



IMPACT OF LEADERSHIP ASPIRATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: SEQUENTIAL MEDIATION OF LEADER MEMBER EXCHANGE AND COMMUNAL ORIENTATION

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ABSTRACT

In today's composite and very economical business surroundings a strong and self-motivated leadership is desirable. The importance of understanding worker's necessities and approaches to retain good employees is desirable for administrations. This study inspects the influence of AL towards OCB. Additionally, it examines the mediating role of LMX and CO towards direct relationship of AL and OCB. For this inquiry the managers and supervisors at top positions of private banking sector has been considered as a target population. A total of 303 questionnaires were sent to these banking sector employees of Pakistan. Thus, the determination behind this paper is to investigate the impact of Leadership aspiration that influence Leader member exchange and the impact of the latter on Communal orientation, and then on organizational citizenship behavior. The study's findings indicate a significant association between leadership aspiration and OCB. Consequently, the results contribute towards the significant sequential mediation of LMX and CO. Further, this study depicts the conclusion and managerial implications that integrate that how OCB can be operative for managerial angle to implement.

Keywords: leadership aspiration, leader member exchange, communal orientation, organizational citizenship behavior
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I. INTRODUCTION

OCB is categorized as confidential within its wide-ranging script (Borman and Motowidlo, 1993). Vibrant to its definitions, the likelihood that OCBs are typical performances, aid to inspire working. It's not surprising to considerate that why employees take part in OCB is of significant importance. Exceptional experts have shown that OCB is recognized with work contentment, and varied hypothetical explanations for this relationship have been there. For making this Barney, Organ proposed that OCB is measured to express as an influence for the employee's value share and firmly altered contributions that comprises of the agent's formal movement duties. Even though today more females conquer leadership roles, still they are quite marginal. Aspiration is viewed as a forerunner of progression, investigative situations and development process. Leadership aspiration is significant or seen as an imperative. A mistreated standpoint is the power of organizational empathy. Empathy can be claimed to substitute leadership ambition for the reason that the spirit of leadership is the detection of cooperative, shared benefits that are inspired by empathy. The paper aims to discuss these subjects as it will bring new literature contribution. On the other hand Leadership aspiration, is address to the opinion of inspiring, motivating and serving others to collectively follow organizational purposes (van Knippenberg et al., 2004), therefore leadership aspiration provides mutual aid along with facilitating others. Yet, leaders might abstain from interpreting their shared reasons into guidance aspiration as by tradition leadership is related with agentic qualities, being more common among men (Carli and Eagly, 2016; Lyness and Heilman, 2006).

LMX is a relative or relationship based perspective. It is grounded on the supposition that leaders affect followers by helping them progress over their relationship with them. Valued or appreciated resources describe high worth association. The leaders provide mentoring, assistance, and benefits to their subordinates. Subordinates demonstrate reciprocity through behaviours such as trust, loyalty, and dedication. LMX is thought to have a positive effect on job

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satisfaction, OC, and desirable behaviours such as task performance (Dulebohn et al., 2012). Leader - Leader Exchange, as discovered by researchers, is a relationship that exists between leaders and their own employers. The LMX at the highest level provides exceptional help and empowerment to their follower (Zhou et al., 2012). Past counts that LMX and OC have a significant relationship. It supports in sustaining social needs of supporters by giving importance to shared attention over personal devotion (Graen & Uhl –Bien, 1995). OCB is considered a measure that is considered as an assembly of gratification of employees. Several of the investigators in their contemporary investigation studied use of this with the outlook of job pleasure. Additionally, it is reflected as a continuous examination (Magdalena, 2014). Conferring to the revision of Arshadi et al. (2013) OCB has a resilient connection with the character temperament as well as traits of an individual, and decided that experience of individual, sociability, realization are the behavior traits that have an influence on OCB.

The current research study aims to provide support to the literature by highlighting the role of this emerging phenomenon in organizational settings. The private sector employees and supervisors have been selected for its importance in state building. AL has a significant impact on the JS and OC of its employees and supervisors. This would ultimately result in their enhanced dedication and quality relationships. AL and its relationship with OCB and mediation of LMX and CO is not having significant proofs in literature. The importance of the study is that it focuses on the variables indicated above in managerial positions in Pakistan's private banking sector.

