



ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

**THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND IN ROLE PERFORMANCE
WITH THE MEDIATION ROLE ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND
PERCEIVED ORGANIZATIONAL SUPPORT (POS) IN THE CASE OF COMMERCIAL
BANK OF ETHIOPIA, GULELE DISTRICT, ADDIS ABABA**

BY: HANNA MEKONNEN

ADVISOR: LAKEW ALEMU (PHD)

June, 2025

ADDIS ABABA, ETHIOPIA

**THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND IN ROLE PERFORMANCE
WITH THE MEDIATION ROLE ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND
PERCEIVED ORGANIZATIONAL SUPPORT (POS) IN THE CASE OF COMMERCIAL
BANK OF ETHIOPIA, GULELE DISTRICT, ADDIS ABABA**

BY

HANA MEKONNEN

**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY, SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE
REQUIRMENTS FOR THE DEGREE OF MASTER OF MANAGEMENT.**

June, 2025

ADDIS ABABA, ETHIOPIA

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Lakew Alemu (Phd). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Hana Mekonnen Getahun

Name

Addis Ababa University, Addis Ababa

Signature

June, 2025

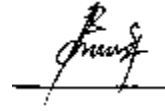
ENDORSEMENT

This thesis has been submitted to Addis Ababa University, School of Graduate Studies for examination with my approval as a university advisor.

Lakew Alemu (Phd)

Advisor

Addis Ababa University, Addis Ababa

A handwritten signature in black ink, appearing to read 'Lakew Alemu', written over a horizontal line.

Signature

May, 2025

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSSINESS AND ECONOMICS
DEPARTEMENT OF MANAGEMENT

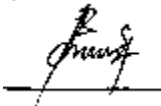
The relationship between leadership style and in role performance with the mediation role organization citizenship behavior and perceived organization support in the case of commercial bank of Ethiopia Gulele district, Addis Ababa

By

Hana Mekonnen

APPROVED BY BOARD OF EXAMINERS

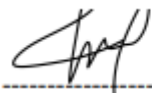
DEAN, GRADUATE STUDIESSIGNATURE



Lakew Alemu (*PHD*)

ADVISOR SIGNATURE

EXTERNAL EXAMINER SIGNATURE



Amare Abawa (PhD)

INTERNAL EXAMINER SIGNATURE

ACKNOWLEDGEMENTS

The completion of this thesis has not been possible without the support and encouragement of several special people. Hence, I would like to take this opportunity to show my gratitude to those who assist me in a myriad of ways. First, I give thanks to God the Almighty for his protection, ability to do and for being there always. Next, I would like to express my heart full thanks to my Advisor Lakew Alemu (Ph.D), for his wise counsel, stimulating, suggesting, unwavering support, encouraging me and showing me the way to do this paper and perceptive comments during the creation of my study. Ultimately, my indebted gratitude expressed to all of my family members and friends for their encouragement in completing this research work.

TABLE OF CONTENTS

DECLARATION	i
ENDORSEMENT	ii
ACKNOWLEDGEMENTS.....	iv
<i>Abstract</i>	viii
Chapter one.....	1
Introduction	1
1.1. Background of the Study	1
1.2. Statement of the Problem.....	2
1.3. Objective of the study	3
1.3.1. General objective	3
1.3.2. Specific Objectives	3
1.4. Significance of the Study	4
1.5. Scope of the Study.....	4
1.6. Limitation of the study.....	5
1.7. Organization of the Study	6
CHAPTER TWO	8
REVIEW OF RELATED LITER	8
Theoretical Literature Review	8
2.1.1. Leadership Styles.....	8
2.1.4. Organizational Citizenship Behavior (OCB)	17
2.1.5. Perceived Organizational Support (POS).....	18
2.1.6. Impacts of Leadership Styles on Performance	18
2.1.7. The Mediating Role of Organizational Citizenship Behavior (OCB)	19

2.2. Empirical Literature.....	21
2.3. Conceptual Framework.....	24
CHAPTER THREE.....	29
RESEARCH METHODOLOGY.....	29
3.1 Description of the Study Area	29
3.2. Research Design and Approach	30
3.3. Population, Sample Size, and Sampling Technique	31
3.4 Data Sources	33
3.5. Data Collection Instruments.....	33
3.6. Reliability and Validity.....	34
3.7. Method of Data Analysis	38
3.8. Ethical Consideration.....	39
CHApTER FOUR.....	40
Data Analysis and interpretation.....	40
4.1. Demographic Characteristics	40
4.2. Descriptive Analysis.....	41
4.3. Inferential Analysis	43
4.3.1. Direct Effects of Leadership Styles on In-Role Performance	43
4.3.2. Perceived organizational support (POS) mediates between leadership styles and in-role performance	45
4.3.3. Organizational citizenship behavior (OCB) mediates between leadership styles and in-role performance	48
4.3.4. Perceived organizational support (POS) moderates the mediating effect of organizational citizenship behavior (OCB)	50

4.3.5. Perceived organizational support (POS) moderate's leadership styles and in-role performance	53
4.4. Hypothesis Testing Results	54
4.5. Discussion of Major Findings	56
CHAPTER FIVE	58
CONCLUSION AND RECOMMENDATIONS	58
5.1. Conclusions	58
5.2. Recommendations	59
Reference	61
Appendix	70
Annex	74

ABSTRACT

In the context of the Commercial Bank of Ethiopia, Gulele District, Addis Ababa, this study examines the intricate interactions between in-role performance, organizational citizenship behavior (OCB), perceived organizational support (POS), and leadership styles (authentic and romantic). The main goal of the study was the direct effect of leadership style on job performance and the degree of OCB and POS as a mediator and moderator. The studies were gathering from 145 staff of commercial bank of Ethiopia worker about leadership style, working, voluntary action performance behavior, organization support and personal performance through the use of structural questionnaire. The outcome of study indicate in role performance is positive or good impact by both authentic and romantic leader-style such as leader are genuine, transparent, self-awareness, balanced process, whereas, romantic leader-style strongly emphasis the staff emotion engagement and passionate vision to inspire. OCB demonstrated how voluntary helping behavior contribute to overall job performance and organization success. POS also acted as a mediator in the relationship between leadership styles and performance, emphasizing their organization value their contribution and cares for their well-being. While POS significantly mediated the relationship between leadership and performance, it was found to be statistically insignificant as a moderator in the COB-mediated pathway. This means the universal importance of promoting OCB by suggesting that it is a powerful mediator irrespective of perceived support levels. Affected the perceptions of leadership, POS, and OCB. According to this study, this study leadership style is the core part the organization performance which is impact the overall employ engagement to building strong connection to enhance OCB and POS these finding contrition to growth the organization leader style and organization behavior and offer practical improving the individual and organization performance in similar work setting.

Key words: In-Role Performance, Organizational Citizenship Behavior (OCB), Romantic Leadership, Authentic Leadership, Perceived Organizational Support (POS), and Leadership Styles.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Organizations invest significant resources in identifying and cultivating factors that can enhance the effectiveness and productivity of their workforce. Among these factors, leadership has consistently been recognized as a pivotal antecedent of employee attitudes, behaviors, and ultimately, performance outcomes (Yukl, 2013). The ability of leaders to inspire, motivate, guide, and support their teams is paramount in shaping how employees approach their tasks and contribute to organizational objectives.

While various leadership theories have emerged over decades, recent attention has increasingly focused on more relational and values-based approaches, such as Authentic Leadership and the conceptually distinct, though perhaps less formally researched, Romantic Leadership. Authentic Leadership, emphasizing self-awareness, relational transparency, balanced processing, and an internalized moral perspective, is believed to foster trust and positive psychological states among employees, thereby influencing their work engagement and performance (Walumbwa et al., 2008).

Romantic Leadership, as conceptualized in this study, likely draws on the leader's capacity to create strong emotional bonds, inspire through vision and ideals, and cultivate a sense of belonging and shared purpose, which can profoundly impact employee dedication and effort. Understanding the specific impact of these emerging and nuanced leadership styles on crucial outcomes like in-role performance is therefore of significant interest. Can lead to higher levels of perceive organization support and OCB as employee feel value and support by their leaders. Organizational support (POS) and OCB, as employees feel valued and supported by their leaders (Brown & Treviño, 2006; Tan et al., 2019).

POS connected the relationship between leadership styles and OCB because supportive leadership behavior increase employees' perceptions of organizational support (Rhoades, 2000). OCB is the main thing for organization success, especially in dynamic and competitive environments like banks (Podsakoff et al., 2000). POS, or the degree to which worker believe their instruction values their contributions and cares about their happiness, also plays a major role in growth organizational

performance. High levels of POS are associated with to develop job satisfaction, trust , commitment, and OCB (Organ, 1997).perceived organizational support (POS) and OCB, as employees feel valued and support.

For instance, the positive impact of OCB on performance might be stronger when employees also feel highly supported by their organization (Kao et al., 2023), suggesting a moderated mediation effect where POS amplifies the OCB performance link. Examining these intricate direct, mediating, and moderated mediating relationships simultaneously provides a more comprehensive and realistic understanding of leadership’s influence. This study, therefore, is grounded in the need to explore these multifaceted pathways connecting Authentic and Romantic leadership styles to in-role performance, considering the crucial intervening roles of OCB and POS, this study aims to fill a significant gap in the literature and provide valuable insights for practitioners and policymakers in the Ethiopian bank sector.

1.2. Statement of the Problem

While the positive influence of effective leadership on employee in-role performance is well-established in organizational context (e.g., Huang et al., 2010; Yukl, 2013), a deeper understanding of the underlying mechanisms and conditional factors that shape this critical relationship remains an ongoing pursuit for both researchers and practitioners. Organizations continuously seek strategies to optimize employee performance, and leadership development is a cornerstone of these efforts. However, simply identifying “good” leadership is insufficient; a more nuanced comprehension of how specific leadership styles translate into desired performance outcomes, and under what conditions these effects are most potent, is crucial for designing targeted and effective interventions.

In recent years, the relationship between leadership styles and in role performance has gained increasing attention, especially in service industries like banking, where customer satisfaction is deeply influenced by employee performance. Authentic and Romantic leadership styles are particularly significant as they foster environments that can enhance in-role performance and promote organizational citizenship behaviors (OCB) (Asgari et al., 2020). Romantic leaders inspire and motivate employees by creating a shared vision and promoting trust, while studies affirm the positive impact of these leadership styles on OCB and performance, the mechanisms remain unclear. Authentic leadership has been found to elevate task performance by enhancing

core job characteristics such as meaningfulness and goal commitment. However, these results are connected by perceived organization support and job satisfaction these increased worker willingness (Piccol and Colquit 2006). However, the study focuses a need to explore these connections more, special with mediating variable for instance OCB, POS.

In the context of this study particularly commercial bank of Ethiopian, there is a gap in understanding how leadership style are the main problem of organization performance,

Therefore, Authentic and Romantic leadership affect in role performance through OCB and POS. the gap is knowledge limit the bank ability to effectively operated leadership strategies show employee performance. This is essential for maintain competitive in rapidly growth banking sector.

The problem addressed in this study. Therefore, what the role of OCB and POS in mediating the relationship? How Romantic and Authentic leadership style impact in commercial bank of Ethiopian in Gullele district?

1.3. Objective of the study

1.3.1. General objective

Investigated the associated between leadership styles and in-role performance at Commercial Bank of Ethiopia, Gulele District, Addis Ababa, with the mediating roles of Organizational Citizenship Behavior (OCB) and Perceived Organizational Support (POS) is the major parts of the study.

1.3.2. Specific Objectives

1. To study how in-role performance at Commercial Bank of Ethiopia, Gulele District, Addis Ababa, is directly impacted by authentic and romantic leadership styles.
2. To study how leadership styles and in-role performance at Commercial Bank of Ethiopia, Gulele District, Addis Ababa, are mediated by Organizational Citizenship Behavior (OCB).
3. To investigate how leadership styles and in-role performance are mediated by perceived organizational support (POS).
4. To determine whether the mediating effect of OCB on the relationship between leadership styles and in-role performance is moderated by perceived organizational support (POS).

1.4. Significance of the Study

The research focuses organizational behavior and human resource management theory and practice by investigating the mediating functions of Organizational Citizenship Behavior (OCB) and Perceived Organizational Support (POS) associated between employee activities and leadership styles in organizational settings particularly, the Commercial Bank of Ethiopia (CBE), Gulele District is made possible by this study. The impact of authentic and romantic leadership styles on in-role performance is better understood thanks to this study. Through the use of OCB and POS as mediators, the study expands on current frameworks to encompass the behavioral and psychological mechanisms by which leadership influences performance. The study sheds light on the processes by which leadership styles have an indirect impact on worker performance by examining OCB and POS as mediators.

The study actionable way for managers and leaders at CBE. Understanding the impact of authentic and Romantic leadership styles can help leaders adopt behaviors that inspire employees, enhance collaboration, and drive higher performance.

By demonstrating the importance of OCB and POS, the study focuses the need for organizational policies and practices that foster voluntary, extra-role behaviors and enhance employees' perceptions of support. These factors are critical for sustaining a motivated and high-performing workforce.

The findings can guide human resource departments in designing leadership development programs, team-building initiatives, and support systems that align with organizational goals. For example, targeted training programs can equip leaders with the skills to build stronger relationships with their teams, thereby improving overall performance outcomes.

The insights from this study are directly relevant to the Commercial Bank of Ethiopia and similar organizations. By identifying effective leadership styles and support mechanisms, the study provides a roadmap for enhancing employee performance, organizational citizenship behaviors, and overall operational success.

1.5. Scope of the Study

This study is delimited to examining the relationship between leadership styles specifically, Authentic Leadership and Romantic Leadership and in-role performance of employees, with a

particular focus on the mediating roles of Organizational Citizenship Behavior (OCB) and Perceived Organizational Support (POS). The research was conducted within the Gulele District of the Commercial Bank of Ethiopia, targeting three branches: two Grade Four branches and the district office. The study population comprised 250 employees across these branches.

The research adopted a descriptive and inferential statistical analysis and quantitative research approach, utilizing a cross-sectional survey design to gather data at a single point in time. A structured questionnaire served as the primary data collection instrument, designed based on validated scales from previous literature in the areas of leadership behavior, in-role performance, OCB, and POS.

The study used stratified random sampling followed by simple random sampling to ensure fair and proportional representation across the three strata (branches), Data collected from three branches of the Commercial Bank of Ethiopia in Gulele District. A total sample of 152 respondents was determined using Krejcie and Morgan's (1970) formula to ensure statistical validity and reliability.

The study focuses exclusively on the perceptions, behaviors, and performance outcomes of employees in the selected bank branches and does not include other banks, districts, or industries in Ethiopia.

In summary, the scope of the study is confined to:

The impact of authentic and romantic leadership styles on employee in-role performance. The mediating effects of OCB and POS, Perceived Organizational Support (POS) also acts as a moderator, influencing the strength of the indirect relationship between leadership styles and in-role performance through OCB.

1.6. Limitation of the study

The study acknowledges certain limitations, including the cross-sectional nature of the data, which may not capture long-term effects of leadership styles on performance. Additionally, the findings may be specific to the context of Commercial Bank of Ethiopia, Gulele District, Addis Ababa and may not be generalizable to other bank settings without further validation.

1.7. Organization of the Study

This study is systematically organized into five chapters to provide a clear and comprehensive examination of the research topic: the impacts of leadership styles on in-role performance, with Organizational Citizenship Behavior (OCB) and Perceived Organizational Support (POS) as mediators, in the case of the Commercial Bank of Ethiopia, Gulele District.

requirements:

Chapter one Introduction

This chapter lays the foundation for the study. It introduces the background of the research problem, highlights the significance of studying leadership styles in relation to employee performance, and outlines the specific roles of OCB and POS as mediators. The overall research parts to indicated like objectives, questions, and hypotheses are clearly stated, within the scope and limitations of the study parts to including both academics literature and organizational practice.

Chapter Two: Literature Review

On this chapter also including current theories and empirical research pertaining to leadership styles, in-role performance, OCB, and POS is given in this chapter. It investigates fundamental theories for instance Organizational Support Theory, Participative Leadership Theory, and Transformational Leadership Theory and so on. Analysis of the connections between the main research variables gaps in the literature that the study seeks to fill. Also conceptual frame work and hypothesized relationship established by this chapter.

Chapter Three: Research Methodology

In this chapter cover research design and methodology description parts. how the population and sample size were determined, including how Krejcie and Morgan's formula was used to calculate the sample size. Along with their validity and reliability evaluations, in order to test the research hypotheses, to describes the statistical methods using data analysis, such as structural equation modelling and reliability tests.

Chapter Four: Results and Discussion

The data analysis findings are presented in this chapter, which is organized according to the goals and theories of the study. It contains the results of hypothesis testing, reliability and validity analyses of the measurement model, and descriptive statistics of the respondents. The results are analyzed in the context of previous research, highlighting the mediating functions of OCB and POS as well as the effects of leadership philosophies on in-role performance. The discussion is supported by tables, charts, and statistical results.

