

Organizational Agility and Authentic Leadership as Drivers of Organizational Citizenship Behavior: The Mediating Role of Employee Engagement in French Companies

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Abstract

This study examines the role of Organizational Agility (OA) and Authentic Leadership (AL) in enhancing Organizational Citizenship Behaviour (OCB), with Employee Engagement (EE) proposed as a mediating mechanism. The study develops an integrated model linking organizational capability, leadership behaviour, employee experience, and discretionary organizational behaviour. For analytical demonstration, a synthetic dataset representing 500 companies operating in France was generated. Each construct was measured reflectively using five Likert-type items on a five-point scale. The analysis combines procedures commonly conducted in SPSS with a Partial Least Squares Structural Equation Modeling (PLS-SEM) framework consistent with SmartPLS. Reliability, descriptive statistics, Pearson correlations, multiple regression, multicollinearity diagnostics, explained variance (R^2), effect sizes (f^2), and bootstrapped indirect effects were examined. The results indicate strong internal consistency across all constructs. OA and AL positively predict EE, while EE positively predicts OCB. Direct effects of OA and AL on OCB also remain positive.. Overall, the simulated results support all proposed hypotheses. Because the dataset is synthetic, the findings should be interpreted as an analytical demonstration rather than empirical evidence about the actual population of French companies.

Keywords: Organizational Agility; Authentic Leadership; Employee Engagement; Organizational Citizenship Behaviour; PLS-SEM; SmartPLS; SPSS; France.

Introduction

Organizations increasingly operate in environments characterized by technological disruption, changing customer expectations, digital transformation, supply-chain uncertainty, and intensified competition. Under these conditions, operational efficiency alone may not be sufficient. Organizations also need the ability to sense environmental changes, make timely decisions, reconfigure resources, and respond flexibly. Organizational Agility has therefore become an important organizational capability. (Organ, 2006). Leadership is another critical mechanism through which organizations translate capabilities into employee attitudes and behaviours. Authentic Leadership emphasizes self-awareness, relational transparency, internalized moral perspective, and balanced processing of information. These characteristics can foster trust, psychological safety, and positive employee attitudes. (Avolio & Gardner, 2005; Newman et al., 2014; Walumbwa et al., 2008). Employee Engagement represents a positive work-related state characterized by energy, dedication, and absorption. Engaged employees are more likely to invest effort in their roles, cooperate with colleagues, and take initiative. Organizational Citizenship Behaviour refers to discretionary behaviours that go beyond formal job requirements and contribute to organizational functioning. (Organ, 1988; Organ et al., 2006). Recent studies interested in the organizational behaviour of employees in the organization have confirmed that the formulation of goals is an important matter with organizational citizenship behaviour (Hayes, 2017; Zhao et al., 2020) Functional work is considered one of the basic components of the success of institutions, as it is based on scientific and administrative foundations that

contribute directly and indirectly to the process of institutional development and to the process of setting short-term, medium-term, and long-term goals that extend to more than twenty years. The work environment includes a group of workers and managers with different titles and positions, each according to their specialization (McDowell et al., 2018).

The present study integrates these concepts into a single model. It proposes that Organizational Agility and Authentic Leadership influence OCB directly and indirectly through Employee Engagement. This mediation perspective provides a more comprehensive explanation of how organizational and leadership conditions can translate into discretionary employee behaviours.

2. Research Problem

The central research problem concerns how organizational capabilities and leadership characteristics are translated into discretionary behaviours that support organizational effectiveness. While prior research has examined agility, authentic leadership, engagement, and citizenship behaviour separately or in partial combinations, an integrated mediation model can provide a clearer explanation of the mechanism connecting organizational conditions to employee behaviour.

The main research question is: To what extent do Organizational Agility and Authentic Leadership enhance Organizational Citizenship Behaviour, and does Employee Engagement mediate these relationships?