II. THEORETICAL FRAMEWORK

II.I. LEADERSHIP ASPIRATION

Leadership is a socially emerging phenomenon in organizational settings. Leadership aspiration is well-defined as the individual attention for the accomplishment of a leadership position and his wish to accept the offer of others in acquiring that position (Singer, 1991). In spite of the circumstances some revisions have been directed on leadership aspiration for females (Gregor et al., 2015; Litzky et al., 2007) or connected paradigms such as decision-making (Hoobler et al., 2014) or occupation aspiration or determination (Gbadamosi et al., 2015; Pas et al., 2014). Academics have rewarded consideration to both discrete influences as well as to the requests of the governance role itself that may reduce gender based aspiration level of leadership. In the past leadership aspiration have looked at issues such as self-efficacy (Gbadamosi et al., 2015; Hoyt, 2012; Haider and Ali, 2015; Kaseem et al., 2019) or instinctive negative individual gender classification (Rudman et al., 2010). Leadership aspiration has been observed as an emerging phenomenon towards organizational settings that be able to well-define as it's connected to the individual interest of achievement for a leadership state-owned or it's a particular determination of a discrete individual to approve with a proposition to take accountability of such state of affairs (Singer, 1991). A lot of revisions directing on aspiration investigation are more interrelated in the direction of female leadership aspiration (O'Brien, 2015), career aspirations and related phenomena like administrative aspirations (Hoobler et al., 2014; Roussel et al., 2021; Sajid and Ali, 2018; Senturk and Ali, 2021) but the direct impact towards the Organizational citizenship behavior has not been observed.

Conferring to the research study of Schoon et al. (2011) the aspirational role can be viewed as one of the psychological states that is additional conversant through the career attainments, the hierarchal worries as well the leadership aspiration (Tharenou, 2001; Mehmood et al., 2022). Past counts that the Leadership can be viewed as a wonder that is connected as a tool to be driven for others. Henceforth literature exposed that a leader is somebody who emphasizes in the direction of the positive influence exerted on employees to gratify them. Leadership aspiration have the ability to ornament the employees in the situation of specialized as well individual growth, expansion and development. That ultimately brands them to inspire or to achieve at their greatest close. Leaders can be viewed as a front-runner and their role is more ornamental for the perspective of attainment of organizational goal scenarios.

II.II. ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Organizational citizenship Behavior is concerned with the behavioral conduct of workforce by practicing confident, optimistic psychological as well communal conditions inside the organization (Podsakoff et al., 2006). Organizational citizenship is a relatively recent concept that falls under the category of positive organisational behaviour. The examination occurring as of now is centered on building up the relationship of OCB with its three viewpoints (normally alluded to, in the writing as the aspects of OCB). The reason for choosing OCB as an exploration ground is that it has a positive correlation with unit execution, which means that by estimating OCB, we can move a little closer to expanding unit execution. Organ (1988) distinguished five OCB measurements in particular philanthropy, kindness, city ideals, reliability and sportsmanship. Organ (1988), further, expounded that OCB can boost the proficiency and profitability of both the workers also, the organization that would add to its successful working. In light of Organ's (1988) five-measurement scientific categorization, Williams and Anderson (1991) proposed a two-dimensional conceptualization

of OCB: OCB-I (conduct coordinated towards people; containing unselfishness also, politeness) and OCB-II (conduct coordinated towards association, containing the staying three measurements i.e. honesty, sportsmanship and city ethicalness in Organ's (1988) conceptualization. Podsakoff also, Mackenzie (1997) thought about helping conduct, sportsmanship and urban uprightness to be critical in clarifying OCB. This was trailed by Hannam (2002), furthermore, Jimmieson and Terry (1999) highlighted OCB to be work of association consistency and individual activity alongside three other measurements specifically selflessness, good faith and city goodness.

