question: Do the dimensions of organizational leadership have a statistically significant impact on organizational citizenship behaviors in the Department of Immigration and Displacement in Salah al-Din? The following sub-questions branch out from this:

- To what extent are organizational leadership dimensions present in the Department of Migration and Displacement in Salah al-Din?
- To what extent are organizational citizenship behavior dimensions present in the Department of Migration and Displacement in Salah al-Din?

II. Importance of the Research

The researcher addressed the importance of the research on two levels.

At the theoretical level:

1. Organizational leadership: This involves influencing, directing, and guiding an individual or group of people to gain their cooperation and motivate them to work at the highest level of efficiency in order to achieve objective goals.
2. Organizational citizenship behaviors: are individual, optional behaviors that employees perform voluntarily and willingly, without incentives or rewards, and are not part of the organization's formal organization.



1. At the practical level, enabling leadership in the Department of Migration and Displacement in Salah al-Din to adopt organizational leadership styles that ensure effective participation of individuals at various organizational levels in the decision-making process related to work issues, reduce pressures and challenges, and eliminate various instances of conflict and dispute.
2. The results of this study can contribute to enhancing organizational citizenship behaviors in the study community.

III. Research Objectives

Through the research problem and its questions, the research objectives were formulated as follows:

- To identify the extent to which leadership in the Department of Migration and Displacement in Salah al-Din practices organizational leadership styles from the perspective of employees.
- To explore the relationship between influence and engagement in the research community.
- To identify the level of availability of organizational citizenship behavior dimensions in the research community

IV. Hypothesis Research Outline

Figure (1) illustrates the relationship between the research variables through the sub-dimensions of each and their role in the field under investigation. This plan includes two types of variables:

1. The independent variable: organizational leadership
2. The responding variable: organizational citizenship behaviors

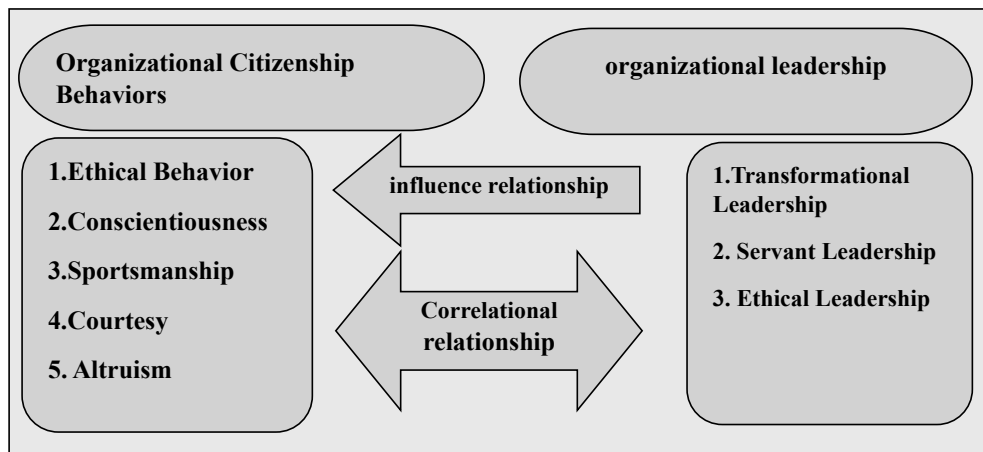


Figure (1) Hypothetical research plan

V. Hypotheses

The research hypotheses were formulated as follows:

First Main Hypothesis: There is a significant correlation between organizational leadership and its dimensions on organizational citizenship behaviors. The following sub-hypotheses branch out from this:

- There is a correlation between the dimension of transformational leadership and organizational citizenship behaviors in the field under study.
- There is a correlation between the dimension of servant leadership and organizational citizenship behaviors in the field under study.
- There is a correlation between the dimension of ethical leadership and organizational citizenship behaviors in the field under study.