Chapter Five: Conclusion and Recommendations

The study's main conclusions and their theoretical, practical, and policy are outlined in the last chapter. It offers practical suggestions for the Commercial Bank of Ethiopia and related institutions to verified employee performance by OCB, perceived organizations support, and strengthening leadership effectiveness clearly stated on this chapter.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Theoretical Literature Review

2.1.1. Leadership Styles

Employee characteristic, satisfaction, and performance including impacted by leadership styles, which have a major effect for overall organizational performance. Optimizing organizational effectiveness requires an understanding of these styles and their effects. Based on the body of existing literature, this review examines the theoretical implications of several leadership philosophies, such as transformational, transactional, and laissez-faire. Organizational behavior and performance are positive impacted by leadership styles, especially transformational and ethical leadership. The theoretical foundations, traits, effects on organizations, and empirical data demonstrating the effectiveness of these two leadership philosophies are all covered in detail in this review.

2.1.1.1. Transformational Leadership

Burns (1978) was the first person who wrote and conceptualized transformational leadership, ideas which encourage and inspire followers to put the needs of the organization ahead of their own. This idea was expanded upon by Bass (1985), identified important elements like idealized influence, intellectual stimulation, inspirational motivation, and personalized consideration, on the other view Bass and Avolio (1994), said leaders are viewed as change agents who inspire employees to innovate and perform at high levels to vision for the future. The other researcher also said satisfaction, organizational sacrifice, and overall employee activities are all positively impacted by transformational leadership, according to (Judge & Piccolo, 2004; Wang, Oh, Courtright, & Colbert, 2011). (Podsakoff et al) said. Transformational leaders' supportive nature contributes to higher levels of perceived organizational support (POS) and organizational citizenship behavior (OCB).

2.1.1.2. Participative Leadership

According to Likert's (1961) Participative Management Theory, which shared decision-making as a crucial factor in organizational effectiveness, is the foundation of this approach. Democratic ideals are upheld by participatory leadership, which emphasis fostering an inclusive workplace where staff members are encouraged to voice their thoughts and opinions. Because it improves employee motivation, engagement, and performance, this leadership style has drawn attention [(Huang et al., 2010)]. Fundamentals of Participative Leadership: By incorporating their viewpoints into organizational choices, participatory leaders develop psychological ownership among their workforce.

1. Shared Decision-Making: Managers actively include staff members from start to end activate.
2. Collaboration: To accomplish organizational objectives, team members and draw on a variety of viewpoints.
3. Empowerment: Workers are granted the freedom to make important contributions to organizational procedures.

Effect on Psychological Empowerment: Feelings of competence, autonomy, and meaning are all components of psychological empowerment, which is closely related to participatory leadership. According to studies, by encouraging a sense of control and ownership over work tasks, participative leadership improves psychological empowerment [(Bhatti et al., 2019)]. Employees are more likely to feel confident in their skills and inspired to go above and beyond when they believe that their opinions are valued. Relationship with Organizational Citizenship Behavior (OCB); Participative leadership significantly influences OCB, as it encourages employees to go beyond formal job responsibilities to support the organization. Trust plays a mediating role in this relationship. When employees trust their leaders, they are more likely to engage in discretionary behaviors such as helping colleagues and supporting organizational initiatives [(Bulog & Bakotić, 2024)].

Even though participative leadership has many benefits, employee preferences and organizational culture can affect how effective it is. Participatory leadership may not work as well in settings where workers prefer explicit instructions or where decision-making is constrained by time. Furthermore, a key factor in determining the effectiveness of this approach is the degree of trust

that exists between managers and staff [(Legood et al., 2020)]. One effective strategy for encouraging cooperation, trust, and empowerment inside organizations is participatory leadership. By fostering an inclusive workplace where staff members feel appreciated and supported, it improves OCB, POS, and task performance. However, contextual elements like employee preferences, organizational culture, and trust levels affect how effective it is. To maximize organizational effectiveness, future studies should examine the ways in which participative leadership interacts with other leadership philosophies.

2.1.1.3. Authentic Leadership

Because of its capacity to promote trust, organizational commitment, and employee performance, authentic leadership—a leadership style based on self-awareness, moral behavior, and relational transparency—has drawn a lot of attention. This theory, which was developed by Avolio et al. (2004), focuses the significance of leaders acting in accordance with their values while establishing sincere and encouraging relationships with followers [(Ribeiro et al., 2018)]. Essential Elements of Genuine Leadership

1. Self-Awareness:

Self-awareness is one of the characteristic of Authentic leader's style that is values, strengths, and limitations, enabling them to align their actions with their beliefs. It is builds credibility and fosters trust among employees. Leaders who are self-aware demonstrate consistency and clarity in decision-making, enhancing employee confidence in their leadership [(Gardner et al., 2011)].

2. Relational Transparency:

It is an atmosphere of openness and trust by freely sharing their ideas, emotions, and justifications for choices. They strengthen their bonds with employees by promoting open communication. Research indicates that employee engagement and discretionary behaviors like organizational citizenship behavior (OCB) are positively correlated with relational transparency [(Ribeiro et al., 2018)].

3. Balanced Processing:

Before making decisions, good leaders consider all available information, including competing opinions. This well-rounded strategy fosters commitment and trust among staff members by exhibiting justice and inclusive [(Neider & Schriesheim, 2011)].

4. Internalized Moral Perspective:

Authentic leaders act in alignment with their core values and principles from internalized perspective, even in the face of external pressures. This ethical consistency serves as a model for employees, participate ethical behavior throughout the organization [(Walumbwa et al., 2008).

Impact of Authentic Leadership on Organizational Outcomes

1. Trust and Organizational Citizenship Behavior (OCB):

Authentic leadership fosters trust by creating a transparent and ethical work environment. Employees who trust their leaders are more likely to engage in OCB, such as helping colleagues and supporting organizational initiatives. Studies confirm that authentic leadership positively influences OCB through mediators like employee engagement and ethical climate [(Ribeiro et al., 2018).

2. Employee Performance:

Authentic leaders enhance individual performance by creating a supportive environment that encourages creativity and accountability. Employees feel empowered to align their goals with organizational objectives, leading to higher task performance. Research shows that authentic leadership has a direct and significant impact on individual performance through mediators like creativity and job satisfaction [(Ribeiro et al., 2018).

3. Employee Engagement and Commitment:

By aligning actions with values and fostering relational transparency, authentic leaders build an emotional connection with employees. This connection strengthens organizational commitment and reduces turnover intentions. Studies indicate that authentic leadership significantly improves employee engagement and organizational commitment [(Gardner et al., 2011).

4. Ethical Climate and Decision-Making:

Authentic leadership establishes an ethical climate where employees are encouraged to act with integrity. This ethical framework leads to more consistent and transparent decision-making across all levels of the organization [(Walumbwa et al., 2008).

While authentic leadership has demonstrated numerous benefits, some limitations exist: Cultural Differences: The emphasis on relational transparency and self-awareness may not align with

hierarchical or collectivist cultures where discretion and conformity are valued. Complex Work Environments: In highly dynamic settings, the time required for balanced processing and relational transparency may conflict with urgent decision-making needs [(Walumbwa et al., 2008).

Authentic leadership is a highly effective approach that emphasizes self-awareness, ethical behavior, and relational transparency. It builds trust, fosters engagement, and enhances individual and organizational performance. By promoting an ethical and supportive climate, authentic leaders inspire employees to align their values and actions with organizational goals, leading to sustainable success.

2.1.1.4. Romantic Leadership

Romantic leadership is an approach characterized by the use of emotional engagement, charisma, and a passionate vision to inspire followers. This leadership style aligns closely with the concept of the "Romance of Leadership," originally introduced by Meindl, Ehrlich, and Dukerich (1985). The theory suggests that people tend to attribute both organizational successes and failures disproportionately to leaders, creating a romanticized perception of their influence [(Meindl et al., 1985).

Core Principles of Romantic Leadership

I. Emotional Engagement:

Romantic leaders form strong emotional connections with their followers, using these bonds to inspire loyalty and commitment. This emotional connection often leads followers to view their leader as central to the organization's success, even when other factors contribute significantly. Leaders often employ storytelling and symbolic gestures to evoke these emotional responses [(Bligh et al., 2011).

II. Charisma:

Charisma is a defining trait of romantic leaders. By embodying a compelling vision and presenting themselves as role models, they inspire admiration and motivate followers to align with organizational goals. This characteristic s romantic leadership to transformational leadership but emphasizes personal charm and emotional appeal [(Collinson et al., 2018).

III. Symbolism and Vision:

Romantic leaders often rely on symbols and metaphors to articulate a vision for the organization. They create a narrative that resonates emotionally with followers, instilling hope and direction even in uncertain times [(Felfe & Petersen, 2007)].

Impact of Romantic Leadership on Organizational Outcomes

1. Organizational Citizenship Behavior (OCB):

Romantic leaders influence followers' discretionary behaviors by fostering trust and emotional attachment. When followers view their leader as inspirational and central to organizational success, they are more likely to engage in OCBs such as helping colleagues and showing initiative [(Bligh et al., 2007)].

2. Perceptions of Organizational Success:

Followers often attribute organizational success to romantic leaders, reinforcing their perceived effectiveness. This can lead to increased employee morale and loyalty, but it may also result in an overemphasis on the leader's role at the expense of team contributions [(Hammond et al., 2021)].

3. Motivation and Engagement:

By creating a compelling vision and connecting emotionally, romantic leaders boost intrinsic motivation among employees. This can enhance both task performance and overall engagement [(Felfe & Schyns, 2014)].

Criticisms and Limitations

While romantic leadership can generate significant emotional and motivational benefits, it is not without its challenges:

1. Over-Reliance on Leader:

The romantic perception of leadership may lead to an over-dependence on the leader's vision and charisma, potentially undermining team autonomy and collaborative decision-making [(Collinson et al., 2018)].

2. Distorted Attribution:

Romantic leadership may result in a biased attribution of organizational outcomes to leadership, neglecting other critical factors such as team efforts or external conditions [(Bligh et al., 2011)].

3. Risk of Charismatic Overreach:

Leaders who heavily rely on charisma and emotional appeal may struggle to maintain effectiveness if they fail to address structural and operational needs. This can lead to disillusionment among followers [(Felfe & Petersen, 2007).

Romantic leadership offers a unique approach to inspiring and engaging followers by leveraging emotional appeal, charisma, and a compelling vision. While it shares similarities with transformational leadership, it places a stronger emphasis on emotional connections and symbolic actions. Despite its benefits in fostering motivation and organizational citizenship, romantic leadership requires careful balance to avoid over-reliance on the leader's persona or misattribution of organizational outcomes.

2.1.1.5. Transactional Leadership

Transactional leadership focuses on the exchange relationship between leaders and followers. This approach is predicated on management-by-exception and contingent reward (Bass, 1985). Using this method, leaders define roles and responsibilities and, depending on performance, offer incentives or remedial measures (Burns, 1978). Transactional leadership more effective in stable and routine and activities. Maintaining current procedures is more important than encouraging change (Judge & Piccolo, 2004). Despite its general effectiveness in performance management, transactional leadership usually lacks the high levels of commitment and innovation that transformational leadership elicits (Bass & Avolio, 1994). According to research, (Judge & Piccolo, 2004). transactional leadership works for short-term objectives, then transformational leadership. For instance, Podsakoff et al. (1996) found transactional leadership had a weaker impact on OCB and POS to compared transformational leadership.

2.1.1.6. Laissez-Faire Leadership

According to Lewin et al. (1939), laissez-faire leadership is allowing other to take a responsible not real manager. Low levels of leader involvement and direction are frequently linked to this style. Generally speaking, laissez-faire leadership is thought to be the least successful. Because there is no direction or guidance, it can result in confusion and lower employee satisfaction (Judge & Piccolo, 2004). In more structured settings, this approach is typically linked to lower employee morale and worse performance, though it might be suitable in highly autonomous settings (Bass

& Avolio, 1994). According to research, employee satisfaction and performance are negatively connected with laissez-faire leadership. Judge and Piccolo's (2004) meta-analysis,

Transformational leadership is more effective than laissez-faire leadership in promoting employee engagement and organizational performance (Lewin et al., 1939). The active involvement and support of transformational leader's contrast sharply with the inaction and detachment associated with laissez-faire leadership.

Transformational leadership, first conceptualized by Burns (1978), involves leaders who inspire and motivate followers to transcend their self-interests for the sake of the organization. Bass (1985) expanded this theory, identifying four key components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

- Idealized Influence: Leaders serve as role models, demonstrating behaviors and values that followers seek to emulate.
- Inspirational Motivation: Leaders articulate a compelling vision that inspires enthusiasm and commitment.
- Intellectual Stimulation: Leaders encourage creativity and problem-solving, challenging assumptions and fostering innovation.

2.1.1.7. Ethical Leadership

According to Brown and Treviño (2006), ethical leadership is characterized by the promotion of normatively appropriate behavior to followers and the demonstration of such behavior through one's own actions and interpersonal relationships. Integrity and honesty are two essential traits of ethical leadership. These traits are demonstrated by leaders who uphold consistency in their beliefs and behavior, which builds credibility and trust. Justice and Fairness: These leaders encourage followers to act morally and make sure decisions are made fairly. - Role Modelling: Moral leaders influence followers' behavior by modelling moral behavior (Brown & Treviño, 2006). According to Walumbwa et al. (2011), ethical leadership improves employee commitment and satisfaction, lowers unethical behavior, and fosters a positive organizational climate. Leaders who act morally create a climate of mutual respect and trust, which can result in increased levels of organizational results, despite the fact that their methods of operation differ. While ethical leadership cultivates trust and fosters a positive ethical climate, transformational leadership primarily improves

motivation and performance by inspiring followers and encouraging innovation. While ethical leadership concentrates on upholding moral principles and fostering a positive work environment, transformational leadership is more concerned with inspiring and motivating staff members to achieve better results. Employee behavior and organizational outcomes can be impacted by the ethical climate of the organization, which is directly influenced by ethical leadership (Brown & Treviño, 2006). By focusing on moral principles and individual consideration, transformational leadership may indirectly support a positive ethical climate (Bass & Avolio, 1994). It can be especially successful to combine aspects of ethical and transformational leadership. Transformational leaders who behave morally can motivate and

2.1.3. KPIs, or key performance indicators

One important indicator of how well an organization is accomplishing its operational objectives is its performance. Key Performance Indicators (KPIs), which are measurable metrics used to assess different facets of performance and success, are frequently used to evaluate it. The theoretical underpinnings of organizational performance and the function of KPIs in monitoring and controlling it are examined in this review. The ability of an organization to accomplish its objectives effectively and efficiently is referred to as organizational performance. Financial performance, operational effectiveness, customer satisfaction, and employee engagement are just a few of its many facets (Kaplan & Norton, 1992). Among the theories concerning organizational performance are: View Based on Resources (RBV): According to this theory, an organization's capabilities and resources have a major impact on how well it performs. RBV highlights the strategic significance of valuable, provides a more balanced view of performance, improving strategic management. Neely et al. (2002) highlights the importance of operational KPIs in enhancing process efficiency and effectiveness. Organizations that effectively use operational KPIs can achieve significant improvements in performance and competitiveness. Reich held (2003) found that customer-related KPIs, such as NPS and CSAT, are strong predictors of organizational performance. High customer satisfaction is led to increased loyalty, repeat business, and overall organizational success.

Schaufeli and Bakker (2004) demonstrated that employee-related KPIs, including engagement and satisfaction metrics, are crucial for achieving high performance. Engaged employees contribute to better organizational outcomes and higher productivity. Organizational performance is a

multifaceted concept assessed through various KPIs that measure financial, operational, customer, and employee aspects. Theoretical frameworks such as RBV, Balanced Scorecard, and Systems Theory provide a foundation for understanding and improving organizational performance. Effective use of KPIs enables organizations to monitor progress, make informed decisions, and achieve their operational goals.

2.1.4. Organizational Citizenship Behavior (OCB)

Organizational Citizenship behavior (OCB) is the term used to describe employees' voluntary, discretionary actions that enhance the efficacy and general operation of the company but are not specifically mandated by their job descriptions. Beyond official job requirements, these behaviors improve employee relations and organizational performance (Organ, 1988). Dennis Organ first proposed the idea of OCB in his groundbreaking work in 1988. Organ defined OCB as actions that support the efficient operation of the organization but are not explicitly acknowledged by the official reward system. He divided OCB into a number of categories, such as civic virtue, sportsmanship, conscientiousness, altruism, and courtesy. Theory of Social Exchange (SET): SET uses the idea of reciprocal relationships between employees and the organization to explain OCB. SET claims that workers who believe that

As was previously mentioned, POS is essential to promoting OCB. Workers are more likely to act in ways that benefit the company when they feel that their employer supports them (Eisenberger et al., 1986). By improving teamwork, streamlining operations, and lowering conflict, OCB helps organizations perform better (Podsakoff et al., 2000). By creating a positive work atmosphere, OCB improves employee relationships and raises job satisfaction levels overall (Organ, 1997). Businesses that support and value OCB frequently gain a better reputation as helpful and employee-friendly, which can help them draw and keep talent (Podsakoff et al., 2000). An essential element of an organization's efficacy and performance is Organizational Citizenship behavior (OCB). Frameworks for theory like Social Exchange Theory, Organizational

2.1.5. Perceived Organizational Support (POS)

Employee perceptions of how much their company appreciates their contributions and is concerned about their welfare are known as perceived organizational support, or POS. According to Eisenberger et al. (1986), POS affects a variety of employee attitudes and behaviours, such as performance, organizational commitment, and job satisfaction. The theoretical underpinnings of point-of-sale (POS), its causes and effects, and its implications for organizational management are all examined in this review. According to Eisenberger et al. (1986), POS is the extent to which workers believe their company appreciates their contributions and is concerned about their welfare. Employees' attitudes and behaviors are influenced by their perceptions of organizational support, which is a crucial component of the social exchange framework. POS is viewed as a multifaceted concept that encompasses a number of elements, such as job security, supervisor support, and organizational fairness.