In organizational standpoint, OCB is considered as mutual association among employees. Employees go outside of their official responsibility, provide aid to their co associates; collaborating, communicating as well cheering others, takes extra tasks and during this exchange they get back optimistic reaction from their controllers (Whiting et al., 2008). Additionally, OCB uniforms a common exercise in an organization, it portrays better appearance of the group in front of others (Organ et al., 2006). OCB in the same way donates in community and shared welfares of an organization (Bolino et al., 2002). Empirical inquiries carry into existence the equivalent findings that OCB narrates positively with enactment, superiority, client provision and efficiency (Podsakoff et al., 2009). Consequently, literature has additional sustenance which exposed that OCB is a constructive positive phase for workplace settings (Organ, Podsakoff, & MacKenzie, 2006). Based on the support available from literature the first proposed hypothesis of this study is

H1: Leader Aspiration has a significant influence towards organizational citizenship behavior.

II.III. LEADER MEMBER EXCHANGE

LMX Leader member exchange has been seen as a relationship operator for the reason of broader social networks that affects exchange relationship among teams. With increased emphasis on the importance of exertion teams for organisational effectiveness, it has become increasingly necessary to understand the implications of various supervisor-subordinate relationships – leader-member exchanges (LMX) for team procedures and outputs (Tse et al., 2012). Leader's honesty, integrity and optimistic traits create faith among the followers for their required positions. LMX diversity denotes to the amount of inconsistency among the team, variability in the superiority of LMX relationships between a controller (supervisor) and followers inside a work team (Erdogan et al., 2002). Researches have confirmed that workforces are conscious of their virtual stand-up in a set of distinguished LMX associations in their labor team (Vidyarthi et al., 2010). Consequently, the point of LMX differentiation is contemporary inside the vast mainstream of labor groups, and has deemed experimental as in presentation of a critical role in influential group procedures and upshots (Henderson et al., 2009; Le Blanc et al., 2012).

For discrete level consequences, Hooper and Martin (2008) described that perceived LMX inconsistency is adversely related with job satisfaction as well the well-being of employees, but it is completely or positively linked to group clashes. On the other hand, Liden et al. (2006) mentioned that LMX is noteworthy in circumstances wherever the team members practice a low-quality LMX correlation. Erdogan et al. (2010) also exposed that LMX discrepancy is negatively associated to administrative commitment and satisfaction with colleague associations, but it has been seen as a positively associated with serving, helping and inspiring behavior, directing coworker besides withdrawal behaviors before environment is considered unjust at work. With the detail perspective of team-level conclusions, LMX is not directly related to team routine, actions as well performances (Le Blanc et al., 2012), team conflict (Boies and Howell, 2006). Unsuitably, theoretical command of OCB is lacking. Permitting to the viewpoint of Bolino et al. (2012) specifically, research and philosophies has not explained the distinguishing answers as well the worker's meetings? of attractive portion in OCB, this is considered as a serious view. For the time being it influences how workforces answer to subsequent their probabilities to become a slice of OCB. Commencing the standpoint of administration as well authoritative researchers, they have a frequently progressed in their exploration. Thus, our second hypothesis can be hypothesized as

H2: Leader Member exchange mediates the relationship among Leader Aspiration and organizational citizenship behavior.

II.IV. COMMUNAL ORIENTATION

Communal orientation has been detected as an aspiration to assist others according to their requirement that is based on mutual relationship. Investigational sign validates that these persons are more helpful to somebody in requirement. In accumulation, employees with high level of communal orientation have potential of making others receptive to their requests (Clark et al., 1987). A study of Clark and Finkel (2005) delivered confirmation for this phase of shared orientation by finding that, likened to those individuals with high and low shared orientation remained more enthusiastic in showing their state of necessity to others. Shared orientation is basically associated with a trait that targets one's desire to help or assist. Revisions of team enactment have established that character traits such as carefulness and

thoughtfulness are connected to positive team consequences and propose that this association happens for the reason as these traits are accompanying with co-operation and assisting behavior (Morgeson et al., 2005). Individuals basically want their followers to communicate and exchange information to achieve better duties. Definitely, the interchange of information and facts is often serious for task conclusion. Individuals high in communal orientation may observe social depression at the indicators of their group followers as more demanding than those with low level of the communal orientation. Referring to Barling (1996), a strain reaction to workstation violence may originate as a consequence of violence being understood as a loss of People who do not suppose violence to happen in their work environment they may have a sturdier strain response than those who have faith in aggression may possibly happen. They may answer by incorporating undesirable disposition, fear, and reasoning interruption. But on the other node Individuals with high levels of communal orientation imagine others to be receptive or responsive to their requirements. In current revision communal orientation has been taken as a mediator to check its mediating impact among the direct influence of AL towards OCB.