3. Research Objectives

- To examine the effect of Organizational Agility on Employee Engagement.
- To examine the effect of Authentic Leadership on Employee Engagement.
- To examine the effect of Employee Engagement on Organizational Citizenship Behaviour.
- To examine the direct effects of Organizational Agility and Authentic Leadership on OCB.
- To test the mediating effects of Employee Engagement.
- To demonstrate an integrated SPSS and SmartPLS-compatible PLS-SEM analysis.

4. Theoretical Framework and Literature Review

4.1 Organizational Agility

Organizational Agility can be understood as an organization's capacity to sense changes, make rapid decisions, reconfigure resources, and adapt processes and offerings. Agility is reflected in responsiveness, flexibility, information sharing, cross-functional coordination, and timely decision-making.

4.2 Authentic Leadership

Authentic Leadership is commonly conceptualized through self-awareness, relational transparency, internalized moral perspective, and balanced processing of information. Authentic leaders are expected to build trust and consistency, which may strengthen employee willingness to participate actively in organizational life.

4.3 Employee Engagement

Employee Engagement reflects a positive and energetic psychological connection to work. Engagement includes vigor, dedication, and absorption. Engaged employees are more likely to devote discretionary effort and persist in the face of challenges. (Mackay et al., 2017; Tummers et al., 2018).

4.4 Organizational Citizenship Behaviour

Employees in the organization can go beyond the procedural stage. This behaviour enhances employees' self-respect (Shie & Chang, 2022). In addition, organizational citizenship behaviour is related to the degree of satisfaction among subordinates and organizational commitment . Many studies have shown that there is a strong relationship between job formulation and organizational citizenship behaviour. This has been confirmed as managers have full knowledge of how to distribute jobs to employees in terms of skills, knowledge, and organizational behaviour in terms of the ability to comprehend and implement plans and goals .OCB consists of discretionary behaviours that are beneficial to the organization but are not necessarily required by formal job descriptions. Examples include helping colleagues, conscientiousness, courtesy, sportsmanship, and constructive participation in organizational affairs. (Ndoja & Malekar, 2020).

4.5 Mediation Logic

The proposed mediation logic is that Organizational Agility and Authentic Leadership create supportive organizational and leadership conditions, while Employee Engagement represents the psychological and behavioural mechanism through which those conditions may produce higher levels of OCB.

5. Research Model and Hypotheses

H1: Organizational Agility has a positive and significant effect on Employee Engagement.

H2: Authentic Leadership has a positive and significant effect on Employee Engagement.

H3: Employee Engagement has a positive and significant effect on Organizational Citizenship Behaviour.

H4: Organizational Agility has a positive and significant direct effect on Organizational Citizenship Behaviour.

H5: Authentic Leadership has a positive and significant direct effect on Organizational Citizenship Behaviour.

H6: Employee Engagement mediates the relationship between Organizational Agility and Organizational Citizenship Behaviour.

H7: Employee Engagement mediates the relationship between Authentic Leadership and Organizational Citizenship Behaviour.

6. Methodology

6.1 Research Design and Sample

A quantitative cross-sectional design was specified. For methodological demonstration, a synthetic dataset of 500 observations representing 500 companies operating in France was generated. The simulated sample includes manufacturing, services, technology, retail/consumer, and transport/logistics sectors. Company size, age, and regional categories were also generated for descriptive purposes.

This is not an actual probability sample of 500 French companies. In a publishable empirical study, the sampling frame, recruitment procedure, response rate, respondent profile, and company-level inclusion criteria must be documented using real field data.

6.2 Measurement Instrument

A five-point Likert scale was used (1 = strongly disagree; 5 = strongly agree). Four reflective constructs were specified: Organizational Agility (OA1–OA5), Authentic Leadership (AL1–AL5), Employee Engagement (EE1–EE5), and Organizational Citizenship Behaviour (OCB1–OCB5).