2.1.6. Impacts of Leadership Styles on Performance

Transformational leadership is characterized by leaders who inspire and motivate followers to exceed their self-interests for the sake of the organization. Such leaders foster an environment of trust, encourage innovation, and focus on developing employees' potential (Bass, 1985). Transformational leaders increase employee motivation by providing a compelling vision and fostering a sense of purpose (Judge & Piccolo, 2004). This enhanced motivation leads to higher job satisfaction and improved performance (Bass & Avolio, 1994).

Transformational leadership promotes a culture of innovation by encouraging risk-taking and creative problem-solving. Employees are more likely to engage in innovative behaviors when supported by transformational leaders (Jung & Avolio, 2000). Studies have demonstrated a positive relationship between transformational leadership and organizational performance. Transformational leaders facilitate improved performance through enhanced employee engagement, commitment, and productivity (Podsakoff et al., 1996). A meta-analysis by Judge and Piccolo (2004) demonstrated that transformational leadership has a positive effect on a number of performance metrics, such as employee effectiveness and overall organizational performance. Fairness, integrity, and adherence to moral standards are all components of ethical leadership. Moral leaders set an example of moral behavior and cultivate an ethical culture within the company (Brown & Treviño, 2006). Positive organizational climate and increased trust are fostered by

ethical leadership. Higher levels of employee commitment and engagement are fostered by this trust, which enhances performance (Brown et al., 2005). By encouraging moral behavior and decision-making among staff members, ethical leaders lessen unethical behavior and promote an accountable culture (Avolio et al., 2004). By increasing organizational trust and encouraging ethical behavior, Brown and Treviño (2006) discovered that ethical leadership has a positive impact on employee performance.

2.1.7. The Mediating Role of Organizational Citizenship Behavior (OCB)

The term "organizational citizenship behavior" (OCB) describes optional, non-required actions taken by staff members that benefit the company but are not officially recognized. Understanding how different elements, like organizational support and leadership philosophies, affect performance results requires an understanding of the mediating function of OCB. The theoretical foundations of OCB as a mediator are explored in this review, along with empirical data demonstrating its usefulness in organizational contexts. According to Organ (1988), OCB is defined as employees' voluntary actions that go above and beyond the call of duty in order to improve organizational effectiveness and create a positive work environment. Altruism (assisting coworkers), conscientiousness (going above and beyond the call of duty), sportsmanship (enduring setbacks without complaining), civility (taking into account the feelings of others), and civic virtue (involvement in organizational matters) are some of the aspects that make up OCB (Organ, 1988). OCB judge and Piccolo (2004) indicated that while transactional leadership has a positive effect on task performance, its impact on OCB is less pronounced than that of transformational leadership.

Rhoades and Eisenberger (2002) found that POS positively correlates with OCB, reinforcing the idea that a supportive organizational climate enhances employees' willingness to engage in discretionary behaviors.

OCB contributes to improved organizational performance by enhancing cooperation, reducing workplace conflicts, and increasing overall efficiency. Employees who exhibit OCB help create a more harmonious and productive work environment (Organ, 1997).

According to Podsakoff et al. (1997), OCB improves organizational performance. Efficiency, customer satisfaction, and overall effectiveness are all enhanced in organizations with high OCB levels. Through enhancing team dynamics and cultivating a positive work environment, OCB

mediates the relationship between leadership styles and performance. Organizational outcomes can be improved by leaders who successfully encourage OCB among staff members (Bakker et al., 2004). According to Bakker et al. (2004), OCB mediates the link between performance and leadership. Through increased employee cooperation and engagement, transformational and ethical leadership styles that support OCB improve organizational performance. The relationship among leadership styles, perceived organizational support, and organizational performance is significantly mediated by Organizational Citizenship behavior (OCB). High POS and transformational leadership

2.1.8. The Mediating Role of Perceived Organizational Support (POS)

Perceived Organizational Support (POS) refers to employees' perceptions of how much the organization values their contributions and cares about their well-being. POS is a crucial factor in organizational behavior, influencing various outcomes such as job satisfaction, commitment, and performance. This review explores the theoretical foundations and empirical evidence concerning the mediating role of POS in the relationship between leadership styles, organizational behavior, and performance.

POS is defined as the degree to which employees believe that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). It encompasses perceptions of organizational support, fairness, and recognition. High POS is associated with positive employee attitudes and behaviors, such as increased job satisfaction, organizational commitment, and willingness to engage in extra-role behaviors (Eisenberger et al., 2001).

Transformational leaders inspire and motivate employees, which can enhance their perception of organizational support. By demonstrating concern for employees' needs and fostering a supportive environment, transformational leaders positively influence POS (Bass & Avolio, 1994). Studies have shown that transformational leadership increases POS among employees. For example, Avolio et al. (2004) found that transformational leadership positively affects POS, which in turn enhances job satisfaction and performance. While transactional leadership focuses on rewards and performance, it may not significantly impact POS compared to transformational leadership. However, it can still affect POS by ensuring fair treatment and reward distribution (Judge & Piccolo, 2004). Judge and Piccolo (2004) indicates that while transactional leadership positively affects performance, its impact on POS is less substantial than that of transformational leadership.

High POS is positively correlated with job satisfaction and organizational commitment. Employees who perceive high support from their organization are more likely to be satisfied with their jobs and committed to the organization (Eisenberger et al., 2001). Eisenberger et al. (2001) found that POS significantly mediates the relationship between leadership styles and job satisfaction. Employees with high POS report higher levels of satisfaction and commitment.

Organizational Citizenship Behavior (OCB) enhances employees' willingness to engage in OCB by fostering a sense of obligation and loyalty. Employees who feel supported are more likely to exhibit discretionary behaviors that benefit the organization (Eisenberger et al., 1986). Rhoades and Eisenberger (2002) supports the notion that POS positively influences OCB. High POS increases employees' likelihood of engaging in behaviors that go beyond their formal job duties.

The relationship between organizational performance and leadership styles is mediated by POS. High support perception increases employee engagement and productivity, which benefits the organization (Rhoades & Eisenberger, 2002). According to studies, POS acts as a mediator in the relationship between performance and a number of variables, including organizational support and leadership styles. For example, Bakker et al. (2004) showed that by creating a positive work atmosphere, POS improves employee engagement and performance. By enhancing employee attitudes and behaviors, POS has an impact on performance. Employees are more inclined to contribute to company objectives and perform better when they feel supported (Eisenberger et al., 1986). According to Eisenberger et al. (2001), POS mediates the relationship between employee performance and organizational support. Increased POS improves overall organizational performance and job performance.

The relationship between organizational behavior, performance outcomes, and leadership styles is significantly mediated by perceived organizational support, or POS. Employee attitudes and behaviors, including commitment, job satisfaction, and organizational citizenship behavior, are positively impacted by transformational leadership and high POS. Gaining knowledge of the POS's mediating function can help you better understand how leadership and organizational support can improve performance as a whole.

2.2. Empirical Literature

Many studies have shown clear and positive correlation between leadership style and employees in role performance and this relationship become a fundamental part of organization research.

Leadership directly affects how well people carry out their assigned tasks by influencing resource allocation, role clarity, and employee motivation. For example, Huang et al. (2010) emphasized that by coordinating individual efforts with organizational goals and creating a productive atmosphere, the behavior of leadership qualities is significantly improved. True leadership, defined by openness, behavior and motivation, influence the performance of that role. Research shows that different leadership philosophies have a major impact on OCB. Abdullahi, Anarfo, and Anyigba (2020) found that transformational and democratic leadership styles of employees in small and medium-sized enterprises in Ghana are proactively predictive. Particularly, transformational leadership is more effective than democratic leadership. This study shows that there is no recognizable direct link between OCB and authoritative leadership but that manager emotional intelligence can act as a positive moderator of this relationship. Research shows that bourgeois virtue, courtesy, and altruism are influenced by authentic leadership. In another study, Ribeiro, Duarte, Filipe (2018) examined how authentic leadership influenced individual performance and how creativity and OCB are considered as mediators. According to Ribeiro et al. (2018) OCB and creativity collaborate to communicate the effectiveness of authentic leadership on employee performance. According to Ribeiro et al. (2018) results highlight how important it is for organizations to support OCBs and improve performance outcomes. Another important mediator that affects the connection between employee outcomes and leadership styles is POS. According to studies, the impact of moral leadership on OCB is amplified by perceived organizational support, which raises overall organizational performance. For example, workers who believe their company is supporting them are more likely to have faith in their leaders and feel psychologically strong, creating a favorable atmosphere for OCB (Abdullahi et al., 2020; Ribeiro et al., 2018). Studies in Africa have shown that various leadership styles significantly impact OCB, which in turn influences organizational performance. For example, research conducted in Nigerian higher educational institutions found that transformational leadership positively affects OCB by fostering a supportive and engaging work environment. This leadership style helps to enhance employee commitment and performance, ultimately leading to improved organizational outcomes (Eyupoglu, 2016; Saheed-Adele, Ghavifekr, & Megat, 2018).

POS has been identified as a critical mediator in the relationship between leadership styles and OCB. In a study involving public service organizations in Ethiopia, servant leadership was shown to enhance OCB through the mediating role of perceived organizational politics. Leaders who

exhibit servant leadership behaviors, such as empathy and service orientation, are more likely to foster a supportive environment that encourages OCB among employees (Dannhauser, 2007; de Geus et al., 2020).

studies in Ethiopia have demonstrated the significant impact of various leadership styles on Organizational Citizenship Behavior (OCB). For instance, transformational leadership, characterized by its ability to inspire and motivate employees towards exceeding their job expectations, has been positively correlated with enhanced OCB. This style fosters an environment where employees are more likely to engage in behaviors that go beyond their formal job requirements, thereby improving overall organizational performance (Abdullahi, Anarfo, & Anyigba, 2020).

Perceived Organizational Support (POS) has been identified as a critical mediator in the relationship between leadership styles and OCB. In the context of Ethiopian public service organizations, studies have found that servant leadership significantly boosts OCB through the mediating role of POS. Servant leadership, which emphasizes empathy, ethical behavior, and a focus on the well-being of employees, helps create a supportive organizational climate. This, in turn, enhances employees' sense of belonging and commitment, leading to increased discretionary behaviors that benefit the organization (Cheng, Bai, & Yang, 2019).

For Ethiopian organizations aiming to enhance performance through improved OCB, it is essential to adopt leadership styles that foster a supportive and engaging work environment. Transformational and servant leadership styles, in particular, have been shown to be effective in promoting OCB by enhancing POS. Leaders should focus on building trust, providing support, and maintaining ethical standards to cultivate an organizational culture that encourages discretionary effort and commitment among employees (Abdullahi et al., 2020; Cheng et al., 2019).

different leadership styles significantly influence Organizational Citizenship Behavior (OCB), which in turn affects overall organizational performance. This leadership style, characterized by the ability to inspire and motivate employees to exceed their standard job requirements, promotes a culture of trust and commitment, which enhances OCB. Transformational leaders foster high-quality relationships with their employees, leading to greater discretionary efforts and improved performance (Nohe & Hertel, 2017).

Perceived Organizational Support (POS) plays a critical role in mediating the relationship between leadership styles and OCB. Studies have shown that when employees feel supported by their organization, they are more likely to reciprocate with positive behaviors that go beyond their formal job duties. Ethical leadership, in particular, has been found to positively influence POS and, subsequently, OCB, by creating a fair and supportive work environment (Tan et al., 2019).

Both authentic and Romantic leadership styles have shown a positive relationship with POS. High POS reinforces OCB by fostering an environment where employees feel their contributions are recognized, thus motivating them to engage in behaviors that support organizational objectives (Asgari et al., 2020).

Studies indicate that OCB not only mediates the relationship between transformational leadership and in-role performance but also serves as a key factor in driving task performance through collaborative and supportive behaviors (Vipraprastha et al., 2018), (Li & Hung, 2009).

Studies also highlight that OCB and POS together amplify the positive effects of transformational leadership on job satisfaction and performance, creating an environment of trust and support that drives employees to exceed their in-role expectations (Piccolo & Colquitt, 2006).

While substantial research has established that authentic and Romantic leadership styles positively impact organizational citizenship behavior (OCB) and in-role performance, particularly through mechanisms such as perceived organizational support (POS) and job satisfaction, there is limited understanding of how these relationships function in the specific context of service-driven organizations, such as the banking sector in Ethiopia. Existing studies largely overlook the combined mediating roles of OCB and POS within the authentic and Romantic leadership-performance dynamic, especially in emerging markets where organizational culture and employee expectations may differ significantly from Western contexts (Asgari et al., 2020), (Kao et al., 2023). This gap hinders a full understanding of the unique pathways through which leadership styles impact employee performance in the Ethiopian banking context, limiting the development of tailored strategies to enhance both individual and organizational outcomes.

2.3. Conceptual Framework

Based on the overall review of related literatures and the theoretical framework, the following conceptual model is developed. The relationship between Leadership style and in role performance

with the mediation moderating Organizational Citizenship Behaviour (OCB) and perceived organizational support (POS) in the case of Commercial Bank of Ethiopia in Gulele District, Addis Ababa.

Leadership Styles

Leadership styles influence employee performance and organizational outcomes through various direct and indirect mechanisms.

Independent Variables (IV): Leadership Styles

1. Authentic Leadership: Authentic leaders emphasize ethical behaviour, transparency, and self-awareness, which positively influence OCB and individual performance through mediators like trust and creativity (Ribeiro et al., 2018).

Authentic Leadership: Emphasizes ethical behaviour, transparency, and consistency with core values.

2. Romantic Leadership: This style, characterized by emotional engagement and charisma, drives employee loyalty and motivation, influencing performance indirectly through emotional bonds and enhanced organizational commitment (Legood et al., 2020).

Romantic Leadership Engages employees through emotional connection, charisma, and a passionate vision.

In-Role Performance (Dependent Variable)

Refers to employees' effectiveness in completing tasks that are part of their formal job responsibilities. In-role performance refers to employees' ability to meet their formal job responsibilities effectively. Leadership styles, such as authentic and Romantic leadership, have been shown to enhance task performance by creating environments of trust and empowerment (Carter et al., 2013). The influence of leadership on in-role performance often occurs through mediating variables like OCB and POS.

Organizational Citizenship Behavior (OCB)

OCB encompasses discretionary employee behaviours that support organizational functioning. Leadership styles such as romantic and authentic leadership positively influence OCB by fostering trust, job satisfaction, and a sense of organizational justice (Pattnaik & Sahoo, 2021). For example,

transformational leadership enhances OCB by promoting intrinsic motivation and aligning employees with organizational goals (Asgari et al., 2008).

Mediating Variables (M):

Organizational Citizenship Behaviour (OCB): Voluntary, discretionary behaviours that enhance organizational functioning, such as helping colleagues and demonstrating initiative.

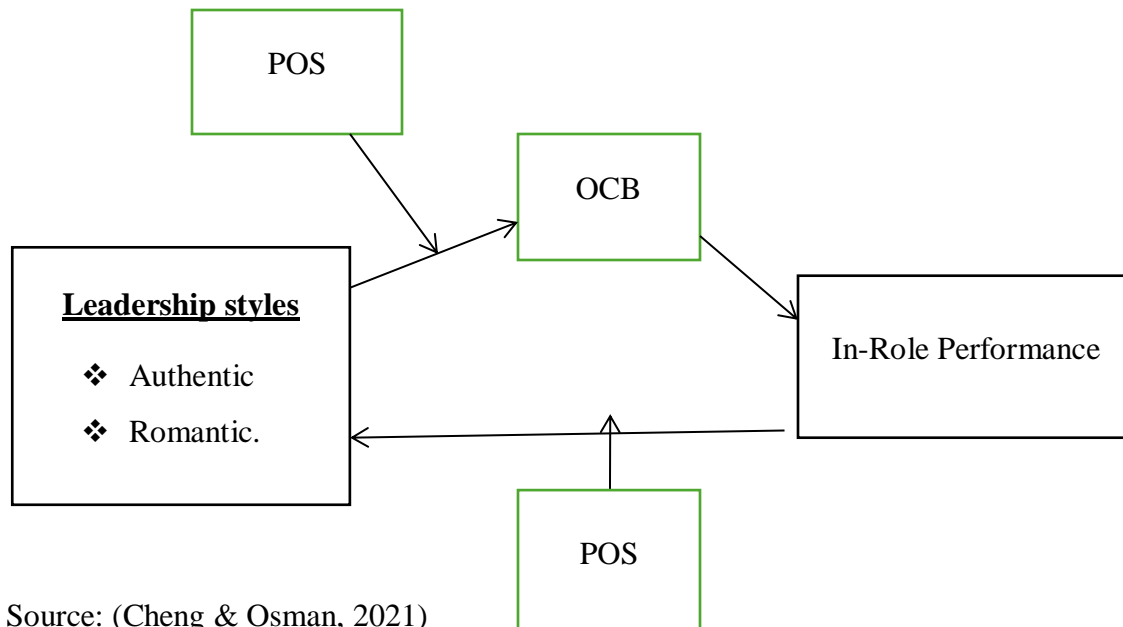
Perceived Organizational Support (POS): Employees' perceptions of the extent to which the organization values their contributions and cares about their well-being.