Second Main Hypothesis: There is a significant influence of organizational leadership in all its dimensions on organizational citizenship behaviors in the field under study. The following sub-hypotheses branch out from this:



- There is an influence of the transformational leadership dimension on organizational citizenship behaviors in the field under study.
- There is an influence of the servant leadership dimension on organizational citizenship behaviors in the field under study.
- There is an influence of the ethical leadership dimension on organizational citizenship behaviors in the field under study

VI. Research Tools

The researcher relied on a set of tools to collect and analyze data and arrive at the final results, as follows:

1. Theoretical Framework: The researcher relied on theses, dissertations, books, magazines, and websites to frame the theoretical aspect.
2. Practical Framework: The researcher used a questionnaire to collect data for his research, which was modified according to the requirements of the research field. Also used a five-point Likert scale to measure the phenomenon under investigation and study, as illustrated in Table (1)



Table 1: Structure and questionnaire form

Axes	Dimensions	Symbol	Number	Sequence
1: Demographic Information	A. Gender	G	2	
	B. Age	A	4	
	C. Educational attainment	Q	4	
2: Independent Variable (Organizational Leadership)	transformational leadership	XX1	5	X1-X5
	ethical leadership	XX2	5	X6-X10
	servant leadership	XX3	5	X11-X15
	Total	X	15	X1-X4
3: Dependent Variable (Organizational Citizenship Behaviors)	Civilized Behavior	YY1	4	Y1-Y4
	Conscientiousness	YY2	4	Y5-Y9
	Sportsmanship	YY3	4	Y10-Y14
	Politeness	YY4	4	Y15-Y19
	Altruism	YY5	4	Y20-Y20
	Total	Y	20	Y1-Y20

Source: The table was prepared by the researcher.

VII: Research Community and Sample:

The research field is represented by the Ministry of Migration and Displacement in Salah Al-Din. This sector was chosen due to its suitability to the research topic. While the research community was represented by the gentlemen working in the Department of Immigration and Displacement in Salah Al-Din, the research sample was randomly determined by distributing 40 forms, 40 forms were recovered and prepared for analysis (Table 2).

Table (2): Details of the distribution of the questionnaire form

Statement	Number	Ratio
Distributed forms	40	100%

Source: The figure was prepared by the researcher using Excel



Section Two: The Theoretical Framework of the Research

First: The Conceptual Framework of Organizational Leadership

I. The Concept of Organizational Leadership:

The opinions of researchers and specialists in the field of management varied regarding defining a specific concept of organizational leadership. (Ramayel, 2014: 11) defined it as influencing a person or a group of people and directing and guiding them in order to gain their cooperation and motivate them to work with the highest degree of efficiency in order to achieve objective goals by creating a work motive. (Sardou and Zaidi, 2017: 7) believe that it is the result of the interaction between the traits and characteristics of the leader and the followers, which constitute an important axis upon which various activities in public and private organizations alike are based. (Bouslim and Al-Basha, 2022: 22) promise that it is a process that consists of guiding and managing a group of individuals in the organization to move towards the set goals. (Boumaza ,2022: 12) indicated that it is a purposeful social activity for the benefit of the group through cooperation in drawing up the plan and distributing responsibilities according to the available competencies, preparations, and material and moral capabilities. He added (Khair and Ghalia, 2021: 11) that it is influencing a person or a group of people, directing and guiding them in order to gain their cooperation and motivate them to work with the highest degree of efficiency in order to achieve objective goals by creating a motive to work and motivating them and thus achieving the goals. (Balzrouq, 2023: 4) defined it as the art of influencing the behavior of individuals and groups and motivating them to cooperate in achieving the organization's goals and their own goals. According



to (Abu Rida, 2022: 9), they are activities and events that result in consistent patterns of group interaction towards multiple problems.

II. Importance of Organizational Leadership

Perhaps the importance of organizational leadership is completed in the following (Malika and Khadija, 2021: 15) (Rmail, 2014: 4950) (Bouslim and Al-Basha, 2020: 22)

1. Leadership is a fundamental tool in managing business within an organization. It sets goals and directs efforts toward achieving them effectively, as well as providing the elements of production and allocating and distributing resources.
2. Maintaining the continuity of the organization can only be achieved through the ability to confront organizational, social and technological obstacles and challenges.
3. Organizational leadership is responsible for achieving external integration by meeting the organization's needs from available resources within the environment and transforming the mix of resources to meet the environment's needs for goods and services. Leadership is also responsible for achieving the organization's internal integration by coordinating and linking the efforts of employees and other resources to achieve the organization's goals.
4. Leadership exercises the function of dealing with the continuous change in the needs and problems of society. In addition, it integrates into its general objectives social goals, supports positive behavior, reduces negative behavior, and develops rational strategies in a motivating movement process towards a lofty goal.



5. Confronting uncertainties resulting from continuous environmental change, controlling work problems within the organization, drawing up plans to resolve them, resolving disputes, weighing up opinions, keeping pace with surrounding variables, and utilizing them to serve the organization.
6. Working to spread the spirit of brotherhood and harmony among the members of the groups that make up the organization, and working to consolidate the members of this organization, uniting their efforts, and directing them to achieve common interests.