Employees contribute additionally in OCB to make thought processes positive or wanting to respond to the positive treatment got from their association as well from different people (Bateman and Organ, 1983). On clarification of politics with reverence to the reliability of purposes and instances of correspondence, this central point advocates relative dependability in examples of OCB. Besides those who take part in OCB reserve on undertaking so without any alteration or deviations in inspiration level to participate in OCB. To be influenced, this point of view is reproduced in phrasing, e.g. "the good soldier syndrome," which has been utilized as a part of the writing to mark employees who have a tendency to participate in naturally high level of OCB. From the above information it could be hypothesized as: **H3: Communal Orientation mediates the relationship among Leader Aspiration and organizational citizenship behavior**

Personality, character, role as well behaviors of the leader for the followers are the main ingredients in suggesting that what today's employees emphatically demand? The emerging impact of leadership aspiration in this current spectacle is noticeable, as they permit employees to vision as well to enhance their intelligence of understanding in the direction of their aspirations. Advising to the investigation study of Schoon et al., (2011) the aspirational role can be observed as one of the psychological condition that is additionally familiar with the career realizations of employees. The wide-ranging levels of LMX associations functioning within the work team are probable to effect the mode in which members respond in the direction of their administrator and to other associates for attaining team success (Le Blanc et al., 2012). Further in this study it has been proposed that this exchange of optimistic behavior intends to influence's in the direction of the CO of employees or follower's. Erdogan et al., (2010) also exposed that LMX is positively related to serving, helping and inspiring behavior and directing coworker.

Mutually oriented employees basically have superior prospects than their counterparts who are low in mutual orientation, their group memberships will deliver the evidence and information that they are prone to wide-ranging their tasks – irrespective of the volume as well the quantity of help needed. In addition, OCB is replicated to be a continuous investigation (Magdalena, 2014). Based on the literature mentioned in this current investigation there is needed to explore the influence of sequential mediation of the mediators. How AL impacts towards the LMX that further interact with CO to produce the outcome variable of OCB? As such, understanding factors that may arouse the need of leadership aspiration are crucial. This investigation aims to emphasize the studying of the interplay among AL, LMX, CO and OCB. Employees whose consciousness is sincerely treated are most likely to be recognized in OCB, in command to retain up contract among them; the characters who touch that they are distributed with unjustifiably will refuse OCB behavior. This vantage point sees OCB as measured and reflects behavior that is fundamentally stuck by individual, as contrasting to full of feeling or influences. This leads to our fourth hypothesis that is:

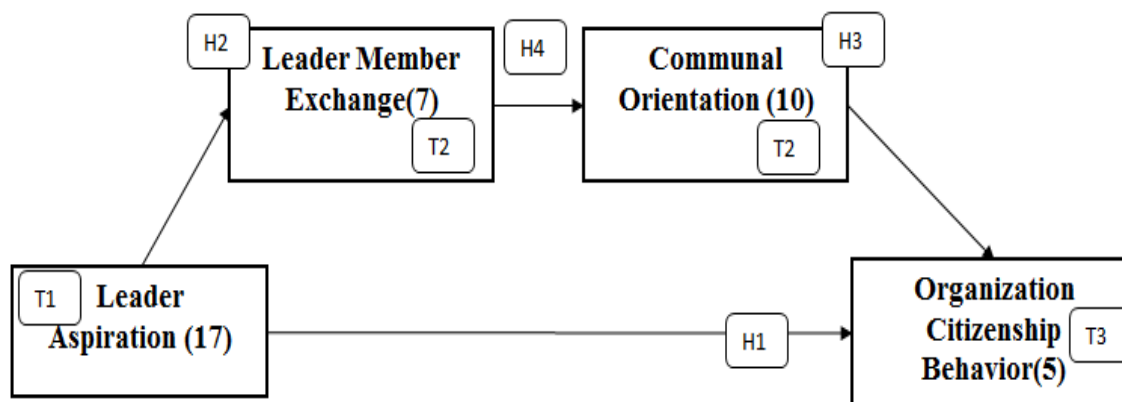
H4: Leader Member exchange and Communal Orientation sequentially mediates the relationship of Leader Aspiration and organizational citizenship behavior.