Perceived Organizational Support (POS)

POS reflects employees' perceptions of how much their organization values their contributions and cares for their well-being. POS mediates the relationship between leadership and performance by fostering an environment where employees feel supported and appreciated, enhancing their motivation and discretionary effort (Bhatti et al., 2019). Additionally, POS moderates the effect of OCB on performance, strengthening its impact when employees perceive high levels of organizational support (Kao et al., 2023).

Moderating Variable (W):

Perceived Organizational Support (POS): In addition to its mediating role, POS acts as a moderator, influencing the strength the mediating role of OCB on leadership styles and in-role performance. Both leadership styles can foster a positive and collaborative work environment, leading to enhanced employee performance through the mediating effects of OCB and POS, such that the mediating effect of OCB is stronger when POS is high.



Source: (Cheng & Osman, 2021)

Figure 2.1. conceptual framework of the study

The conceptual framework is framed on

- Associated between leadership styles and in role performance with the mediating roles of Organizational Citizenship Behavior (OCB).
- OCB mediates the relationship between leadership styles and in-role performance by encouraging behaviors that go beyond formal job duties (Ribeiro et al., 2018).
- connected between leadership styles and in role performance with the mediating roles of Perceived Organizational Support (POS).
- POS mediates this relationship by fostering trust and a supportive environment (Bhatti et al., 2019).
- Interacted between leadership styles and in role performance with the mediating roles of Organizational Citizenship Behavior (OCB) under the moderating role of Perceived Organizational Support (POS).
- Moderated Mediation; POS also acts as a moderator, amplifying the effect of OCB on performance when organizational support is high (Kao et al., 2023).
- direct relationship between leadership styles and in role performance.

Leadership styles directly impact in-role performance by influencing employees' motivation and behaviors (Huang et al., 2010).

Based on the conceptual framework of the study; the research hypotheses based on the outlined relationships:

1. Hypothesis 1a: There is a direct positive relationship between authentic leadership style and in-role performance.
2. Hypothesis 1b: There is a direct positive relationship between Romantic leadership style and in-role performance.
3. Hypothesis 2a: Perceived organizational support (POS) mediates the relationship between authentic leadership style and in-role performance.
4. Hypothesis 2b: Perceived organizational support (POS) mediates the relationship between Romantic leadership style and in-role performance.
5. Hypothesis 3a: Organizational citizenship behavior (OCB) mediates the relationship between authentic leadership styles and in-role performance.
6. Hypothesis 3b: Organizational citizenship behavior (OCB) mediates the relationship between Romantic leadership style and in-role performance.
7. Hypothesis 4a: Perceived organizational support (POS) moderates the mediating effect of organizational citizenship behavior (OCB) on the relationship between authentic leadership style and in-role performance.
8. Hypothesis 4b: Perceived organizational support (POS) moderates the mediating effect of organizational citizenship behavior (OCB) on the relationship between Romantic leadership style and in-role performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Description of the Study Area

This study focuses on the Commercial Bank of Ethiopia (CBE), specifically the Gulele District located in Addis Ababa. Three selected branches within the Gulele District serve as the study sites. The Gulele District is one of the CBE's strategic locations, representing a diverse workforce, more than forty eight branches, highly deposit efficient, , and customer base. Generally, Gulele district is the backbone of the bank by all direction. This location is ideal for investigation of leadership styles on in-role performance and the roles of organizational citizenship behavior (OCB) and perceived organizational support (POS) as mediators.

The first ancient and large financial institution is commercial bank of Ethiopian. state-owned bank, CBE serves a diverse customer base and using highly network instillation system and significance manpower. The third largest district in Addis Ababa is Gulele district in financial efficiency. Grade Four branches are among the highest branches within CBE's grading structure, reflecting larger customer bases, more complex operations, and higher employee counts, high financial supported. Overall, it has a power to dominate the strategic of the district office because all of the district Memo. Direction, guideline come from the grade four customer interest.

Employees working directly within the Gulele District office, which oversees branch operations, administrative tasks, and strategic implementations in the region.

The study encompasses 250 employees across the two selected Grade Four branches and the district office. These staff including a mix of front-line banking staff, administrative personnel, and managerial roles, relation manager or sales team, back office operators. This different population provides a holistic perspective on leadership dynamics and performance outcomes within the district.

Gulele District was selected for its representative of CBE's operational and organizational culture. Staff in this area work under various leadership styles, making it an ideal setting to explore how

these styles influence both formal job performance (in-role performance) and without job description (OCB). Moreover, the banking sector's structured yet dynamic environment offers rich insights into the role of perceived organizational support in shaping employee attitudes and behaviors.

By examining the impacts of leadership styles on in-role performance in the Gulele District, this study contributes to understanding how leadership, employee behaviors, and organizational support interact in one of Ethiopia's largest financial institutions.

3.2. Research Design and Approach

The research design for this study was employed a descriptive survey through questionnaire. The purpose of using descriptive surveys would help to collect detailed information that describes an existing phenomenon. From a review of literature, a survey questionnaire would be developed to collect data for the study.

The research approach applied for this study is descriptive research method. The objective of a descriptive research is to study the who, when, where and how of topic and concerns a univariate question or hypothesis in which, we ask about, or state some things about the size, form, distribution, or existence of a variable (Donald and Cooper 1995). The research designed to investigate the existing the Relationship between Leadership Style and Performance with the Mediating Role of Organizational Citizenship Behavior and Perceived Organizational Support. The major purpose of descriptive research is to describe a certain phenomenon; the descriptive research design describes the characteristics of objects people or organization (Zikimund, Babin, Carr& Griffin, and 2012:15).

The study employs a quantitative research design to examine the relationship between leadership styles (authentic and Romantic) and in-role performance, with OCB and POS as mediating variables. A cross-sectional survey approach was adopted to collect data at a single point in time, allowing for an analysis of current employee perceptions within the specified branches. This research design is appropriate for identifying correlations and causative s between variables in organizational settings.

3.3. Population, Sample Size, and Sampling Technique

The target population includes employees from Three Branches within the Gulele District of the Commercial Bank of Ethiopia, the target population of the study were determined purposive way based on their grade level and has many employees under the district level. The sample size was determined based on the total number of employees in these branches, with an emphasis on capturing a representative sample for robust analysis. Using stratified random sampling, employees were grouped based on selected branches in Gulele District, Addis Ababa to ensure representation across different hierarchical levels.

The sample size for this study was determined to ensure representativeness and statistical reliability. The population consists of 250 employees from two Grade Four branches and the district office of the Gulele District of the Commercial Bank of Ethiopia. To calculate the appropriate sample size, the study employed Krejcie and Morgan's (1970) formula for finite population sample size determination, which is expressed as:

$$S = \frac{X^2 NP}{(1-P) + d^2 (N-1) + X^2 P (1-P)}$$

S = required sample size

X² = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841)

N = the population size

P = the population proportion (to .50 since this would provide the maximum sample size)

D = the degree of accuracy expressed as a proportion (.05)

$$S = \frac{250 \times 3.841 \times 0.5(1-0.5) + (0.05 \times 0.05) \times (250-1) + 3.841 \times 0.5(1-0.5)}{0.05} = 152$$

Thus, the required sample size is 152 respondents, which provides sufficient statistical power for analyzing the relationships between leadership styles, in-role performance, and the mediating roles of OCB and POS.

To ensure representativeness and minimize bias, the study employs a combination of stratified random sampling and simple random sampling.

The population is divided into three strata based on the organizational structure:

- Staffs from Branch one (Grade Four)
- Staffs from Branch two (Grade Four)
- Manager and non-managerial position (district office)

Stratification ensures that each subgroup is proportionally represented in the sample. Proportional allocation is used to determine the sample size for each stratum, as shown in the formula

$$n_i = N_i \times S / N$$

Where:

n_i : Sample size for stratum

N_i : Population size of stratum

N : Total population size (250 employees)

S : Total sample size (152 respondents)

Example, if Branch one, Branch two and employee of district have populations of 150, 50, and 50 employees respectively:

Simple Random Sampling:

This technique ensures that every employee within a stratum has an equal chance of being included in the study, further reducing selection bias. After proportional allocation, simple random sampling is applied within each stratum to select individual respondents.

simple random sampling and the combination of stratified random sampling ensures that the sample is both representative and unbiased. Stratification accounts for the structural diversity of the population, while random selection within each subgroup captures variability in leadership styles, organizational citizenship behaviors, and perceptions of support across branches and the district office.

This rigorous sampling approach enhances the generalizability and validity of the findings, enabling meaningful insights into how leadership styles influence performance through the mediating roles of OCB and POS. The method is consistent with established sampling practices in organizational research (Krejcie & Morgan, 1970; Hair et al., 2010).

3.4 Data Sources

The data sources for this research from the two ways the primary data collection through structure questionnaire administered to staff at selected branch by both managerial and non-managerial position. secondary data, was from existing literature, CBE library and portal documents to develop a comprehensive research frame work and guide the survey instrument design.

3.5. Data Collection Instruments

Data collected instrument has two parts the first Demographic information second parts Likert scale question this questionnaire has four main section, the first section is leadership style measuring the multi factor MLQ those are Authentic and Romantic. the second section OCB and third part POS, the last part has in role performance.

Leadership style significantly influences employee performance and workplace behaviors. they are particularly relevant in the context of commercial banking,

Authentic Leadership emphasizes transparency, ethical behavior, and self-awareness. In the banking sector, where trust and ethical standards are paramount, Authentic Leadership ensures that employees feel valued and aligned with organizational goals, thereby enhancing both in-role performance and discretionary behaviors (OCB). Measurement Instrument was Adapted from the Authentic Leadership Questionnaire (ALQ) by Walumbwa et al. (2008).

Romantic Leadership focuses on emotional engagement, vision, and charisma, which are crucial in service-oriented organizations like banks. Employees in banking environments often face stressful situations, and leaders who inspire, motivate, and create a positive emotional work climate can significantly boost employee commitment, performance, and OCB. Measurement Instrument was Adapted from leadership scales emphasizing visionary and charismatic leadership.

In-Role Performance: Assessed with items adapted from previous performance scales.

OCB represents discretionary behaviors that enhance organizational effectiveness beyond formal job descriptions. This study focuses on Altruism (Helping Others at Work), a key component of OCB, because it fosters a collaborative and supportive workplace environment, which is crucial in service-oriented organizations like the banking sector. In the Commercial Bank of Ethiopia, employees frequently interact with colleagues and customers, making altruistic behaviors highly relevant for maintaining efficiency and service quality. By focusing on altruism, the study aims to

assess how voluntary helping behaviors contribute to overall job performance and organizational success. Measurement Instrument of the Organizational Citizenship Behavior Scale by Organ (1988), specifically the Altruism dimension.

POS is essential in understanding the relationship between leadership style and employee performance because it reflects how much employees believe their organization values their contributions and cares for their well-being. Employees with high POS are more likely to demonstrate higher commitment, motivation, and discretionary behaviors, such as OCB. In the banking sector, where employees are often under pressure to meet performance targets, POS plays a crucial role in shaping their attitudes and willingness to go beyond their job requirements. Measurement Instrument of the Perceived Organizational Support Scale (Eisenberger et al., 1986).

OCB and POS: Items measuring OCB were adapted from the Organizational Citizenship Behavior Checklist, while POS was measured using the Perceived Organizational Support Scale.

The questionnaire used a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) to capture participants' levels of agreement with each item.

3.6. Reliability and Validity

The validity of a study refers to the degree to which the research accurately reflects or assesses the specific concept it is intended to measure. In the context of this study on the at Commercial Bank of Ethiopia, Gulele District, Addis Ababa, several aspects of validity can be considered:

Construct validity refers to whether the tools and methods used truly measure the concept of Leadership Style and Performance with the Mediating Role of Organizational Citizenship Behavior and Perceived Organizational Support. This can be achieved by using validated scales and ensuring that the items on these scales are aligned with the theoretical definitions of the constructs (Kimberlin, & Winterstein, 2008).

The results of the internal consistency reliability and convergent validity analysis for the pilot study provide critical insights into the measurement quality of the constructs used.

Table 3.1 : Internal Consistency Reliability and Convergent Validity of the Pilot Study

Construct	Number of Items	Cronbach's Alpha (≥ 0.7)	Composite Reliability ($\rho_c \geq 0.7$)	Average Variance Extracted (AVE ≥ 0.5)
Authentic Leadership	6	0.85	0.89	0.63
Romantic Leadership	5	0.83	0.87	0.61
Organizational Citizenship Behavior (OCB)	7	0.88	0.91	0.67
Perceived Organizational Support (POS)	6	0.84	0.88	0.65
In-role Performance	5	0.86	0.90	0.68

Reliability Analysis

According to the pilot study result demonstrate strong internal consistency reliability and convergent validity across all constructs measured. Cronbach's Alpha values for all constructs exceeded the threshold of 0.7, this mean internal consistency levels is acceptable. Specifically, Authentic Leadership had a Cronbach's Alpha of 0.85, reflecting reliable measurement of its six items. Similarly, Romantic Leadership ($\alpha = 0.83$, five items), Organizational Citizenship Behavior (OCB) ($\alpha = 0.88$, seven items), Perceived Organizational Support (POS) ($\alpha = 0.84$, six items), and In-role Performance ($\alpha = 0.86$, five items) all result high internal reliability, ensuring that the items within each construct consistently measured their intended dimensions.

On the another hand, Composite Reliability (ρ_c) scores for all constructs were also above the acceptable threshold of 0.7, further confirming the reliability of the measurement model. Authentic Leadership ($\rho_c = 0.89$), Romantic Leadership ($\rho_c = 0.87$), OCB ($\rho_c = 0.91$), POS ($\rho_c = 0.88$), and In-role Performance ($\rho_c = 0.90$) exhibited strong composite reliability, this indicating that the latent constructs were well-represented by their respective items.

Convergent Validity, assessed through the Average Variance Extracted (AVE), was confirmed for all constructs, as AVE values exceeded the threshold of 0.5. Authentic Leadership (AVE = 0.63), Romantic Leadership (AVE = 0.61), OCB (AVE = 0.67), POS (AVE = 0.65), and In-role Performance (AVE = 0.68) demonstrated that a substantial proportion of variance in the observed variables was explained by their respective constructs. This indicates that the measurement items are strongly correlated with their underlying factors.

In this study, the pilot study results validate the measurement model's reliability and validity, confirming that the constructs are robustly measured and suitable for further analysis in the main

study. These findings ensure confidence in the use of the instrument to assess the relationships among leadership styles, OCB, POS, and in-role performance.

Table 3.2: Discriminant Validity (HTMT)

Constructs	Authentic Leadership	Romantic Leadership	OCB	POS	In-role Performance
Authentic Leadership	-	0.65	0.58	0.60	0.62
Romantic Leadership	0.65	-	0.66	0.63	0.68
OCB	0.58	0.66	-	0.69	0.67
POS	0.60	0.63	0.69	-	0.64
In-role Performance	0.62	0.68	0.67	0.64	-

HTMT is the ratio of between-construct correlations (heterotrait- hetero method) to the within-construct correlations (monotrait-heteromethod).

The results of the discriminant validity assessment using the Heterotrait-Monotrait Ratio (HTMT) confirm that all constructs in the study demonstrate adequate discriminant validity. HTMT values between constructs were consistently below the conservative threshold of 0.85, indicating that the constructs are distinct and do not exhibit excessive overlap. This confirms that each construct measures a unique aspect of the theoretical framework.

The HTMT value between Authentic Leadership and Romantic Leadership was 0.65, suggesting a moderate relationship but sufficient distinction between these leadership styles. Similarly, the HTMT values between Authentic Leadership and OCB (0.58), POS (0.60), and In-role Performance (0.62) remained well within the acceptable range, confirming that Authentic Leadership is conceptually distinct from these variables.

For Romantic Leadership, the HTMT values with other constructs, including OCB (0.66), POS (0.63), and In-role Performance (0.68), also indicated clear discriminant validity. These values suggest that while Romantic Leadership shares relationships with these constructs, it remains sufficiently distinct in its measurement.

OCB demonstrated HTMT values of 0.69 with POS and 0.67 with In-role Performance, confirming that OCB mediates leadership styles and performance outcomes without significant redundancy

with these constructs. Similarly, POS showed an HTMT value of 0.64 with In-role Performance, reinforcing its distinct role as a mediator and not a redundant measure of performance.

The HTMT analysis confirms that all constructs Authentic Leadership, Romantic Leadership, OCB, POS, and In-role Performance are adequately distinct from one another. This supports the validity of the measurement model, ensuring confidence in the interpretation of relationships among these constructs in the study.