III. Dimensions of Organizational Leadership:

The dimensions of organizational leadership are as follows:

(Abbas *et al.*, 2021: 180) (Saudi, 2015: 4) (Khaira and Ghalia, 2021: 5759)

1. Transformational Leadership: It is the leadership that has a superior ability to inspire subordinates to lead with the best possible efforts for the benefit of the organization to improve performance. Its most important feature is the exceptional and extraordinary impact it has on subordinates. (Rmail, 2014: 4950) Transformational leadership is similar to charismatic leadership, but it is distinguished by its special abilities to bring about change and achieve innovation by aligning subordinates' needs and interests, helping them use new methods to solve old problems, and encouraging them to constantly discuss the current situation. (Al-Zahraa, 2020: 57) Moreover, it is known as the ability or talent possessed by the leader that enables him to create a spirit of enthusiasm among subordinates and motivate them, relying on displaying his high behavior and ethics and building trust and respect to achieve the goals set out in the organization's mission and future vision (Muhammad and Mubarak, 2019: 8).



2. Servant Leadership: Servant leadership was first introduced in the 1960s by renowned author Robert Greenleaf, who pioneered the concept of servant leadership during the turbulent 1960s and brought a unique leadership style to the forefront. His in-depth research identified the core of the rebel movement as stemming from the inability of American institutions to adequately serve others. (Brewer, 2010:3) The concept of servant leadership has gained traction due to growing distrust in larger-than-life organizations. Leaders are portrayed through transformational and charismatic leadership. Numerous studies have shown that servant leadership benefits both employees and organizations. At the employee level, servant leadership has been found to improve learning, job satisfaction, and employability. Similarly, servant leadership has been a source of improved employee performance, creativity, and innovative work behavior (Khan *et al.*, 2022: 848). Servant leadership is based on the premise that leaders who are most capable of motivating their followers are those who focus less on meeting their own personal needs and more on prioritizing the needs of their followers. Leaders who care more about others than themselves are humble, and their humility fosters strong relationships with their followers and encourages their followers to fully participate in their work (Liden *et al.*, 2014: 1434).

3. Ethical Leadership: Ethical leadership and its impact on employee behavior have emerged as a critical issue for contemporary organizations, particularly in the banking and financial industry, in light of the global financial crisis that saw the collapse of banks in some European countries and major government bailouts of the sector in 2018. United States of America (Kia, *et al.* 2019:1717) According to (Ko, 2018:3) it is “demonstrating



normatively appropriate behavior through personal actions and interpersonal relationships, and reinforcing this behavior in followers through reciprocal communication, reinforcement, and decision-making. (Shakeel 2019:616) adds that ethical leadership is the implicit and explicit pursuit of achieving the desired ethical behavior for oneself and followers through efforts governed by rules and principles that call for motivation to learn, healthy optimism, and clarity of purpose to support the values of empowerment, serving others, caring for human rights, change for the better, and fulfilling duties towards society, future generations, and the environment and its sustainability.

Second: The Conceptual Framework of Organizational Citizenship Behaviors

I. Concept of Citizenship Behaviors:

The opinions of researchers and specialists in the field of organization and organizational behavior varied regarding defining a specific concept for organizational citizenship behaviors. According to (Darwish, 2022: 351), they are defined as voluntary behaviors that exceed what is required to be accomplished at work and are performed by the employee to support the efficiency and effectiveness of the organization, (Khadija,2023: 33) agree that organizational citizenship behavior is one of the modern concepts that contemporary administrative thought has recently produced, as it has captured the attention of many researchers and scholars in the field of management science, psychology, and sociology. (Juma, 2016: 35) added that it is optional or voluntary and is not linked to the official reward or punishment system and is not included in the official job description. These behaviors aim to achieve the interest of the organization as a whole or to



achieve the interest of specific individuals, through positive contributions that the individual practices voluntarily or through refraining from behaviors that annoy the organization, administration, or department in which the individual works. They are honest behaviors, and practicing them periodically results in achieving well-being. (Ramisa 2023: 11) defined it as an individual, optional behavior carried out by workers voluntarily and willingly, without incentives or rewards, and not included within the official organization of the institution. In the same context, (Fathi, 2017, 42) shows that organizational citizenship behavior is one of the concepts that are surrounded by ambiguity and complexity, as it cannot be linked to a specific concept, as it differs according to functional and structural requirements. Citizenship is voluntary and based on conscious understanding, as it is one of the additional, informal behaviors that individuals perform without reward, and is not included within the duties of the job, but it is consistent with the goals of the institution. This behavior does not bring any interest to the individual, but it is expected that these actions will be taken into consideration when distinctive opportunities appear and achieve preference and a competitive advantage for its practitioners.