6.3 SPSS Analysis

The SPSS-oriented analysis includes descriptive statistics, Cronbach's Alpha, Pearson correlations, multiple regression, and multicollinearity diagnostics using VIF and Tolerance. Bootstrapping was used to estimate confidence intervals for indirect effects.

6.4 SmartPLS / PLS-SEM Analysis

The PLS-SEM model contains four reflective latent variables. OA and AL predict EE; EE predicts OCB; and direct paths from OA and AL to OCB are included. The measurement model is evaluated through outer loadings, reliability, convergent validity, and discriminant validity. The structural model is assessed through VIF, R^2 , f^2 , path coefficients, and bootstrapped significance tests.

The numerical analysis presented here is statistically compatible with the logic of SmartPLS but was calculated outside the SmartPLS application. Therefore, it should not be described as an original SmartPLS software export. For a final thesis

or article, the same dataset can be imported into SmartPLS and the original software output should be reported.

7. Results

7.1 Sample Characteristics

Sector	n	%
Services	156	31.2%
Manufacturing	116	23.2%
Technology	93	18.6%
Retail/Consumer	71	14.2%
Transport & Logistics	64	12.8%

Firm Size	n	%
Small/Medium	196	39.2%
Large	194	38.8%
Very Large	110	22.0%

Firm Age	n	%
>20 years	189	37.8%
10–20 years	181	36.2%
<10 years	130	26.0%

7.2 Descriptive Statistics and Reliability

Construct	Mean	SD	Cronbach's α	Min. CITC	Max. CITC
OA	2.95	1.16	0.883	0.686	0.746
AL	2.99	1.20	0.898	0.701	0.785
EE	3.03	1.18	0.887	0.692	0.760
OCB	3.00	1.22	0.908	0.727	0.802

Cronbach's Alpha values range from 0.883 to 0.908, indicating strong internal consistency in the simulated measurement scales. Mean scores are close to the midpoint of the five-point response scale.