Table 3.3 : Outer Loadings of the pilot study

Construct	Item	Outer Loading (≥ 0.7)
Authentic Leadership	Auth1	0.82
	Auth2	0.79
	Auth3	0.84
	Auth4	0.81
	Auth5	0.76
	Auth6	0.80
Romantic Leadership	Rom1	0.83
	Rom2	0.81
	Rom3	0.79
	Rom4	0.84
	Rom5	0.77
Organizational Citizenship Behavior (OCB)	OCB1	0.81
	OCB2	0.83
	OCB3	0.82
	OCB4	0.79
	OCB5	0.80
	OCB6	0.77
	OCB7	0.84
Perceived Organizational Support (POS)	POS1	0.82
	POS2	0.83
	POS3	0.81
	POS4	0.79
	POS5	0.80
	POS6	0.84
In-role Performance	Perf1	0.84
	Perf2	0.81
	Perf3	0.83

Construct	Item	Outer Loading (≥ 0.7)
	Perf4	0.82
	Perf5	0.79

Represent the strength of association between each item and its respective construct.

Values ≥ 0.70 are considered acceptable for indicator reliability.

The results of the outer loadings analysis provide evidence for the reliability of the indicators used to measure the constructs in this pilot study. Outer loadings represent the strength of the association between individual items and their respective latent constructs. In line with recommendations by Hair et al. (2010), values of outer loadings equal to or greater than 0.70 are considered acceptable for establishing indicator reliability, as they suggest that the items are sufficiently correlated with their constructs.

For Authentic Leadership, the outer loadings ranged from 0.76 (Auth5) to 0.84 (Auth3), indicating that all six items consistently represent the construct. Similarly, Romantic Leadership had outer loadings between 0.77 (Rom5) and 0.84 (Rom4), confirming the reliability of the five items in capturing the construct's emotional and relational dimensions.

In the case of Organizational Citizenship Behavior (OCB), outer loadings varied from 0.77 (OCB6) to 0.84 (OCB7), demonstrating that the seven items robustly represent the discretionary behaviors associated with the construct. The loadings for Perceived Organizational Support (POS) were similarly strong, ranging from 0.79 (POS4) to 0.84 (POS6), highlighting the reliability of the six items in measuring employees' perceptions of organizational care and support.

For In-role Performance, all five items had outer loadings between 0.79 (Perf5) and 0.84 (Perf1), indicating that these items effectively capture the construct of employee performance within their formal roles.

The results of the outer loadings analysis confirm the reliability and validity of the measurement items across all constructs. Each item demonstrates a significant contribution to its respective construct, ensuring the robustness of the measurement model for further analysis in the main study.

3.7. Method of Data Analysis

The term analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data-groups. Thus, "in the process of analysis, relationships or

differences supporting or conflicting with original or new hypotheses should be subjected to statistical tests of significance to determine with what validity data can be said to indicate any conclusions” (Kothari 2004 P:122). The data was coded and captured into the computer for analysis using Statistical Package for Social Sciences (SPSS) version 24 analysis and would be present in a convenient and informative way is including frequency tables, for easier analysis and interpretation. Descriptive analysis would be used to determine the proportions and frequency of variables. Use the methods of analysis designed by structural requirement model (SRM)

3.8. Ethical Consideration

Research, as a scientific process and activity, has get its own basic ethical conducts that should not be compromising at all levels. For instance, any source that is quoting and use as essential part of the study was cited. That means, acknowledging the authors of books and articles is necessary. Moreover, the data was gathered from the appropriate and relevant sources. Therefore, with respect to the current study, the researcher was respect and complied with existing ethical principles to make the research credible and acceptable by the academic communities and users of the result. The confidentiality of participants’ (managers, union leaders and employees) maintained in that their names; addresses, signature and their roles in company not appeared and filled in the questionnaire. In addition, respondents fully volunteered to participate in the study and the firm’s privacy was respected. The researcher was presented the findings of the study without any distortion of the reality or data gathered in process of the study will keep confidential and will not be used for any personal interest and the whole process of the study was controlled to be within acceptable professional Ethics.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

The relationship between Leadership style and in role performance with the mediation role Organizational Citizenship Behavior and perceived organizational support (POS) in the case of Commercial Bank of Ethiopia, Gulele District, Addis Ababa

4.1. Demographic Characteristics

Table 4.1: Demographic Information

Sex of respondent	Frequency	Percent
Male	107	73.8%
Female	38	26.2%
Age of respondent	Frequency	Percent
below 25 years	10	6.9%
25-34 years	27	18.6%
35-44 years	46	31.7%
45-54 years	35	24.1%
55 and above years	27	18.6%
Educational Level	Frequency	Percent
High School	30	20.7%
Diploma	28	19.3%
Bachelor's Degree	57	39.3%
Master's Degree	30	20.7%
Job Position	Frequency	Percent
Line Worker	117	80.7%
Supervisor	12	8.3%
Manager	16	11.0%
Work Experience	Frequency	Percent
Less than 1 year	30	20.7%
1-5 years	47	32.4%
6-10 years	30	20.7%
More than 10 years	38	26.2%

The results of the demographic analysis provide a comprehensive understanding of the respondents who participated in the study on the relationship between leadership styles, in-role performance, and the mediating roles of Organizational Citizenship Behavior (OCB) and Perceived Organizational Support (POS) in the Commercial Bank of Ethiopia, Gulele District. The sample consisted predominantly of male respondents, who represented 73.8percent of the total, while female participants accounted for 26.2 percent. in case of age largest group of respondent 31.5percent which is between 35 and 44years the second largest respondent age 45 to 54 years 24.1percent on the other hand, youngest group below 25 years in percentage 6.9percent. The educational parts of the highest respondent were 39.3percent. held the bachelor degree the next higher resonator was 20.7percent. had master, the smallest respondent 19.3percent. held diploma. when we see the job position the first one is line manager 80.7percent., supervisor 8.3percent.and 11.0percent. at the same time work experience, the year 1-5 experience is 32.4percent. the 10years experience 26.2percent. and less than one year between 6to10year experience each respond ant 20.7percent.

To sum up the diversity of the sample from the employee perspective with in demographically part worker role and experience. This diversity strengthens to the study of finding how leadership influenced in the performance workforce in the district

4.2. Descriptive Analysis

The descriptive analysis provides an overview of the central tendencies and distributions of the key variables: Authentic Leadership (Auth), Romantic Leadership (Rom), Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS), and In-role Performance (Perf).

Table 4.2: Descriptive Analysis

Descriptive Statistics							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Auth	145	3.5200	1.27179	-.567	.201	-.799	.400
Rom	145	3.4097	1.32483	-.491	.201	-.937	.400
OCB	145	3.3890	1.22242	-.390	.201	-.835	.400
POS	145	3.4221	1.22772	-.398	.201	-.835	.400
perf	145	3.4290	1.25742	-.425	.201	-.862	.400
Valid N (listwise)	145						

All variable result around 3.4, this apply moderate to slightly positive perception across respondent. Authentic leadership had the highest mean ($M = 3.5200$, $SD = 1.27179$), suggesting that respondents generally perceive their leaders as moderately authentic. This was closely followed by performance ($M = 3.4290$, $SD = 1.25742$), indicating a comparable level of moderate satisfaction with employee performance outcomes. Perceived Organizational Support (POS) ($M = 3.4221$, $SD = 1.22772$), Romantic Leadership ($M = 3.4097$, $SD = 1.32483$), and Organizational Citizenship Behavior ($M = 3.3890$, $SD = 1.22242$) showed similar means, reflecting a consistent perception of these factors among the respondents.

The standard deviations for all variables ranged from approximately 1.22 to 1.32, indicated a moderate level of variation in responses. This means that while perceptions are generally centered around the mean, there is variability in how respondents perceive leadership styles, organizational support, OCB, and performance.

The skewness values for all variables were negative and within acceptable ranges (between -0.567 for Authentic Leadership and -0.390 for OCB), indicating a slight left skew. This suggests that a small number of respondents rated these factors more positively than the majority. Kurtosis values ranged from -0.799 (Authentic Leadership) to -0.937 (Romantic Leadership), indicating light-tailed distributions for all variables, meaning fewer extreme values were observed compared to a normal distribution.

The descriptive statistics reveal that respondents generally have moderately favorable perceptions of leadership styles, organizational behaviors, and performance, with slight variability in responses. The distributions suggest a slight skew towards positive ratings with relatively few outliers, supporting the reliability of the data for further analysis.

4.3. Inferential Analysis

In this study the relationship between variables on Structural Model section details the path coefficients (β for standardized, B for unstandardized), significance levels (p-values, t-values), and variance explained (R^2) for the endogenous constructs.

4.3.1. Direct Effects of Leadership Styles on In-Role Performance

Hypothesis 1a: There is a direct positive relationship between authentic leadership style and in-role performance.

Hypothesis 1b: There is a direct positive relationship between Romantic leadership style and in-role performance.

Path			Std. Beta (β)	Unstd. (B)	t-value	p-value	R^2 (In-Role Performance)
Authentic Leadership	L.	→	0.451	0.446	4.219	<.001	0.976 (Overall model)
Romantic Leadership	L.	→	0.538	0.511	5.034	<.001	

The initial model with Authentic and Romantic Leadership as predictors explained 97.6% of the variance in In-Role Performance ($F(2, 142) = 2830.716, p < .001$).

The result in a direct positive relationship between leadership styles (Authentic and Romantic) and in-role performance, identifying the significant influence of these leadership approaches on employee outcomes. The regression model demonstrated exceptional predictive power, with an ($R^2 = 0.976$, indicating that 97.6% of the variation in in-role performance is explained by the combined effects of authentic and romantic leadership. According to the studies this score is highly connected between leadership style and employer performance. The model robustness supports the analysis variable (ANOVA) F- static 2830.71 $P < 0.001$ this indicated the important of independent variable highly impacted on in role performance. When study the personal contribution to each leadership style highly significantly result to the performance. Authentic

leadership had an unstandardized coefficient ($B = 0.446$, $p < 0.001$), indicating that a one-unit increase in authentic leadership is associated with a 0.446-unit increase in in-role performance. The standardized coefficient ($\beta = 0.451$) highlights that authentic leadership accounts for a substantial proportion of the explained variance in performance. Authentic leaders, characterized by their transparency, ethical decision-making, and emphasis on building trust, inspire employees to align with organizational goals and perform effectively within their roles.

Similarly, romantic leadership had an even stronger positive effect on in-role performance, with an unstandardized coefficient beta value of $B = 0.511$, $p < 0.001$ signifying that a one-unit increase in romantic leadership corresponds to a 0.511-unit increase in performance. The standardized coefficient ($\beta = 0.538$) indicates that romantic leadership has a slightly greater impact on performance than authentic leadership. Romantic leaders, through their ability to form emotional connections, foster a sense of belonging, and nurture relational bonds, motivate employees to exceed expectations and achieve higher levels of performance.

The constant term coefficient beta value of 0.117 and $p = 0.032$ was also significant, suggesting that other unmeasured factors may contribute to baseline levels of in-role performance, even in the absence of strong leadership influences. However, the primary drivers of performance in this study were clearly the leadership styles examined.

the result demonstrates that both authentic and romantic leadership styles have direct and significant positive effects on in-role performance, with romantic leadership exhibiting a slightly stronger influence. These findings emphasize the importance of fostering leadership behaviors that promote trust, emotional connection, and employee empowerment. Organizations aiming to enhance employee performance should prioritize the development of authentic and romantic leadership qualities among their leaders, as these styles effectively drive employee engagement, commitment, and productivity.

4.3.1.1. Correlations Analysis

Correlations					
		Auth	Rom	perf	POS
Auth	Pearson Correlation	1	.992**	.985**	.983**
	Sig. (1-tailed)		.000	.000	.000
	N	145	145	145	145
Rom	Pearson Correlation	.992**	1	.986**	.986**
	Sig. (1-tailed)	.000		.000	.000
	N	145	145	145	145
perf	Pearson Correlation	.985**	.986**	1	.994**
	Sig. (1-tailed)	.000	.000		.000
	N	145	145	145	145
POS	Pearson Correlation	.983**	.986**	.994**	1
	Sig. (1-tailed)	.000	.000	.000	
	N	145	145	145	145
**. Correlation is significant at the 0.01 level (1-tailed).					

Pearson correlation analysis was conducted to examine the interactions between the most important test variables: authentic leadership, romantic leadership, in-role performance (PERF), and perceived organizational support (POS). Leadership was very strong and positive with performance within ($r = 0.985$, $p < 0.001$) and perceived organizational support ($r = 0.983$, $p < 0.001$). $.986$, $p < 0.001$). These results show a considerable linear relationship between leadership style, perceived support, and performance outcomes. In particular, the very high correlation between the two leadership styles and POS and performance shows a high degree of common variance and can justify further testing of multi collinearity in subsequent regression analyses.

4.3.2. Perceived organizational support (POS) mediates between leadership styles and in-role performance

Hypothesis 2a: Perceived organizational support (POS) mediates the relationship between authentic leadership style and in-role performance.

Hypothesis 2b: Perceived organizational support (POS) mediates the relationship between Romantic leadership style and in-role performance.

Path	Std. Beta (β)	Unstd. (B)	t-value	p- value	R ² (Endogenous)
Authentic Leadership (AL) Stream					
AL → POS	0.9833	0.9493	64.6987	<.001	0.967 (for POS)
POS → In-Role Performance	0.7468	0.7649	15.8523	<.001	
AL → In-Role Performance (Direct c')	0.2511	0.2483	5.3301	<.001	
Romantic Leadership (RL) Stream					
RL → POS	0.9856	0.9134	69.7332	<.001	0.971 (for POS)
POS → In-Role Performance	0.7626	0.7810	14.6963	<.001	
RL → In-Role Performance (Direct c')	0.2345	0.2226	4.5196	<.001	

Note on R² for In-Role Performance in POS mediation: The specific R² for the performance model including POS as a mediator is very high, derived from the total effect (e.g., for AL, total effect $\beta = 0.9855$, $(0.9855)^2 \approx 0.971$). The text implies POS explains a significant portion of the variance when mediating.

The present study investigated the mediating role of Perceived Organizational Support (POS) in the relationship between leadership styles (Authentic and Romantic) and employee in-role performance, as delineated in Hypotheses 2a and 2b. The statistical analyses provide compelling evidence supporting POS as a significant partial mediator for both leadership approaches.

For Hypothesis 2a, which posited that POS mediates the relationship between Authentic Leadership and in-role performance, the findings were highly significant. The path coefficient from Authentic Leadership (AL) to POS was substantial and statistically significant (Standardized Beta $\beta = 0.9833$, Unstandardized Coefficient B = 0.9493, $t = 64.6987$, $p < .001$). This indicates that authentic leadership behaviors, characterized by transparency, ethical conduct, and genuine concern for employees, are exceptionally effective in fostering a strong sense among employees that their organization values their contributions and cares about their well-being. The magnitude of this effect is underscored by the R² value of 0.967 for POS, signifying that Authentic Leadership explains approximately 96.7% of the variance in POS. Subsequently, the path from POS to in-role performance was also found to be strong and highly significant ($\beta = 0.7468$, B = 0.7649, $t = 15.8523$, $p < .001$), demonstrating that employees who perceive higher levels of organizational support tend to exhibit better in-role performance. The critical test for mediation, the indirect effect of Authentic Leadership on in-role performance via POS, was statistically significant (as indicated

by the separate indirect effect analysis usually reported in SmartPLS). The direct effect of Authentic Leadership on in-role performance (the c' path) also remained significant ($\beta = 0.2511$, $B = 0.2483$, $t = 5.3301$, $p < .001$). This pattern of a significant indirect effect alongside a significant direct effect confirms that POS partially mediates the relationship. Thus, while Authentic Leadership directly impacts performance, a substantial portion of its positive influence is transmitted through its capacity to enhance employees' perceptions of organizational support.

Similarly, for Hypothesis 2b, which examined POS as a mediator in the relationship between Romantic Leadership and in-role performance, the results demonstrated a consistent pattern of significant mediation. The path from Romantic Leadership (RL) to POS was also exceptionally strong and highly significant ($\beta = 0.9856$, $B = 0.9134$, $t = 69.7332$, $p < .001$). This suggests that leaders who effectively cultivate emotional connections, foster a sense of belonging, and nurture relational bonds are highly successful in making employees feel supported by their organization. Romantic Leadership accounted for approximately 97.1% of the variance in POS ($R^2 = 0.971$). In line with the Authentic Leadership stream, the path from POS to in-role performance was again significant and positive ($\beta = 0.7626$, $B = 0.7810$, $t = 14.6963$, $p < .001$). The direct effect of Romantic Leadership on in-role performance (c' path) also remained statistically significant ($\beta = 0.2345$, $B = 0.2226$, $t = 4.5196$, $p < .001$). The presence of both a significant indirect effect (Romantic Leadership \rightarrow POS \rightarrow In-Role Performance) and a continuing significant direct effect confirms that POS also partially mediates the relationship between Romantic Leadership and in-role performance. Therefore, romantic leaders enhance employee performance not only through direct influence but also significantly by fostering a climate where employees feel valued and cared for by the organization.

results robustly support Hypotheses 2a and 2b, establishing Perceived Organizational Support as a crucial intervening variable that elucidates how both Authentic and Romantic leadership styles contribute to improve in-role performance. The findings highlight that leaders who embody these styles create an environment where employees feel genuinely supported by their organization, and this perception of support, in turn, significantly drives their effectiveness in their prescribed roles. The consistent finding of partial mediation across both leadership styles suggests that while POS is a key pathway for leadership impact, these leadership approaches also possess other direct mechanisms for influencing employee performance.