III. THEORETICAL SUPPORT BEHIND CURRENT MODEL

The theory of social exchange undertakes that self-centered parties perform or interchange with egocentric others in order to achieve consequences that could neither be accomplished on his or her own (Lawler et al., 1999). The interactions would finish as soon as they are not apparent to be collectively worthwhile by both parties (Blau, 1994). The two revelries choose what to interchange and in what amounts. The possessions replaced can be commercial or communal or both. The worth of consequences established during a social interchange is in the judgement of the beholder. Conversely, rendering to Blau (1968), the maximum worthwhile results in social exchange dealings (for instance, social endorsement and esteem). Relying on the assumptions of this theory in organizational settings the exchange phenomenon can't be neglected because of the mutual dependencies.

This current investigation study model is based to examine or Review interdependencies that happen when individuals form numerous, real-time exchange relations and the influence of these interdependencies on performances, behaviors as well actions and other outcomes variables. Individual employees working in organizational settings are also involve in give-and-take or mutually rewarding relationships only at a time they have belief and faith in in their supervisors who lead them. Leaders or supervisors work is to provide assistance to their followers, so that employees find long term, worthwhile exchange relationships. That in result brings optimistic outcomes for both the organization as well their associated employees. Providing support for employees to recognize and their expectation from the organization to shape their behavioral attitude is one of the main benefits associated with leader member relationship or exchange phenomenon. Increase in exchange relationships helps to improve social rewards (like compliment, esteem, gratitude, friendship, and so on, which don't cost the corporation anything). Thus rendering to supportive arguments in this study the proposed model is based on the assumptions of social exchange theory.

Figure1; self-conceptualized current research model



IV. METHOD

IV.I. RESEARCH SETTING AND SAMPLE

This study was conducted on the banking sector of the Pakistan. Employees of different banks were targeted for the collection of data. The respondents were asked questions regarding leadership aspiration, leader Member exchange, communal orientation and organizational citizenship behavior. Data for the study was collected from the employees and their supervisors called leaders. Data about the leadership aspiration, leader member exchange and communal orientation were provided by the employees while their organizational citizenship behavior were asked from their supervisors. In the first stage (Time 1), questionnaires were distributed to the employees to ask them about the leadership aspiration in them. 350 employees were contacted in their office hours and they were given time of 3 days in which they were asked to complete the questionnaire. They were assured that participation is voluntary and the information would be kept confidential. After the targeted time 323 complete questionnaires were received back. In the second stage (Time 2), those 323 employees were again contacted and questionnaires were handed over to them to receive data about the leader member exchange and communal orientation. They were required to provide this information in 3 working days. All of them were willing to provide the information as per their best knowledge. After the said time 303 filled questionnaires were received back. In the third stage, (Time 3), supervisor or leader of those 303 employees were contacted to provide information about the organizational citizenship behavior of those employees. Because to best of our knowledge, the best source for this information is the supervisor of those employees. They were asked to provide their response in 2 weeks. They were given this time because of their busy routine and official commitments. After the data collection stage out of 350 questionnaires only 303 were useable and data of these 303 were complete and ready to be used in analysis. So the response rate of this research study was 86%. Time-lagged design was used to collect the data. The leadership aspiration, leader member exchange and communal orientation data was collected prior to the measurement of Organizational citizenship behavior in order to assess their impact on the dependent variables.

IV.II. MEASURES

Except for the demographic variables, all items in the questionnaire were scored on a 5-point Likert-type scale (1 = strongly disagree, 5 = strongly agree).

Time 1: Leadership aspiration was measured by the 17-item scale developed by Fritz and van Knippenberg, (2017). Sample item of this scale were "I hope to become a leader at the current organization I work for." and "When I am

established in my career, I would like to manage other employees at the current organization I work for – not at a different one.”

Time 2: Leader Member Exchange was a seven item measure taken from a modified version of the LMX7 (Graen, Novak, & Sommerkamp, 1982). According to Graen & Uhl-Bien (1995), this measure is the most commonly used LMX measure and is suggested as the standard LMX measure. Sample item of this scale were “How well does your supervisor understand your job problems and needs” and “How well does your supervisor recognize your potential”.