He adds (Heya, 2023:6) that it represents the individual's desire to participate in work that goes beyond the official work requirements of employees and that contributes to the overall performance of the organization's work at the lowest possible cost.

(Azzaz, 2017: 637) addressed the concept of organizational citizenship by linking it as a concept of rights and duties or responsibilities and obligations. Citizenship is an emotional feeling of connection to the land and other individuals in society who live on that land.



II. Importance of Organizational Citizenship behavior

Organizational citizenship behavior is of great importance in all organizations because of its role in enhancing the efficiency and effectiveness of the organization and strengthening its ability to achieve various goals and enhance sustainability in its distinguished performance. Accordingly, the importance of organizational citizenship behavior can be stated according to the opinions of researchers

(Al-Battah *et al.*, 2025: 229) (Azzaz, 2017: 638).

- 1) Create a constructive interactive environment within the organization, contributing to enhancing various communication channels and strengthening various social relationships.
- 2) Maximizing the use of organizational resources by having employees contribute to performing additional tasks
- 3) Empowering employees to support their colleagues, as this behavior allows individuals to provide material and moral support to their colleagues at work.
- 4) Reducing operational financial burdens through employee voluntary initiatives
- 5) Boosting employee enthusiasm and morale, as this behavior raises the level of motivation among employees.

III: Dimensions of Organizational Employee Behavior:

Organizational citizenship has a set of dimensions agreed upon by most researchers and specialists in the field of organization and organizational behavior, (Al-Battah *et al.*, 2025:). (Bin Al-Shirhab, 2022) (Ayman and Zuhair, 2020:) which can be summarized as follows:



- 1) Altruism: It means helping or loving others, and it is the behavior that supports a specific individual with another task that is related from an organizational perspective, so that this behavior does not confuse supervisors and distract them from their main duties and creates a supportive work environment through the worker helping others in the organization with various tasks, whether they are related to work, colleagues, managers, or customers (Khadija, 2023: 37).
- 2) Politeness: It means the employee's behavior to avoid causing problems and disputes at work, preventive measures to prevent their occurrence, and it also includes his awareness of the impact that the behavior of others may have (Al-Arabi, 2023: 43). It refers to the individual's attempt to prevent falling into problems related to work (Hey, 2022: 6-7).
- 3) Conscientiousness: It represents the employee's voluntary behavior that exceeds the minimum requirements of the job in the area of attendance, respect for the organizing regulations, and taking work breaks seriously (Ibrahim and Al-Naqrahi, 2025: 685). It means optional behavior that exceeds the requirements of the official job and includes adherence to rules and regulations even in the absence of direct supervision (Al-Battah *et al.*, 2025: 229)
- 4) Sportsmanship: Having a sportsmanship spirit, also called the spirit of tolerance, is a reflection of the individual's willingness to accept some of the frustrations and occasional organizational harassment that occur in the workplace. The individual accepts these job frustrations without grumbling or complaining (Bin Al-Shirhab, 2022: 37)



Civilized behavior: - It is the interest in constructive and responsible participation in the management of the organization and its meetings by ensuring attendance, maintaining change, reading the organization's memoranda and announcements, and performing work in a manner that preserves and develops the organization's reputation (Ayman and Zuhair, 2020: 34-35)



Section Three: The Analytical Aspect

This section presents an analytical description of the research dimensions and variables (organizational leadership, organizational citizenship behaviors) using a variety of statistical methods, including the arithmetic mean, standard deviation, and relative importance. This section is divided as follows:

I. Description and Diagnosis of (Organizational Leadership in Its Dimensions, Organizational Citizenship Behaviors in Its Dimensions)