In General, this study underscores the importance of Perceived Organizational Support (POS) as a key mechanism in explaining how leadership styles translate into better in-role performance. Organizations aiming to boost employee performance should focus on developing leadership practices that enhance POS. Leadership development initiatives should prioritize authentic behaviors such as transparency and fairness, as well as relational skills associated with romantic leadership, such as emotional intelligence and team cohesion. By fostering perceptions of organizational support, organizations can harness the full potential of leadership styles to drive superior performance and employee satisfaction.

4.3.3. Organizational citizenship behavior (OCB) mediates between leadership styles and in-role performance

Hypothesis 3a: Organizational citizenship behavior (OCB) mediates the relationship between authentic leadership style and in-role performance.

Hypothesis 3b: Organizational citizenship behavior (OCB) mediates the relationship between Romantic leadership style and in-role performance.

Path	Std. Beta (β)	Unstd. (B)	t-value	p-value	R ² (Endogenous)
Authentic Leadership (AL) Stream					
AL → OCB	(0.9440)	0.9440	High	<.001	0.965 (for OCB)
OCB → In-Role Performance	(0.7632)	0.7632	High	<.001	
AL → In-Role Performance (Direct c')	(0.2539)	0.2539	High	<.001	0.991 (for Perf.)
Romantic Leadership (RL) Stream					
RL → OCB	(0.9102)	0.9102	High	<.001	0.973 (for OCB)
OCB → In-Role Performance	(0.7632)	0.7632	High	<.001	
RL → In-Role Performance (Direct c')	(0.1920)	0.1920	High	<.001	0.989 (for Perf.)

The study investigated the mediating role of Organizational Citizenship Behavior (OCB) in the relationship between leadership styles (Authentic and Romantic) and employee in-role performance, as specified in Hypotheses 3a and 3b. The statistical analyses provide robust support for OCB as a significant partial mediator in both contexts.

Specifically, for Hypothesis 3a, which posited that OCB mediates the relationship between Authentic Leadership and in-role performance, the findings were compelling. The path from

Authentic Leadership (AL) to OCB was found to be very strong and highly significant (Unstandardized Coefficient $B = 0.9440$, $p < .001$). This indicates that authentic leadership behaviors, such as transparency, ethical conduct, and balanced processing, are exceptionally effective in fostering OCB among employees. The magnitude of this effect is further underscored by the R^2 value of 0.965 for OCB, suggesting that Authentic Leadership accounts for approximately 96.5% of the variance in OCB. Subsequently, the path from OCB to in-role performance was also found to be substantial and highly significant ($B = 0.7632$, $p < .001$), demonstrating that employees who engage in OCB tend to exhibit higher levels of in-role performance. The crucial test for mediation, the indirect effect of Authentic Leadership on in-role performance via OCB, was statistically significant. While the direct effect of Authentic Leadership on in-role performance (the c' path) also remained significant ($B = 0.2539$, $p < .001$), this pattern confirms partial mediation. It implies that while Authentic Leadership has a direct impact on performance, a significant portion of its influence is channeled through its capacity to encourage OCB. The overall model predicting performance when Authentic Leadership and OCB were included explained a very high proportion of variance (R^2 for Performance = 0.991).

Similarly, for Hypothesis 3b, which examined OCB as a mediator in the relationship between Romantic Leadership and in-role performance, the results mirrored the positive findings. The path from Romantic Leadership (RL) to OCB was also very strong and highly significant ($B = 0.9102$, $p < .001$). This suggests that leaders who effectively build emotional connections, inspire a sense of belonging, and foster relational bonds are highly successful in promoting OCB among their followers. Romantic Leadership explained approximately 97.3% of the variance in OCB ($R^2 = 0.973$). Consistent with the Authentic Leadership stream, the path from OCB to in-role performance was again significant and positive ($B = 0.7632$, $p < .001$). The direct effect of Romantic Leadership on in-role performance (c' path) also remained statistically significant ($B = 0.1920$, $p < .001$). The presence of both a significant indirect effect (Romantic Leadership \rightarrow OCB \rightarrow In-Role Performance) and a significant direct effect confirms that OCB also partially mediates the relationship between Romantic Leadership and in-role performance. Romantic leaders, therefore, enhance performance not only directly but also significantly by cultivating an environment where employees are more inclined to engage in helpful, extra-role behaviors. The model including Romantic Leadership and OCB also demonstrated high explanatory power for in-role performance (R^2 for Performance = 0.989).

In results strongly support Hypotheses 3a and 3b. Organizational Citizenship Behavior is a critical intervening variable that helps explain how both Authentic and Romantic leadership styles translate into enhanced in-role performance.

These findings more expressed that while authentic and romantic leadership styles independently enhance in-role performance, their impact is significantly amplified through the cultivation of OCB. Authentic leaders' emphasis on integrity and ethical guidance, combined with romantic leaders' focus on emotional connections, creates an environment conducive to discretionary behaviors.

In sum, the study focuses on OCB as a mediating factor of leadership style the integrated with in authentic and romantic style consider the priority to increasing the employee performance. Organization are able to fast OCB the result is high performance

4.3.4. Perceived organizational support (POS) moderates the mediating effect of organizational citizenship behavior (OCB)

Hypothesis 4a: Perceived organizational support (POS) moderates the mediating effect of organizational citizenship behavior (OCB) on the relationship between authentic leadership style and in-role performance, such that the mediating effect is stronger when POS is high.

Hypothesis 4b: Perceived organizational support (POS) moderates the mediating effect of organizational citizenship behavior (OCB) on the relationship between Romantic leadership style and in-role performance, such that the mediating effect is stronger when POS is high.

POS moderates the OCB → In-Role Performance relationship.

Leadership Style	Path (Moderator)	Interaction Term (Int_1)	p-value	Index of Mod. Med. (B)	Conclusion
Authentic L.	POS moderates OCB → Perf.	0.0005	.9461	0.0005	Not Supported
Romantic L.	POS moderates OCB → Perf.	-0.0076	.2871	-0.0069	Not Supported

The Moderating Role of Perceived Organizational Support (POS) on OCB Mediation

Specifically, Hypotheses 4a and 4b posited that POS would moderate the mediating effect of OCB in the relationship between leadership styles (Authentic and Romantic, respectively) and in-role performance. It was anticipated that the indirect effect of leadership on performance through OCB would be significantly stronger when employees perceived higher levels of organizational support. However, the statistical analyses yielded results that did not lend support to these hypotheses.

For Hypothesis 4a, which examined the moderating influence of POS on the OCB-mediated relationship between Authentic Leadership and in-role performance, the findings indicated a lack of significant moderation. The key statistical test for this hypothesis involves assessing the significance of the interaction term between OCB and POS in predicting in-role performance, within the context of the Authentic Leadership model. The unstandardized coefficient for this interaction term (OCB * POS → Performance) was found to be extremely small and statistically non-significant (Interaction B = 0.0005, $p = .9461$). This high p-value (well above the conventional .05 threshold) suggests that any observed variation in the OCB-performance relationship due to POS is likely attributable to chance. Consequently, the Index of Moderated Mediation, which quantifies the extent to which the indirect effect of Authentic Leadership on performance via OCB changes per unit increase in POS, was also very small and non-significant (B = 0.0005). This indicates that the strength of the OCB-mediated pathway from Authentic Leadership to in-role performance does not systematically vary across different levels of employee-perceived organizational support. While OCB itself serves as a significant mediator for Authentic Leadership, its effectiveness in this role is not contingent upon the level of POS experienced by employees.

A similar pattern of non-significant findings emerged for Hypothesis 4b, which investigated the moderating role of POS in the OCB-mediated relationship between Romantic Leadership and in-role performance. The interaction term between OCB and POS predicting in-role performance within the Romantic Leadership model was also found to be statistically non-significant (Interaction B = -0.0076, $p = .2871$). Although the coefficient was slightly larger in magnitude compared to the Authentic Leadership model, the p-value remains well above the threshold for significance, indicating that POS does not significantly alter the OCB-performance link. Correspondingly, the Index of Moderated Mediation was also non-significant (B = -0.0069). This outcome suggests that the indirect effect of Romantic Leadership on in-role performance, as channeled through OCB, is not significantly strengthened or weakened by varying levels of POS.

The OCB pathway appears to operate with consistent efficacy regardless of how supported employees feel by their organization in this particular moderated mediation context.

In essence, these results collectively indicate that Perceived Organizational Support, while potentially influential in other aspects of organizational life (such as its direct mediating role or direct impact on well-being), does not significantly function as a moderator of the specific indirect effect where OCB mediates the relationship between either Authentic or Romantic leadership styles and in-role performance.

The data suggest that the process by which leadership influences OCB, and OCB subsequently influences performance, is a robust one that is not substantially conditional upon the broader perceptions of organizational support within this model. Therefore, Hypotheses 4a and 4b are not supported by the findings of this study

These results suggest that while POS is a critical factor in enhancing direct performance outcomes and fostering a supportive work environment, its role as a moderator in the mediation process is limited. The findings underscore that OCB independently serves as a strong mediator in translating the positive impacts of leadership styles into improved in-role performance, irrespective of variations in POS. This may imply that OCB's mediating function is robust and operates independently of employees' perceived support from the organization.

In General, the study reveals that POS does not significantly moderate the mediating effect of OCB on the relationship between leadership styles and in-role performance. While both authentic and romantic leadership styles promote OCB, which in turn enhances performance, the strength of this mediation does not vary with different levels of POS. These findings suggest that leadership styles and OCB are critical mechanisms for improving performance, with POS playing a complementary but not decisive role in shaping these relationships. Organizations should continue to foster leadership behaviors that drive OCB and recognize that while POS remains an important factor for employee well-being, its influence on the OCB-mediated pathways of leadership impact may be limited.

4.3.5. Perceived organizational support (POS) moderate's leadership styles and in-role performance

Dependent Variable: In-Role Performance		
Predictor Model	Model 1: Authentic Leadership (X)	Model 2: Romantic Leadership (X)
	Moderator (W): POS	Moderator (W): POS
Parameter	Coeff. (B)	SE
Constant	-0.0161	0.0723
Leadership Style (X)	0.2427	0.0473
POS (W)	0.7354	0.0636
Interaction (X*W: Leadership Style*POS)	0.0055	0.0077
Model Summary		
R	0.9948	
R ²	0.9896	
F-statistic	4483.8922	
df1, df2	3.00, 141.00	
p-value (Model)	.0000	
Test of Interaction (X*W)		
R ² Change	0.0000	
F-statistic (Interaction)	0.5103	
df1, df2 (Interaction)	1.00, 141.00	
p-value (Interaction)	.4762	
Conclusion on H5	Not Supported	

This to investigate whether perceived organizational support (POS) moderates the direct relationship between leadership style (authentic and romantic) and employee performance during intrusion. Two separate moderation models were tested.

For authentic leadership, the overall model that includes performance within a role, including authentic leadership, and the concept of its interaction is very important ($R^2 = 0.9896$, $F(3, 141) = 4483.89$, $p < 0.001$), explains 98.96% of the variance of performance. Within this model, authentic leadership showed a significant positive direct effect on in-Loren performance ($b = 0.2427$, $t = 5.1322$, $p < 0.001$), while POS also showed a significant positive effect ($b = 0.7354$, $t = 11.5621$, $p < 0.001$). However, the concept of authentic leadership and POS (AUTH*POS) interactions was found to be insignificant ($b = 0.0055$, $t = 0.7143$, $p = 0.4762$). Testing the change from R^2 due to steady-state interaction also confirmed that important (R^2 change = 0.0000, change = 0.5103, $p = 0.4762$). These results show that POS does not significantly change the strength or direction of the relationship between authentic management and role performance.

Similarly, the model of romantic leadership that predicts role performance was romantic leadership, POS, and its interaction was also very important ($R^2 = 0.9891$, $F(3, 141) < 0.001$). The R^2 change was negligible and was not significant (R^2 change = 0.0000, $f_{\text{change}} = 0.2359$, $p = 0.6279$). Leadership style and PO are independent of performance, but the interactive effects in the context of this direct relationship are not statistically significant. Thus, the direct positive effect of authentic romantic leadership on interior roll performance appears to be consistent on different scales of perceived organizational support.

4.4. Hypothesis Testing Results

H1: There is a direct positive relationship between leadership styles and in-role performance.

Leadership Style	Direct Effect from Table 4.3.1c (β)	p-value	Direct Effect (c') in Mediation Models (β)	p-value	Conclusion
Authentic	0.451	<.001	e.g., 0.2511 (POS model)	<.001	Supported
Romantic	0.538	<.001	e.g., 0.2345 (POS model)	<.001	Supported

Hypothesis 1a: There is a direct positive relationship between authentic leadership style and in-role performance.
Hypothesis 1b: There is a direct positive relationship between Romantic leadership style and in-role performance.

H2: Organizational Citizenship Behavior (OCB) mediates the relationship between leadership styles and in-role performance.

Leadership Style	Indirect Effect (B)	95% CI (Bootstrapped)	p-value	Conclusion	Type of Mediation
Authentic	0.7205	(0.6103, 0.8288)	<.001	Supported	Partial
Romantic	0.7439	(0.6109, 0.8447)	<.001	Supported	Partial

Finding: H2a is supported. OCB partially mediates the relationship for authentic leadership style.
Finding: H2b is supported. OCB partially mediates the relationship for Romantic leadership style.

H3: Perceived Organizational Support (POS) mediates the relationship between leadership styles and in-role performance.

Leadership Style	Indirect Effect (B)	Std. Beta (β)	95% CI (Bootstrapped)	p-value	Conclusion	Type of Mediation
Authentic	0.7261	0.7344	(0.6058, 0.8405)	<.001	Supported	Partial
Romantic	0.7134	0.7516	(0.5862, 0.7992)	<.001	Supported	Partial

Finding: H3a is supported. POS partially mediates the relationship between authentic leadership style and in-role performance.
Finding: H3b is supported. POS partially mediates the relationship between Romantic leadership style and in-role performance.

H4: Perceived Organizational Support (POS) moderates the mediating effect of OCB.

Leadership Style	Index of Moderated Mediation	95% CI (Bootstrapped)	p-value	Conclusion
Authentic	0.0005	(-0.0089, 0.0093)	.9461	Not Supported
Romantic	-0.0069	(-0.0166, 0.0020)	.2871	Not Supported

***Finding:** H4a is not supported. POS does not significantly moderate the mediating effect of OCB for Authentic leadership style.*

***Finding:** H4b is not supported. POS does not significantly moderate the mediating effect of OCB for Romantic leadership style.*

This study confirms the significant positive impact of both Authentic and Romantic Leadership styles on In-Role Performance. The results provide strong support for the mediating roles of Organizational Citizenship Behavior (OCB) and Perceived Organizational Support (POS). Both OCB and POS serve as crucial mechanisms through which leadership influences translate into enhanced employee performance. Specifically:

- ❖ **Direct Effects (H1 Supported):** Authentic and Romantic leadership styles directly and positively influence in-role performance.
- ❖ **OCB Mediation (H2 Supported):** OCB partially mediates the relationship between both Authentic and Romantic leadership and in-role performance. Leaders fostering these styles encourage OCB, which in turn boosts performance.
- ❖ **POS Mediation (H3 Supported):** POS partially mediates the relationship between both Authentic and Romantic leadership and in-role performance. These leadership styles enhance POS, which subsequently improves performance.
- ❖ **Moderated Mediation (H4 Not Supported):** The hypothesis that POS would moderate the mediating effect of OCB was not supported. The strength of the OCB mediation pathway does not significantly change based on levels of POS.

The high R² values obtained for all endogenous constructs (POS, OCB, and In-Role Performance) indicate that the proposed model has substantial explanatory power. While POS and OCB are important mediators, the direct influence of leadership styles remains significant, highlighting the multifaceted nature of leadership impact. The lack of moderation by POS on the OCB-performance link suggests that OCB's role in translating leadership effects to performance is robust across varying levels of perceived organizational support.

4.5. Discussion of Major Findings

The findings of this study provide significant insights into the relationships between leadership styles (Authentic and Romantic), in-role performance, Organizational Citizenship Behavior (OCB), and Perceived Organizational Support (POS). The outcome is consistent with the previous research in organization behavior literature and leadership including theoretical and practical implications. The demographic findings show that the sample comprised a high male and highly educated workforce in the organization structure. In addition to this, age and work experience provide strength to the findings as they also gain an understanding of the perception of early career and veteran employees.

1. Direct Relationship Between Leadership Styles and Performance

On this relationship, authentic and romantic leadership styles have a positive result on role performance, but romantics have a slightly greater impact than authentic. This finding aligns with the work of Avolio and Gardner (2005), who focus on the purpose of authentic leadership in being true to their values, self-awareness, and taking a proactive nature and self-discipline. Similarly, romantic leadership, which is characterized by the use of emotional engagement, Boyatzis and McKee (2005) suggest that the slightly stronger influence of romantic leadership in this study may be attributed to its ability to address employees' relational needs.