Communal orientation was a ten item measure developed by Gebauer et al. (2013). Sample item of this scale was “Will you feel yourself Affectionate with others?”

Time 3: Organizational citizenship behavior was measured by using eight item scale developed by Lee, K., & Allen, N. J. (2002). Sample item of this scale was, “Attend functions that are not required but that help the organization image”.

V. RESULTS

V.I. CONFIRMATORY FACTOR ANALYSIS

Table 1 shows Confirmatory Factory Analyses (CFA) of all four variables including leadership aspiration, leader member exchange, communal orientation and organizational citizenship behavior. CFA was performed to check the model fitness of Hypothesized 4 factor model before testing directing and mediating relation. Table 1 representing that the 4 factor model was better fit with respect to other alternate 3 factor, 2 factor and 1 factor model on the basis of CFI, TLI, NFI, and RMSEA indices.

Table 1

	CFI	TLI	NFI	RMSEA
Measurement Model	0.92	0.95	0.93	0.06
Three factor Model	0.74	0.72	0.69	0.12
Two factor Model	0.73	0.71	0.68	0.13
One factor Model	0.62	0.59	0.58	0.15

Note: n=220; Values are differences of each of the alternative measurement models with the hypothesized model. **p<.001, 4 factor (“LA”, “LMX”, “CO”, “OCB”), 3 Factor (“LMX, OCB”, “LA”, “CO”), 2 Factor (“LA, LMX” and “CO, OCB”), 1 Factor (“LA, LMX, CO, OCB”).

V.II. CORRELATION ANALYSIS

The bivariate correlations of four study variables as well as the controlled variables are shown in Table 2. Correlation coefficients give preliminary evidence in favour of the study hypothesis. Consistent with the links we hypothesised, correlations indicated that leadership aspiration is significantly and positively related to leader member exchange ($r = 0.507$, $p < 0.01$), communal orientation ($r = 0.478$, $p < 0.01$), and organizational citizenship behavior ($r = 0.681$, $p < 0.01$). The results also show that leader member exchange is positively associated with communal orientation ($r = 0.653$, $p < 0.01$) and organizational citizenship behavior ($r = 0.610$, $p < 0.01$) and. Results also found a positive association between communal orientation and organizational citizenship behavior ($r = 0.621$, $p < 0.01$). Additionally, our controlled variables had no effect on any of the research variables.

Table 2: Descriptive Statistics and Correlation Matrix

Sr No	Variables	Mean	SD	1	2	3	4	5	6	7	8
1	Age	30.3	5.57	1							
2	Gender	1.2	0.66	0.073	1						
3	Education	4.22	0.71	0.048	0.022	1					
4	Tenure	3.44	0.26	0.031	0.041	0.038	1				
5	Leadership Aspiration	3.15	1.03	0.472	0.124	0.124	0.149	(0.955)			
6	Leader Member Exchange	3.29	0.94	0.311	0.06	0.062	0.041	0.507**	(0.877)		
7	Communal Orientation	3.24	0.94	0.527	0.377	0.023	0.081	0.478**	0.653**	(0.920)	
8	Organizational citizenship behavior	3.48	0.58	0.219	0.299	0.313	0.003	0.681**	0.610**	0.621**	(0.901)

* $P < 0.05$, ** $P < 0.001$; reliabilities (in parentheses) appear on the diagonal, Gender: 1 = Male, 2 = Female

Table 3 shows the regression analysis of the study variables. It shows that leader aspiration, leader member exchange and communal orientation are positively significant with the organizational citizenship behavior. Table shows that

leadership aspiration is significant positive ($\beta=.424$, $p<.001$) impact on organizational citizenship behavior. So H1 of the study get supported by our data. In the same way leader member exchange is also significant positive relation with organizational citizenship behavior ($\beta=.218$, $p<.001$). Communal orientation is also significant positive impact on organizational citizenship behavior ($\beta=.247$, $p<.001$).