The data in Table (3) indicate a high level of availability of the organizational leadership variable in its three dimensions (transformational leadership dimension, servant leadership dimension, ethical leadership dimension) according to the perception of sample members in the department under study. The calculated arithmetic mean value exceeded its hypothetical value of 3, confirming this availability. The arithmetic mean value for the organizational leadership variable reached (3.874). This increase is reinforced by the high value of relative importance of (77.49%). At the dimension level, it is noted that the transformational leadership dimension recorded the highest level of availability, as indicated by the arithmetic mean of (4.020), followed by the ethical leadership dimension with an arithmetic mean of (3.841), and finally the servant leadership dimension with an arithmetic mean of (3.696). This result reinforces the reliability of the arithmetic mean in its representation of the total sample. Table (3) also notes the high level of availability of the organizational citizenship behaviors variable in its three dimensions. (Civilized behavior, conscience awareness, sportsmanship, courtesy, altruism) according to the perception of the sample members in the department under study, as the calculated arithmetic mean



value exceeded its hypothetical value of 3, which confirms this availability, as the arithmetic mean value of the organizational citizenship behaviors variable reached (4.078), and this increase is reinforced by the high value of relative importance of (81.572%). As for the dimensions level, it is noted that the dimension (conscience awareness) recorded the highest level of availability in terms of the arithmetic mean of (4.301), followed by the dimension (sportsmanship) with an arithmetic mean of (4.155), followed by the dimension (courtesy) with an arithmetic mean of (4.137), then the dimension (civilized behavior) with an arithmetic mean of (4.094) and finally the dimension (altruism) with an arithmetic mean of (4.120), which supports the level of availability of both organizational leadership and its dimensions as a whole and organizational citizenship behaviors and their dimensions as a whole in its representation of the total sample

Table (3): Description of research variables and dimensions

Variable	The symbol	arithmetic mean	standard deviation	relative importance	Rank
A. Transformational Leadership	XX1	4.020	1.0711	%79.19	High
B. Servant Leadership	XX2	3.696	1.064	%73.93	High
C. Ethical Leadership	XX3	3.841	0.929	%76.82	High
Organizational Leadership	X	3.874	1.058	77.49%	High
A. Civilized Behavior	YY1	4.094	0.892	%81.89	High
B. Conscientiousness	YY2	4.301	0.934	%86.03	High
C. Sportsmanship	YY3	4.155	0.925	%83.10	High
D. Politeness	YY4	4.137	0.980	%82.75	High
E. Altruism	YY5	4.120	0.961	%82.41	High
Organizational Citizenship Behaviors	Y	4.078	0.957	%81.572	High

Source: The Table was prepared by the researcher using (SPSS)



II. Results of Hypothesis Testing Related to Research Variables and Dimensions

1. Correlation Results

The results in Table (4) indicate a positive correlation between organizational leadership and organizational citizenship behaviors, with a correlation coefficient of (0.609**). At the dimension level, the following is evident:

- There is a significant and positive correlation between transformational leadership and organizational citizenship behaviors, with a correlation coefficient of (0.672**)
- There is a significant and positive correlation between transformational leadership and organizational citizenship behaviors, with a correlation coefficient of (0.450**)
- There is a significant correlation between ethical leadership and organizational citizenship behaviors, with a correlation coefficient of (0.516**).

Table (4): The relationship between organizational leadership dimensions and organizational citizenship behaviors

Variables	Statement	Organizational Citizenship Behaviors (Y)
Transformational Leadership	(Pearson) (Sig.)	0.672**
		0.001
Servant Leadership Dimension		0.450**
		0.001
Ethical Leadership		0.516**
		0.000
Dimensions of Organizational Leadership		0.609**
		0.000

Source: The Table was prepared by the researcher using (SPSS)



III. Testing the Second Hypothesis:

The paragraph included a main hypothesis stating that there is a significant influence of organizational leadership in all its dimensions on organizational citizenship behaviors in the field under study. The results were as follows:

A. The results of the impact test at the aggregate level

It is noted from Table (5) that the value of (F) amounting to (38.098) was at a significance level of less than 5%, which confirms the validity of the regression equation model, which means (the possibility of estimating the level of organizational citizenship behaviors through organizational leadership in general). The significant value of (T) amounting to (6.172) at a significance level of less than 5% also indicates the significance of the impact of organizational leadership on organizational citizenship behaviors in the department under study, while the positive value of the regression coefficient beta (β) amounting to (0.680) indicates a positive impact, meaning that the high level of availability of organizational leadership in general has a positive impact on organizational citizenship behaviors, by enhancing the levels of organizational citizenship behaviors in the department under study. The value of the coefficient of determination (R²) amounting to (0.528) indicates that organizational leadership explains (52.8%) of the changes occurring in organizational citizenship behaviors. Therefore, it can be said that the fourth sub-hypothesis is accepted. Based on the results of the sub-hypotheses, it can be said that the The second main hypothesis of the research.