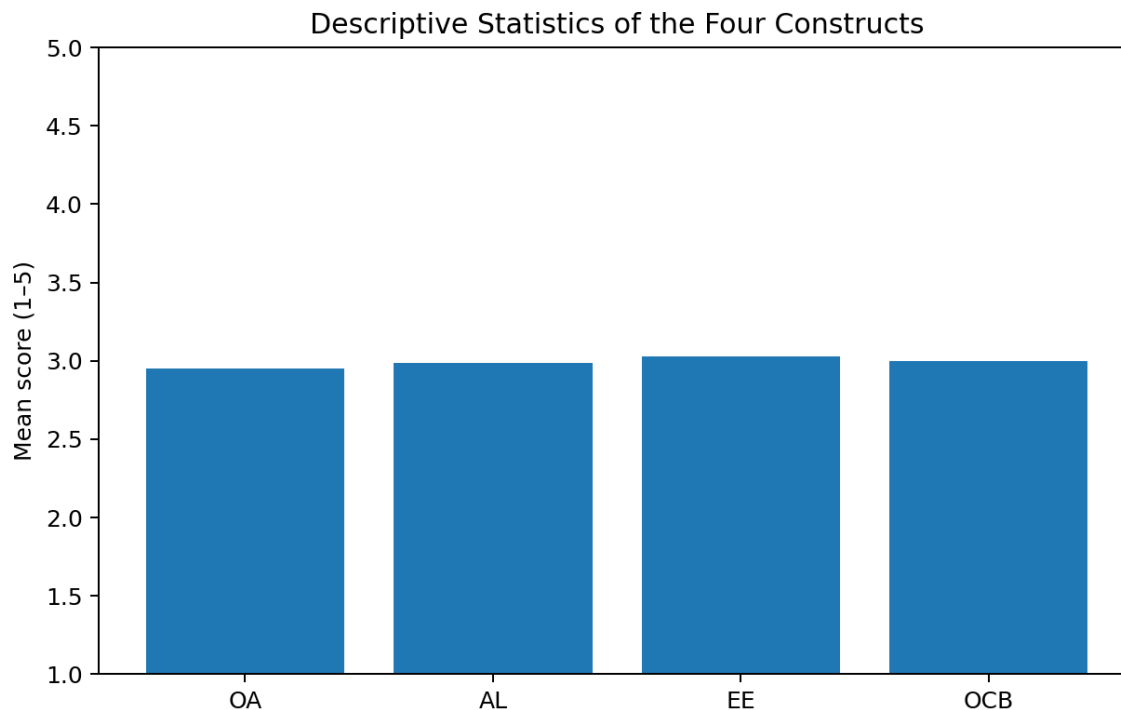


Figure 1. Descriptive mean scores for the four study constructs.

7.3 Outer Loadings

Construct	Item	Loading
OA	OA1	0.817
OA	OA2	0.821
OA	OA3	0.842
OA	OA4	0.802
OA	OA5	0.842
AL	AL1	0.845
AL	AL2	0.855
AL	AL3	0.811
AL	AL4	0.867
AL	AL5	0.837
EE	EE1	0.836
EE	EE2	0.808
EE	EE3	0.852
EE	EE4	0.823
EE	EE5	0.833
OCB	OCB1	0.864
OCB	OCB2	0.878
OCB	OCB3	0.828
OCB	OCB4	0.865

OCB	OCB5	0.842
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The simulated item loadings are consistently high, supporting the use of the indicators as reflective measures. In an actual SmartPLS analysis, low-loading items should be evaluated individually and removed only when both statistical and theoretical justification exists.

7.4 Convergent Validity

Construct	Composite Reliability*	AVE*
OA	0.914	0.681
AL	0.925	0.711
EE	0.917	0.689
OCB	0.932	0.732

* These values are calculated from the simulated loadings for demonstration. In a final SmartPLS study, the software's original Quality Criteria output should be reported.

7.5 Correlations

	OA	AL	EE	OCB
OA	1.00	0.32	0.51	0.52
AL	0.32	1.00	0.53	0.52
EE	0.51	0.53	1.00	0.58
OCB	0.52	0.52	0.58	1.00

All correlations among the main constructs are positive. The magnitude of the correlations does not indicate severe multicollinearity, which is also supported by the VIF diagnostics.