Table 3: Regression Analysis

	β	Se	t	p	LL 95%CI	UL 95%CI
Leadership Aspiration	0.424	0.048	8.705	0.000	0.3286	0.5209
Leader Member Exchange	0.218	0.063	3.413	0.000	0.0922	0.3442
Communal Orientation	0.247	0.0524	4.715	0.000	0.1438	0.3503

DV= Organizational citizenship behavior,

Table 4 shows the direct relation of leadership aspiration and organizational citizenship behavior. It shows that direct relationship is significant ($p<.001$, ULCI, LLCI). In Table 5 indirect effect of leadership aspiration and organizational citizenship behavior is shown. Firstly, it is shown that after placing mediator (LMX) in the relationship of leadership aspiration and organizational citizenship behavior, the relationship remains significant (LLCI, ULCI), so H2 of the study LMX mediates the relationship of leadership aspiration and organizational citizenship behavior is supported by our data. Secondly, after placing communal orientation in the relationship of leadership aspiration and organizational citizenship behavior, the relationship remains significant (LLCI, ULCI), it means that H3 of the study communal orientation mediates the relationship of leadership aspiration and organizational citizenship behavior is also supported by our data. Thirdly, after placing 2 mediators LMX and communal orientation in the relationship of leadership aspiration and organizational citizenship behavior the relationship remains significant (LLCI, ULCI), so H4 of the study leader member exchange and communal orientation sequentially mediate the relationship of leadership aspiration and organizational citizenship behavior also supported by our data.

Table 4: Direct effect of X on Y

	Effect	SE	t	p	LLCI	ULCI
	.4248	.0488	8.7055	.0000	.3286	.5209

Table 5: Indirect effect(s) of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
Total:	.2232	.0425	.1517	.3217
LA-> LMX-> OCB	.0981	.0375	.0288	.1775
LA-> CO-> OCB	.0515	.0195	.0226	.1033
LA-> LMX-> CO-> OCB	.0736	.0235	.0377	.1358

VI. DISCUSSION AND CONCLUSION

The intention behind this research was to inspect the followers or employees progress in OCB over time by incorporating the influence of leadership aspirations. And to examine whether this growth could be mediated by organizational environment phenomenon's of LMX and CO. The behavior of organization citizenship is strongly influenced by the aspirations, inspiration, trust and motivation level of the leaders (supervisors). These significant results make few imperative theoretical influences towards the OCB writings. Firstly, this adds to the self-motivated environment of citizenship behavior with a vital vision, that the leadership aspiration role is inspiring for the OCB. Preceding investigation has indirectly showed variations in OCB, but to our understanding, this is one of the first study that not just highlight the direct relationship of AL and OCB but also observes the sequential mediation of LMX and CO to observe its effect over time. Conferring to the study of Graen et al. (1995), LMX and OC have a positive significant relationship. It helps in supporting social needs of followers by giving great importance to mutual consideration over individual dedication. Organ (1989) explained that OCB acts as an inspiration for the worker's value segment and definitely the altered contributions include the mediator's formal initiative responsibilities. The concerns or outcome of LMX are supposed to impact Organization Commitment, job satisfaction and desirable behaviors like task performance (Dulebohn et al., 2012). The behavior of an individual is a psychological phenomenon; they respond on the behalf of the social support available to them. The role of leadership aspiration is mutually beneficial for individual concerns as well as for organizational perspectives.

VII. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

The findings of present study depict the importance of sequential mediation of LMX and CO towards OCB that how OCB is affected by the interactional effect of these. While considering future directions and limitations of this study it should have focused on identification of different focus as well as their corresponding influence towards the role of leadership aspiration. Similarly, practitioners must be aware of adopting such management style that influences their follower's behavioral intentions positively. These extended academic and applied understandings are optimistically valuable for generating an organizational environment that inspires, motives rather than weakens leadership aspiration surrounded by leaders. Additional research concerning this association may attempt to enhance more understanding by counting other influences such as previous circumstances, experiences that lead towards the leadership styles or might have an influence on the efficiency level of the leaders in groups. Other mediating variables can also be established in order to enhance additional explanation present in available literature. Investigators have better chance to show results if they apply both quantitative as well as the qualitative data collection methods to get data that precisely represent the variables of the current paper. By taking into consideration these all assumptions of study limitations future research may compare or contrast the other potential mediators for exploring OCB changes, like work-team support, team conflicts etc. This will explain more precisely the mechanism or phenomenon of the variables of current research model under observation.

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