B. Results of the Hypothesis Test at the Micro-Level

The results of Table (5) show that there is a significant influence relationship between transformational leadership and organizational citizenship behaviors. The F value of (27.613) was at a significance level of less than 5%, confirming the validity of the regression equation model. This means that the level of organizational citizenship behaviors can be estimated through organizational leadership according to the transformational leadership dimension. The significant value of (T) of (5.255) at a significance level of less than 5% also indicates a significant influence of the transformational leadership dimension on organizational citizenship behaviors in the department under study. Meanwhile, the positive value of the regression coefficient beta (β) of (0.372) indicates a positive influence, meaning that the high level of organizational leadership availability according to the transformational leadership dimension positively affects organizational citizenship behaviors by enhancing the levels of these organizational citizenship behaviors in the department under study. The value of the coefficient of determination (R^2) of (0.263) also indicates that the transformational leadership dimension explains a percentage of (26.3%) of the changes that occurred in organizational citizenship behaviors, therefore, it can be said that the first sub-hypothesis is accepted.

The results of Table (5) show that there is a significant influence relationship between ethical leadership and organizational citizenship behaviors, as the value of (F) amounting to (11.982) was at a significance level of less than 5%, which confirms the validity of the regression equation model, which means that the level of organizational citizenship behaviors can be estimated through organizational leadership according to the ethical



leadership dimension. The significant value of (T) amounting to (3.461) at a significance level of less than 5% also indicates the significance of the influence of the ethical leadership dimension on organizational citizenship behaviors in the department under study, while the positive value of the regression coefficient beta (β) amounting to (.510) indicates a positive influence, meaning that the high level of availability of organizational leadership according to the ethical leadership dimension has a positive impact on organizational citizenship behaviors, by enhancing the levels of these organizational citizenship behaviors in the department under study. The value of the coefficient of determination (R2) amounting to (.261) indicates that organizational leadership patterns explain (26.1%) of the changes that occur in behaviors. Organizational citizenship, therefore, it can be said that the third sub-hypothesis is accepted.

Table (5): The impact of organizational leadership dimensions on organizational citizenship behaviors

Variables	Constant coefficient (β_0)	Regression coefficient (β)	(T) value	Probability (Sig.)	value (F)	Probability (Sig.)	(R2)
A. Transformational Leadership	2.146	.389	5.255	0.001	27.613	0.001	0.448
B. Servant Leadership	3.060	.442	7.815	0.001	8.240	0.001	0.195
C. Ethical Leadership	1.930	.510	3.461	0.000	11.982	0.000	0.261
Organizational Leadership	1.539	0.680	6.172	0.000	38.098	0.000	0.528

Source: the researcher using (SPSS) to prepare the Table



Section Four: Conclusions and Recommendations

I. Conclusions:

After reviewing the practical aspect, the researcher finds the following:

- 1) There is a significant positive correlation between organizational leadership styles and organizational citizenship behaviors in the Department of Immigration and Displacement in Salah al-Din.
- 2) There is a significant influence between organizational leadership styles and organizational citizenship behaviors in the community under study.

As for the theoretical aspect, the researcher finds the following:

- 1) Organizational sustainability can only be achieved through the ability to confront organizational, social, and technological obstacles and challenges.
- 2) Organizational leadership is responsible for achieving external integration by meeting the organization's needs from the resources available within the environment and transforming the resource mix to meet the environment's needs for goods and services. Leadership is also responsible for achieving internal integration by coordinating and linking the efforts of employees and other resources to achieve organizational goals.
- 3) Organizational citizenship behaviors contribute to creating a constructive, interactive environment within the organization, enhancing various communication channels and strengthening social relationships.
- 4) Maximizing the use of organizational resources by having employees contribute to additional tasks.



II. Recommendations

1. The researcher recommends that leadership in the Department of Migration and Displacement in Salah al-Din pay attention to organizational leadership styles and organizational citizenship behaviors.

- 1) Introducing employees to the importance of both organizational citizenship behaviors and organizational leadership styles in the Department of Migration and Displacement in Salah al-Din.
- 2) The Department of Migration and Displacement in Salah al-Din must adopt and operationalize organizational citizenship values, both theoretically and practically, by holding forums, seminars, and training courses on volunteer behaviors and their positive impact on individuals and employees as a whole.
- 3) Programming volunteer behaviors for employees within the incentive and reward system.
- 4) Removing the obstacles facing employees when they wish to perform informal work or work outside their job description, thus increasing cooperation and altruism among them, through certain decisions issued in light of university regulations and decisions.



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