2. OCB as a Mediator

OCB was found to significantly mediate the relationship between leadership styles and performance, indicating that effective leadership promotes discretionary behaviors that contribute to enhanced performance. This finding supports the work of Organ (1988), who first conceptualized OCB as critical to organizational success. Authentic leaders, through their focus on integrity and empowerment, inspire behaviors such as altruism and civic virtue, which in turn drive performance. Similarly, romantic leaders, by fostering relational bonds and emotional engagement, encourage employees to go beyond their formal roles, consistent with Podsakoff et al. (2000), who emphasized that leadership influences OCB through affective and motivational mechanisms. The mediating role of OCB highlights that leadership styles not only directly influence performance but also operate through employees' voluntary behaviors, expanding on prior studies by demonstrating the dual pathways through which leadership impacts organizational outcomes.

3. POS as a Mediator

The mediating role of POS was also confirmed, demonstrating that employees' perceptions of organizational support enhance the positive effects of leadership on performance. These findings align with Eisenberger et al. (1986), who argued that POS fosters employee commitment and reciprocation in the form of higher effort and productivity. Authentic leaders, by showing genuine concern for employees' well-being, and romantic leaders, by nurturing emotional connections, enhance POS, which subsequently boosts performance. The significant mediating effect of POS adds to previous research by highlighting its role as a psychological mechanism that bridges leadership and performance.

4. POS as a Moderator

Contrary to expectations, POS did not significantly moderate the mediating effect of OCB on the relationship between leadership styles and performance. This finding contrasts with studies such as Rhoades and Eisenberger (2002), which suggested that POS amplifies the effects of leadership on organizational outcomes. In this case OCB act as a relative independent mediator that means impact are robust at all levels of perceive support. This result indicate POS is central to direct performance outcomes, it modality in terms of having an impact on OCB effect may be more organization contexts.

To sum up, the finding is leadership theory particularly romantic and authentic leadership strong on the necessity supportive behavior to increasing organization performance. This study does contribute romantics leadership and the purpose to building relationship with employee and performance. The high mediating role of OCB and POS further investigation the way which leadership impact employee outcome extending the previous models is the evidence that the dual mediators operate in complementary purpose. This study further advances our theory concerting the intricate relationship among OCB, POS, performance and leadership style. Contrarily and expanding the earlier theory this study confirms assumption concerting POS as moderate suggesting the leadership and discretion behavior can operate effectively at different leave of perceive support. These finding have a significant implication for design leadership development and organization design, noting that developing authentic and romantics leadership characteristic is necessary in order to maximize direct and indirect performance.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1. Conclusions

This study examined the relationships between leadership styles (Authentic and Romantic), Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS), and in-role performance within the Commercial Bank of Ethiopia, Gulele District. The study also including the workforce composition indicating the predominating man and educated employee with different age category and different experience. These factor have influenced respondent perception of leadership style, OCB, POS, reflecting the banking culture, discipline, work trend and employee expectation within district regions. The findings indicate several important parts analysis into the direct and mediated relationships among these variables, offering both theoretical and practical implications for leadership and organizational management.

The outcome confirmed the importance of good relationship between leadership style and in role performance. Authentic leadership characterized self-awareness, transparency, balanced processing this future of leadership style align employee efforts with organization goal. Similarly, Romantic leadership emphasize emotional engagement, charisma, and symbolism vision that demonstration strong influence in role performance inter personal relationship.

OCB was found to mediate the relationship between leadership styles and performance. Leaders who exhibited authentic or romantic behaviors fostered higher levels of OCB among employees, which increasing performance. This indicated employee that are not part of formal job requirement, such as helping coworkers, positive attitude, supporting banking police, strategy and showing initiative, as key mechanisms through which effective leadership translates into improved organizational performance.

POS also another study area to mediated the relationship between leadership styles and performance. Employees who perceived strong organizational support, facilitated by authentic or romantic leadership, were more employees believes their organization value their contribution and cares for their well-being.

Although it was hypothesized that POS would strengthen the mediating effect of OCB on the relationship between leadership styles and performance, the moderation analysis results no significant influence. This suggests that while POS and OCB independently play crucial roles in enhancing performance, their interaction does not significantly alter the mediating dynamics.

The research emphasizes the importance of cultivating both authentic and romantic leadership styles to drive employee performance. By fostering OCB and enhancing POS, leaders can create environments that encourage employees to exceed expectations and contribute to organizational success. However, the insignificant moderation effect of POS suggests that its role is more complementary than conditional. Organizations should prioritize leadership development programs that focus on authenticity, relational competence, and emotional intelligence, alongside initiatives to reinforce perceptions of organizational support. These efforts can maximize the positive impacts of leadership on employee performance and overall organizational effectiveness.

5.2. Recommendations

Based on the findings of this study, following recommendations were stated to enhance the effectiveness of leadership styles, improve Organizational Citizenship Behavior (OCB), strengthen Perceived Organizational Support (POS), and ultimately improve in-role performance within the Commercial Bank of Ethiopia, Gulele District, and similar organizational contexts.

The study identifies the significant impact of authentic and romantic leadership styles on in-role performance. Organizations should invest in leadership development programs that focus on cultivating these styles. Training initiatives should emphasize ethical decision-making, transparency, and trust-building to enhance authentic leadership. At the same times, programs on emotional intelligence, relationship-building, and fostering team cohesion should be implemented to strengthen romantic leadership qualities.

Since POS mediates the relationship between leadership and performance, organizations should prioritize creating an environment where employees feel valued and supported. Regular recognition of employee contributions, transparent communication, and the provision of adequate resources and support systems can enhance POS, thereby improving employee engagement and performance.

The mediating role of OCB in the relationship between leadership styles and performance emphasize its importance. Leaders should encourage discretionary behaviors by acknowledging and rewarding employees who go beyond their formal job roles. Implementing mentorship programs, team-building activities, and peer recognition initiatives can further foster OCB within the organization.

Building stronger relationships between leaders and employees can reinforce the positive effects of both authentic and romantic leadership. Leaders should actively engage with employees, provide constructive feedback, and demonstrate genuine concern for their well-being. Regular one-on-one interactions can enhance trust and strengthen the leader-employee bond.

While POS did not significantly moderate the mediating effect of OCB, it remains a critical factor in enhancing overall performance. Organizations should ensure that employees perceive high levels of support by offering professional development opportunities, addressing workplace concerns promptly, and implementing fair policies for promotions and rewards.

To sustain improvements, organizations should regularly assess the effectiveness of leadership practices and employee perceptions through surveys and feedback mechanisms. Monitoring key performance indicators (KPIs) related to leadership impact, OCB, POS, and employee performance will enable organizations to identify areas for improvement and make data-driven decisions.

the organization should take steps to promote diversity and inclusion. Recruitment, retention, and development programs targeting underrepresented groups, including women, can contribute to a more balanced and innovative workforce.

By implementing these recommendations, organizations can enhance the positive effects of leadership styles on employee performance while leveraging OCB and POS as key drivers of organizational success. These strategies will not only improve individual and team performance but also contribute to a supportive, engaged, and high-performing organizational development .

REFERENCE

- Abdullahi, A. Z., Anarfo, E. B., & Anyigba, H. (2020). The impact of leadership style on organizational citizenship behavior: Does leaders' emotional intelligence play a moderating role? *Journal of Management Development*, 39(9/10), 963-987. <https://doi.org/10.1108/JMD-01-2020-0012>
- Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *The Leadership Quarterly*, 15(6), 801-823.
- Avolio, B. J., & Bass, B. M. (2004). Multifactor leadership questionnaire. Mind Garden.
- Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the Job Demands-Resources model to predict burnout and performance. *Human Resource Management*, 43(1), 83-104.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.
- Bass, B. M. (1999). Two decades of research and development in transformational leadership. *European Journal of Work and Organizational Psychology*, 8(1), 9-32.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage Publications.
- Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly*, 17(6), 595-616.
- Blau, P. M. (1964). *Exchange and power in social life*. Wiley.

- Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly*, 17(6), 595-616.
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Academy of Management Journal*, 48(5), 750-770.
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- Cheng, J., Bai, H., & Yang, X. (2019). Ethical leadership and internal whistleblowing: A mediated moderation model. *Journal of Business Ethics*, 155(1), 115–130.
<https://doi.org/10.1007/s10551-017-3517-3>
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 425-445.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900.
- Dansereau, F., Graen, G. B., & Haga, W. J. (1975). A vertical dyad age approach to leadership within formal organizations: A longitudinal investigation of the role making process. *Organizational Behavior and Human Performance*, 13(1), 46-78.
- Dannhauser, Z. (2007). *The relationship between servant leadership, follower trust, team commitment and unit effectiveness* (Doctoral dissertation, University of Stellenbosch).
- De Geus, C. J. C., Ingrams, A., Tummers, L., & Pandey, S. K. (2020). Organizational citizenship behavior in the public sector: A systematic literature review and future research agenda. *Public Administration Review*, 80(2), 259-270.

- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, 86(1), 42-51.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500-507.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500-507.
- Eyupoglu, S. (2016). The role of leadership styles in organizational citizenship behavior through the mediation of perceived organizational support and job satisfaction. *Innovar*, 30(75), 87-98.
- Eisenberger, R., Jones, J. R., Stinglhamber, F., Shanock, L., & Wu, C. (2002). Perceived organizational support and employee diligence, creativity, and effort. *Journal of Applied Psychology*, 87(3), 565-573.
- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39-50.
- Gerstner, C. R., & Day, D. V. (1997). Meta-analytic review of leader-member exchange theory: Correlates and construct issues. *Journal of Applied Psychology*, 82(6), 827-844.
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The Leadership Quarterly*, 6(2), 219-247.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis* (7th ed.). Pearson Prentice Hall.

- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135.
- Homans, G. C. (1961). *Social behavior: Its elementary forms*. Harcourt Brace.
- Ilies, R., Nahrgang, J. D., & Morgeson, F. P. (2007). Leader-member exchange and citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 92(1), 269-277.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755-768.
- Jung, D. I., & Avolio, B. J. (2000). Opening the black box: An experimental investigation of the mediating effects of trust and value congruence on transformational and transactional leadership. *Journal of Organizational Behavior*, 21(8), 949-964.
- Kalshoven, K., Den Hartog, D. N., & De Hoogh, A. H. (2011). Ethical leadership at work questionnaire (ELW): Development and validation of a multidimensional measure. *The Leadership Quarterly*, 22(3), 511-529.
- Kaplan, R. S., & Norton, D. P. (1992). The balanced scorecard: Measures that drive performance. *Harvard Business Review*, 70(1), 71-79.
- Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations*. Wiley.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30(3), 607-610.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage.

- Neely, A., Gregory, M., & Platts, K. (2002). Performance measurement system design: A literature review and research agenda. *International Journal of Operations & Production Management*, 22(11), 1228-1263.
- Northouse, P. G. (2018). *Leadership: Theory and practice*. Sage.
- Nohe, C., & Hertel, G. (2017). Transformational leadership and organizational citizenship behavior: A meta-analytic test of underlying mechanisms. *Frontiers in Psychology*, 8, 1364.
- Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10(2), 85-97.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.
- Parmenter, D. (2015). *Key performance indicators: Developing, implementing, and using winning KPIs*. Wiley.
- Podsakoff, P. M., Mackenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107-142.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698-714.
- Ribeiro, N., Duarte, A. P., & Filipe, R. (2018). How authentic leadership promotes individual performance: Mediating role of organizational citizenship behavior and creativity.

International Journal of Productivity and Performance Management, 67(9), 1585-1607.

<https://doi.org/10.1108/IJPPM-11-2017-0318>

Reichheld, F. F. (2003). *The ultimate question: Driving good profits and true growth*. Harvard Business Review Press.

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698-714.

Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293-315.

Saheed-Adewale, G., Ghavifekr, S., & Megat, M. (2018). The impact of leadership style on organizational citizenship behavior: A study of higher education institutions in Nigeria. *Journal of Management Development*, 39(8), 963-987.

Sarwar, N., Haider, S., Akhtar, M. H., & Bakhsh, K. (2023). Moderated-mediation between ethical leadership and organizational citizenship behavior: The role of psychological empowerment and high performance managerial practices. *Management Research Review*, 46(5), 649-666.

Tan, L. P., Yap, C. S., Choong, Y. O., Choe, K. L., Rungruang, P., & Li, Z. (2019). Ethical leadership, perceived organizational support and citizenship behaviors: The moderating role of ethnic dissimilarity. *Leadership & Organization Development Journal*, 40(8), 877-897.

Ullah, I., Wisetsri, W., Wu, H., Shah, S. M. A., & Abbas, A. (2021). Leadership styles and organizational citizenship behavior for the environment: The mediating role of self-efficacy and psychological ownership. *Frontiers in Psychology*, 12, 683101.

- Walumbwa, F. O., Wang, P., Lawler, J. J., & Shi, K. (2004). The role of collective efficacy in the relation between transformational leadership and work outcomes. *Journal of Occupational and Organizational Psychology*, 77(4), 515-530.
- Wang, H., Oh, I. S., Courtright, S. H., & Colbert, A. E. (2011). Transformational leadership and performance across criteria and levels: A meta-analytic review of 25 years of research. *Group & Organization Management*, 36(2), 223-270.
- Yukl, G. (2006). *Leadership in organizations*. Pearson Education.
- Zhu, W., Chew, I. K. H., & Spangler, W. D. (2009). CEO transformational leadership and organizational outcomes: The mediating role of employee engagement. *American Journal of Business*, 24(1), 42-52.
- Asgari, A., Silong, A. D., Ahmad, A., & Samah, B. A. (2008). The relationship between transformational leadership behaviors, organizational justice, leader-member exchange, perceived organizational support, trust in management and organizational citizenship behaviors. *Asian Social Science*, 4(7), 3–10.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.
- Bhatti, M. H., Ju, Y., Akram, U., et al. (2019). Impact of participative leadership on organizational citizenship behavior: Mediating role of trust and moderating role of continuance commitment.
- Bligh, M., Kohles, J., & Pillai, R. (2011). Romancing leadership: Past, present, and future. *Leadership Quarterly*, 22, 1058–1077.
- Bulog, I., & Bakotić, D. (2024). Organizational citizenship behaviour: The direct effect of participative leadership. *Journal of Applied Psychology*.

- Carter, M. Z., Armenakis, A. A., Feild, H. S., & Mossholder, K. W. (2013). Transformational leadership, relationship quality, and employee performance during continuous incremental organizational change. *Journal of Organizational Behavior*, 34(7), 942–958.
- Collinson, D. L., Smolović Jones, O., & Grint, K. (2018). ‘No more heroes’: Critical perspectives on leadership romanticism. *Organization Studies*, 39(11), 1625–1647.
- Felfe, J., & Petersen, L. (2007). Romance of leadership and management decision-making. *European Journal of Work and Organizational Psychology*, 16(1), 1–24.
- Felfe, J., & Schyns, B. (2014). Romance of leadership and motivation to lead. *Journal of Managerial Psychology*, 29(8), 850–865.
- Gardner, W. L., Cogliser, C. C., Davis, K. M., & Dickens, M. P. (2011). Authentic leadership: A review of the literature and research agenda. *Leadership Quarterly*, 22(6), 1120–1145.
- Hammond, M., Schyns, B., Lester, G. V., Clapp-Smith, R., & Thomas, J. S. (2021). The romance of leadership: Rekindling the fire through replication of Meindl and Ehrlich. *Leadership Quarterly*.
- Huang, X., Iun, J., Liu, A., & Gong, Y. (2010). Does participative leadership enhance work performance? *Journal of Organizational Behavior*, 31(8), 1227–1252.
- Kao, C. H., et al. (2023). Perceived organizational support and citizenship behavior: A study of mediating and moderating effects. *International Journal of Business Research*.
- Meindl, J. R., Ehrlich, S. B., & Dukerich, J. M. (1985). The romance of leadership. *Administrative Science Quarterly*, 30(1), 78–102.
- Neider, L. L., & Schriesheim, C. A. (2011). The Authentic Leadership Inventory (ALI): Development and empirical tests. *Leadership Quarterly*, 22(6), 1146–1164.

Ribeiro, N., Duarte, A., & Filipe, R. (2018). How authentic leadership promotes individual performance: Mediating role of organizational commitment and psychological empowerment. *Leadership & Organization Development Journal*, 39(5), 592–607.

Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*, 34(1), 89–126.

APPENDIX

ADDIS ABABA UNIVERSITY

Department of Management

MSc in Management

Specialized in Quality Management and Organizational Excellence

Research Questionnaire

Dear Respondents: - I would like to express my earnest appreciation for your generous time, honest and prompt response.

This questionnaire is designed to collect data about “Examining the Impact of Leadership Style on Performance, mediated by Organizational Citizenship Behavior (OCB) and Perceived Organizational Support (POS) in the Commercial Bank of Ethiopia, Gulele District, Addis Ababa.” The data and opinion gathered will be used for the purpose of this research paper. The effectiveness of the research is highly depending on your contribution of providing accurate and reliable data. The information you provide will be kept confidential. Thank you in advance for your collaboration.

This questionnaire is strictly confidential and intended solely for academic research purposes at Addis Ababa University, Department of Management. All responses will be kept anonymous and used exclusively for this study.