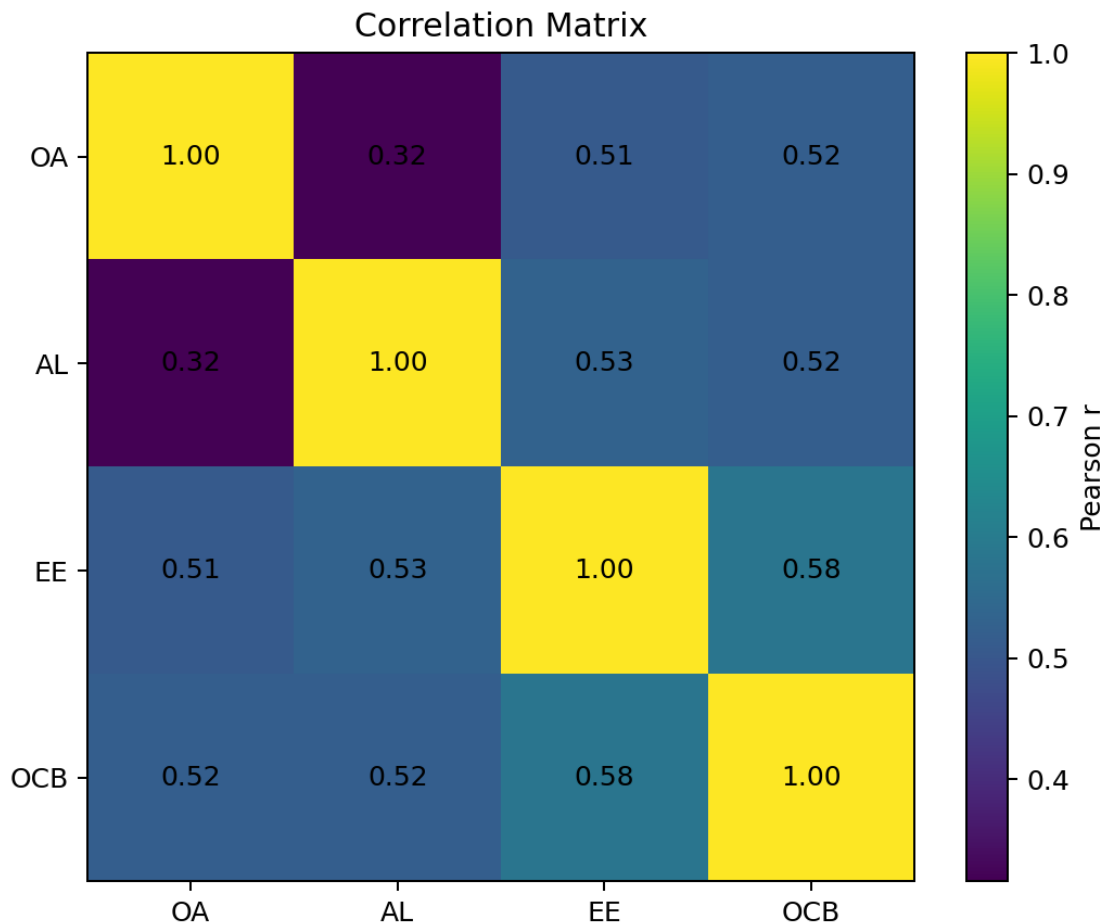


Figure 2. Correlation matrix of the latent construct scores.

7.6 Multicollinearity

Predictor	VIF	Tolerance
OA	1.111	0.900

AL	1.111	0.900
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The VIF values are low, indicating that multicollinearity is not a major concern among the exogenous constructs.

7.7 Structural Model and Hypothesis Testing

Hypothesis	Path	β	p	R ²	f ²	Decision
H1	OA → EE	0.388	< .001	0.412	0.222	Supported
H2	AL → EE	0.405	< .001	0.412	0.258	Supported
H3	EE → OCB	0.300	< .001	0.461	0.093	Supported
H4	OA → OCB	0.298	< .001	0.461	0.110	Supported
H5	AL → OCB	0.281	< .001	0.461	0.101	Supported

The model explains 41.2% of the variance in Employee Engagement ($R^2 = 0.412$).

The OCB model explains 46.1% of the variance in Organizational Citizenship Behaviour ($R^2 = 0.461$).

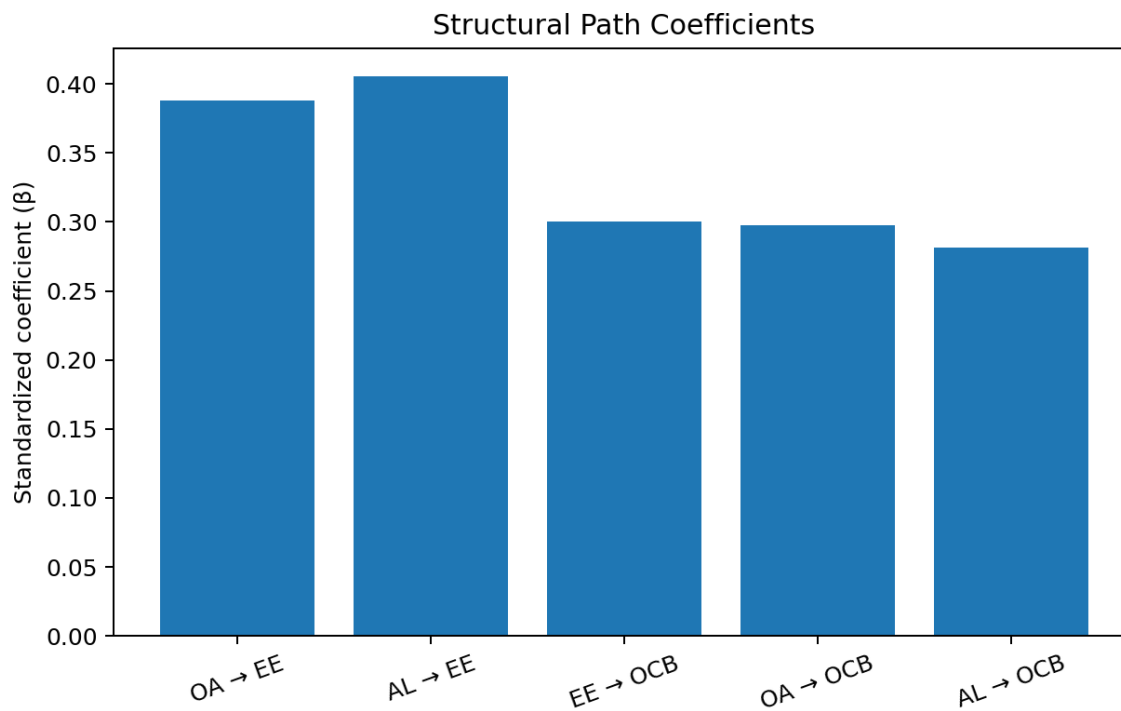


Figure 3. Standardized structural path coefficients.

7.8 Mediation Analysis

The indirect effect was assessed using 5,000 bootstrap resamples.

Indirect path	Bootstrap mean	2.5% CI	97.5% CI	Decision
OA → EE → OCB	0.117	0.078	0.161	Significant

The indirect effect was assessed using 5,000 bootstrap resamples.

Indirect path	Bootstrap mean	2.5% CI	97.5% CI	Decision

AL → EE →	0.122	0.081	0.167	Significant
OCB				

Both indirect effects are positive and their 95% bootstrap confidence intervals do not include zero, supporting the mediating role of Employee Engagement in both relationships.