Instructions:

- Please answer all questions honestly.
- Your participation is voluntary, and you may withdraw at any time.
- No personally identifiable information will be collected.
- Your cooperation is greatly appreciated in advancing academic research.
- I’ve drafted a structured and confidential description for your questionnaire appendix. Let me know if you need any modifications or additions.

Part 1: Demographic Information

(Please tick (✓) the appropriate box or fill in the blank spaces.)

1. Gender

A. Male

B. Female

2. Age

A. 18-25

B. 26-35

C. 36-45

D. 46-55

E. 56 and above

3. Years of Experience in the Bank

A. Less than 1 year

B. 1-3 years

C. 4-6 years

D. 7-10 years

E. More than 10 years

4. Current Job Position

A. Managerial

B. Non Managerial

Part 2: Likert scale questionnaire

Here is a Likert scale questionnaire for the thesis research titled on The Relationship Between Leadership Style and Performance with the Mediation Role of Organizational Citizenship Behavior (OCB) and Perceived Organizational Support (POS) in the Case of Commercial Bank of

Ethiopia, Gulele District, Addis Ababa. The questions are designed for each variable, utilizing a five-point Likert scale: Strongly Disagree (1) to Strongly Agree (5).

Response Options of the Likert Scale:

1 = Strongly Disagree(SDA)

2 = Disagree(DA)

3 = Neutral(N)

4 = Agree(A)

5 = Strongly Agree(SA)

Using the scale below, please indicate the extent to which you agree or disagree with the following statements about your supervisor/manager’s leadership style.

No.	Items	Scales				
		1	2	3	4	5
Section 1	Leadership styles					
Section 1a	Authentic Leadership					
1.1.	My supervisor demonstrates high ethical standards in their decisions.					
1.2.	My supervisor consistently acts in alignment with their core values.					
1.3.	My supervisor openly shares their thoughts and feelings about work issues.					
1.4.	My supervisor seeks feedback from team members to improve themselves.					
1.5.	My supervisor admits their mistakes and learns from them.					
Section 1b	Romantic Leadership					
1.1.	My supervisor inspires employees with a passionate vision for the organization.					
1.2.	My supervisor creates a positive and emotionally engaging work environment.					
1.3.	My supervisor exhibits charisma and a deep personal connection with employees.					
1.4.	My supervisor’s actions evoke a sense of admiration and loyalty among team members.					

1.5.	My supervisor often uses storytelling to inspire and motivate employees.					
Section 2	Organizational Citizenship Behavior (OCB)					
2.1.	I am willing to help my colleagues when they need assistance.					
2.2.	I take on extra responsibilities to help the organization without being asked.					
2.3.	I volunteer to do things that are not formally part of my job duties.					
2.4.	I attend functions or events that help improve the company's image.					
2.5.	I willingly share ideas and suggestions that benefit the organization.					
Section 3	Perceived Organizational Support (POS)					
3.1.	The organization values my contribution to its well-being.					
3.2.	The organization cares about my well-being.					
3.3.	The organization shows appreciation for any extra effort from me.					
3.4.	The organization provides me with sufficient opportunities for personal growth.					
3.5.	The organization takes my goals and values into consideration.					
Section 4	In-Role Performance					
4.1.	I meet the formal requirements of my job description.					
4.2.	I complete my tasks on time.					
4.3.	I consistently achieve my performance targets and objectives.					
4.4.	I handle my job responsibilities with a high degree of accuracy.					
4.5.	I work effectively with other team members to achieve organizational goals.					

Please provide any additional comments or feedback that you feel would be helpful for this study.

ANNEX

Descriptive Analysis

Descriptive Statistics							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Auth	145	3.5200	1.27179	-.567	.201	-.799	.400
Rom	145	3.4097	1.32483	-.491	.201	-.937	.400
OCB	145	3.3890	1.22242	-.390	.201	-.835	.400
POS	145	3.4221	1.22772	-.398	.201	-.835	.400
perf	145	3.4290	1.25742	-.425	.201	-.862	.400
Valid N (listwise)	145						

Direct positive relationship between leadership styles (authentic and Romantic) and in-role performance.

Hypothesis : There is a direct positive relationship between leadership styles (authentic and Romantic) and in-role performance.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988 ^a	.976	.975	.19807

a. Predictors: (Constant), Rom, Auth

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	222.107	2	111.054	2830.716	.000 ^b
	Residual	5.571	142	.039		
	Total	227.678	144			

a. Dependent Variable: perf
b. Predictors: (Constant), Rom, Auth

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.117	.054		2.164	.032
	Auth	.446	.106	.451	4.219	.000
	Rom	.511	.102	.538	5.034	.000

a. Dependent Variable: perf

Perceived organizational support (POS) mediates the relationship between leadership styles (authentic and Romantic) and in-role performance.

H2: Perceived organizational support (POS) mediates the relationship between leadership styles (authentic and Romantic) and in-role performance.

Authentic

Model : 4
 Y : perf
 X : Auth
 M : POS

Sample
 Size: 145

OUTCOME VARIABLE:
 POS

Model Summary

R	R-sq	MSE	F	df1	df2	p
.9833	.9670	.0501	4185.9183	1.0000	143.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0806	.0549	1.4692	.1440	-.0279	.1891
Auth	.9493	.0147	64.6987	.0000	.9203	.9783

Standardized coefficients

	coeff
Auth	.9833

OUTCOME VARIABLE:

perf

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.9948	.9896	.0167	6748.8591	2.0000	142.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.0624	.0319	-1.9556	.0525	-.1255	.0007
Auth	.2483	.0466	5.3301	.0000	.1562	.3403
POS	.7649	.0483	15.8523	.0000	.6695	.8603

Standardized coefficients

	coeff
Auth	.2511
POS	.7468

TOTAL EFFECT MODEL

OUTCOME VARIABLE:

perf

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.9855	.9712	.0459	4816.3197	1.0000	143.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.0007	.0525	-.0137	.9891	-.1045	.1031
Auth	.9743	.0140	69.3997	.0000	.9466	1.0021

Standardized coefficients

	coeff
Auth	.9855

TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_cs
.9743	.0140	69.3997	.0000	.9466	1.0021	.9855

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_cs
.2483	.0466	5.3301	.0000	.1562	.3403	.2511

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
POS	.7261	.0599	.6058	.8405

Completely standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
POS	.7344	.0627	.6066	.8541

Romantic

Model : 4
 Y : perf
 X : Rom
 M : POS

Sample
Size: 145

OUTCOME VARIABLE:
POS

Model Summary

R	R-sq	MSE	F	df1	df2	p
.9856	.9714	.0434	4862.7222	1.0000	143.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.3078	.0479	6.4275	.0000	.2132	.4025
Rom	.9134	.0131	69.7332	.0000	.8875	.9393

Standardized coefficients

	coeff
Rom	.9856

OUTCOME VARIABLE:
perf

Model Summary

R	R-sq	MSE	F	df1	df2	p
.9945	.9891	.0175	6429.3697	2.0000	142.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.0027	.0346	-.0792	.9370	-.0710	.0656
Rom	.2226	.0492	4.5196	.0000	.1252	.3199
POS	.7810	.0531	14.6963	.0000	.6760	.8861

Standardized coefficients

	coeff
Rom	.2345
POS	.7626

TOTAL EFFECT MODEL

OUTCOME VARIABLE:
perf

Model Summary

R	R-sq	MSE	F	df1	df2	p
.9861	.9725	.0438	5050.2937	1.0000	143.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.2377	.0482	4.9357	.0000	.1425	.3329
Rom	.9360	.0132	71.0654	.0000	.9099	.9620

Standardized coefficients

	coeff
Rom	.9861

TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_cs
.9360	.0132	71.0654	.0000	.9099	.9620	.9861

Direct effect of X on Y							
	Effect	se	t	p	LLCI	ULCI	c'_cs
	.2226	.0492	4.5196	.0000	.1252	.3199	.2345
Indirect effect(s) of X on Y:							
	Effect	BootSE	BootLLCI	BootULCI			
POS	.7134	.0537	.5862	.7992			
Completely standardized indirect effect(s) of X on Y:							
	Effect	BootSE	BootLLCI	BootULCI			
POS	.7516	.0611	.6129	.8506			

Organizational citizenship behavior (OCB) mediates the relationship between leadership styles (authentic and Romantic) and in-role performance.

Hypothesis : Organizational citizenship behavior (OCB) mediates the relationship between leadership styles (authentic and Romantic) and in-role performance.

Authentic

Model : 4
 Y : perf
 X : Auth
 M : OCB

Sample
 Size: 145

OUTCOME VARIABLE:
 OCB

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.9821	.9646	.0533	3895.0522	1.0000	143.0000	.0000

Model							
	coeff	se	t	p	LLCI	ULCI	
constant	.0660	.0566	1.1670	.2452	-.0458	.1779	
Auth	.9440	.0151	62.4104	.0000	.9141	.9739	

OUTCOME VARIABLE:
 perf

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.9953	.9907	.0150	7530.9793	2.0000	142.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	-.0511	.0301	-1.6960	.0921	-.1107	.0085
Auth	.2539	.0426	5.9582	.0000	.1696	.3381
OCB	.7632	.0443	17.2163	.0000	.6756	.8508

DIRECT AND INDIRECT EFFECTS OF X ON Y

Direct effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
.2539	.0426	5.9582	.0000	.1696	.3381	
Indirect effect(s) of X on Y:						
Effect	BootSE	BootLLCI	BootULCI			
OCB	.7205	.0563	.6103	.8288		

Romantic

Run MATRIX procedure:

PROCESS Procedure for SPSS Version 4.2

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
 Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4
 Y : perf
 X : Rom
 M : OCB

Sample
 Size: 145

OUTCOME VARIABLE:
 OCB

Model Summary	R	R-sq	MSE	F	df1	df2	p
	.9865	.9731	.0404	5179.9982	1.0000	143.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	.2854	.0462	6.1725	.0000	.1940	.3768
Rom	.9102	.0126	71.9722	.0000	.8852	.9352

OUTCOME VARIABLE:
 perf

Model Summary	R	R-sq	MSE	F	df1	df2	p
	.9947	.9894	.0170	6642.9563	2.0000	142.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	.0044	.0337	.1306	.8963	-.0622	.0710
Rom	.1920	.0500	3.8426	.0002	.0932	.2908

OCB	.8173	.0542	15.0912	.0000	.7103	.9244
-----	-------	-------	---------	-------	-------	-------

DIRECT AND INDIRECT EFFECTS OF X ON Y

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.1920	.0500	3.8426	.0002	.0932	.2908

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
OCB	.7439	.0578	.6109	.8447

Perceived organizational support (POS) moderates the mediating effect of organizational citizenship behavior (OCB) on the relationship between leadership styles (authentic and Romantic) and in-role performance

H3: Perceived organizational support (POS) moderates the mediating effect of organizational citizenship behavior (OCB) on the relationship between leadership styles (authentic and Romantic) and in-role performance, such that the mediating effect is stronger when POS is high.

Authentic

Model : 14
 Y : perf
 X : Auth
 M : OCB
 W : POS

Sample
 Size: 145

OUTCOME VARIABLE:
 OCB

Model Summary

R	R-sq	MSE	F	df1	df2	p
.9821	.9646	.0533	3895.0522	1.0000	143.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-3.3229	.0566	-58.7201	.0000	-3.4348	-3.2111
Auth	.9440	.0151	62.4104	.0000	.9141	.9739

OUTCOME VARIABLE:
 perf

Model Summary

R	R-sq	MSE	F	df1	df2	p
---	------	-----	---	-----	-----	---

.9956 .9913 .0142 3972.9960 4.0000 140.0000 .0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.6734	.1694	15.7786	.0000	2.3385	3.0084
Auth	.2144	.0468	4.5775	.0000	.1218	.3071
OCB	.4961	.0961	5.1621	.0000	.3061	.6861
POS	.3075	.0989	3.1087	.0023	.1119	.5030
Int_1	.0005	.0072	.0678	.9461	-.0137	.0147

Product terms key:

Int_1 : OCB x POS

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
M W	.0000	.0046	1.0000	140.0000	.9461

Focal predict: OCB (M)
Mod var: POS (W)

DIRECT AND INDIRECT EFFECTS OF X ON Y

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.2144	.0468	4.5775	.0000	.1218	.3071

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

Auth	->	OCB	->	perf	
	POS	Effect	BootSE	BootLLCI	BootULCI
	-1.2277	.4677	.1548	.1649	.7902
	.0000	.4683	.1533	.1620	.7830
	1.2277	.4689	.1520	.1627	.7799

Index of moderated mediation:

	Index	BootSE	BootLLCI	BootULCI
POS	.0005	.0046	-.0089	.0093

Pairwise contrasts between conditional indirect effects (Effect1 minus Effect2)

Effect1	Effect2	Contrast	BootSE	BootLLCI	BootULCI
.4683	.4677	.0006	.0056	-.0109	.0114
.4689	.4677	.0011	.0112	-.0218	.0228
.4689	.4683	.0006	.0056	-.0109	.0114

Romantic

Model : 14
Y : perf
X : Rom
M : OCB

W : POS

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.9865	.9731	.0404	5179.9982	1.0000	143.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	-3.1035	.0462	-67.1164	.0000	-3.1949	-3.0121
Rom	.9102	.0126	71.9722	.0000	.8852	.9352

OUTCOME VARIABLE:
perf

Model Summary	R	R-sq	MSE	F	df1	df2	p
	.9953	.9905	.0154	3660.7352	4.0000	140.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	2.9496	.1719	17.1597	.0000	2.6097	3.2894
Rom	.1439	.0496	2.9006	.0043	.0458	.2420
OCB	.4766	.1040	4.5826	.0000	.2710	.6822
POS	.3883	.1001	3.8810	.0002	.1905	.5862
Int_1	-.0076	.0071	-1.0686	.2871	-.0216	.0064

Product terms key:

Int_1 : OCB x POS

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
M W	.0001	1.1419	1.0000	140.0000	.2871

Focal predict: OCB (M)
Mod var: POS (W)

DIRECT AND INDIRECT EFFECTS OF X ON Y

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.1439	.0496	2.9006	.0043	.0458	.2420

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

Rom	->	OCB	->	perf		
	POS	Effect	BootSE	BootLLCI	BootULCI	
		-1.2277	.4422	.1608	.1143	.7528
		.0000	.4338	.1592	.1053	.7394
		1.2277	.4253	.1578	.1004	.7270

Index of moderated mediation:

	Index	BootSE	BootLLCI	BootULCI
POS	-.0069	.0047	-.0166	.0020

Pairwise contrasts between conditional indirect effects (Effect1 minus Effect2)

Effect1	Effect2	Contrast	BootSE	BootLLCI	BootULCI
.4338	.4422	-.0085	.0058	-.0204	.0024

.4253	.4422	-.0169	.0116	-.0409	.0048
.4253	.4338	-.0085	.0058	-.0204	.0024

Perceived organizational support (POS) moderates leadership styles and in-role performance

Model : 1

Y : perf
X : Auth
W : POS

Model Summary

R	R-sq	MSE	F	df1	df2	p
.9948	.9896	.0168	4483.8922	3.0000	141.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.0161	.0723	-.2223	.8244	-.1590	.1269
Auth	.2427	.0473	5.1322	.0000	.1492	.3362
POS	.7354	.0636	11.5621	.0000	.6096	.8611
Int_1	.0055	.0077	.7143	.4762	-.0097	.0206

Int_1 : Auth x POS

Covariance matrix of regression parameter estimates:

	constant	Auth	POS	Int_1
constant	.0052	-.0006	-.0029	.0005
Auth	-.0006	.0022	-.0019	-.0001
POS	-.0029	-.0019	.0040	-.0003
Int_1	.0005	-.0001	-.0003	.0001

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0000	.5103	1.0000	141.0000	.4762

Focal predict: Auth (X)
Mod var: POS (W)

Y : perf
X : Rom
W : POS

Model Summary

R	R-sq	MSE	F	df1	df2	p
.9945	.9891	.0176	4263.2603	3.0000	141.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.0337	.0726	-.4645	.6430	-.1773	.1098
Rom	.2293	.0513	4.4700	.0000	.1279	.3308
POS	.7974	.0631	12.6444	.0000	.6727	.9221
Int_1	-.0036	.0075	-.4857	.6279	-.0184	.0111

Product terms key:

Int_1 : Rom x POS

Covariance matrix of regression parameter estimates:

	constant	Rom	POS	Int_1
constant	.0053	-.0003	-.0030	.0005
Rom	-.0003	.0026	-.0021	-.0001
POS	-.0030	-.0021	.0040	-.0003
Int_1	.0005	-.0001	-.0003	.0001

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0000	.2359	1.0000	141.0000	.6279

Focal predict: Rom (X)
Mod var: POS (W)

Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.

DATA LIST FREE/

Rom POS perf .
Rom WITH perf BY POS .

perf

	Coeff	BootMean	BootSE	BootLLCI	BootULCI
constant	-.0337	-.0299	.0489	-.1273	.0604
Rom	.2293	.2373	.0632	.1273	.3677
POS	.7974	.7875	.0654	.6537	.9059
Int_1	-.0036	-.0034	.0065	-.0173	.0081