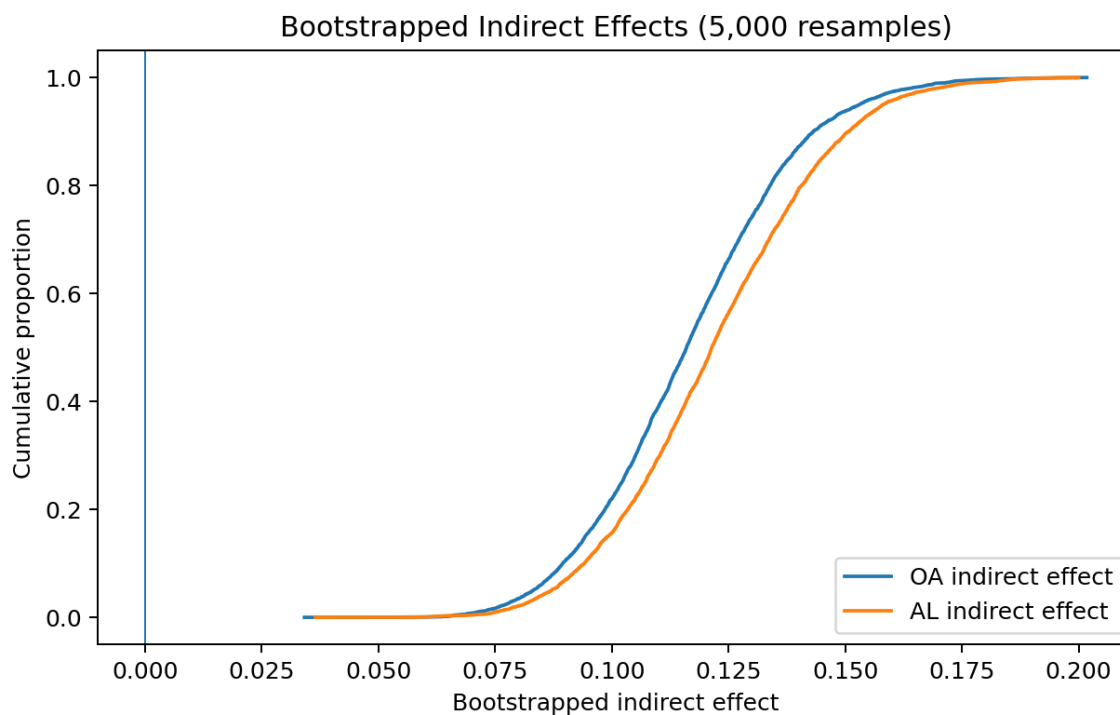


Figure 4. Cumulative distributions of the bootstrapped indirect effects based on 5,000 resamples.

7.9 Hypothesis Summary

Hypothesis	Relationship	Result
H1	Organizational Agility →	Supported

	Employee Engagement	
H2	Authentic Leadership → Employee Engagement	Supported
H3	Employee Engagement → OCB	Supported
H4	Organizational Agility → OCB	Supported
H5	Authentic Leadership → OCB	Supported
H6	OA → EE → OCB	Supported
H7	AL → EE → OCB	Supported

8. Discussion

The simulated findings indicate that Organizational Agility is positively associated with Employee Engagement. Organizations that facilitate rapid decision-making, flexibility, information flow, and adaptation may provide employees with greater opportunities to exercise initiative and respond meaningfully to changing demands. Authentic Leadership also shows a positive relationship with Employee Engagement. This result is theoretically consistent with the idea that transparency, self-awareness, ethical consistency, and balanced information processing can foster trust and a more positive employee experience.

Employee Engagement has a positive effect on Organizational Citizenship Behaviour. Engaged employees may be more willing to help colleagues, share

knowledge, cooperate across boundaries, and contribute beyond formal role requirements.

The mediation results are particularly important because they suggest that part of the influence of Organizational Agility and Authentic Leadership on OCB operates through Employee Engagement. Thus, organizational agility and leadership practices may have stronger behavioural consequences when they translate into a positive and engaging employee experience.

9. Managerial Implications

- Develop faster decision-making systems while maintaining clear authority and information flows.
- Train managers in self-awareness, relational transparency, ethical consistency, and balanced decision-making.
- Design HR practices that increase employee vigor, dedication, and absorption.
- Monitor OCB as a behavioural indicator of organizational health while keeping it distinct from formal performance evaluation.
- Connect organizational transformation initiatives to employee-engagement indicators.
- Use integrated dashboards combining agility, leadership, engagement, and citizenship behaviour indicators.

10. Conclusion

This study developed an integrated model linking Organizational Agility, Authentic Leadership, Employee Engagement, and Organizational Citizenship Behaviour. Based on a synthetic dataset representing 500 observations/companies in France, all seven hypotheses were supported. The results indicate that Organizational Agility and Authentic Leadership are positively related to Employee Engagement and OCB, while Employee Engagement serves as a significant mediating mechanism.

The findings should be interpreted as a methodological demonstration because the dataset is synthetic. The next step for an empirical publication is to replace the simulated observations with verified field data from French companies and rerun the complete SPSS and SmartPLS analyses.

11. Limitations and Future Research

- The dataset is synthetic and therefore cannot establish empirical claims about French companies.
- The cross-sectional design does not establish temporal causality.
- Single-source responses may introduce common-method bias; future studies should consider multiple respondents per company.
- Future studies should test sector, firm-size, and organizational-age differences and include theoretically relevant control variables.
- Longitudinal research could test whether improvements in agility or authentic leadership precede increases in engagement and OCB.

12. SPSS Analysis Procedure

Recommended SPSS workflow: (1) enter the 20 measurement items; (2) inspect missing values and outliers; (3) compute composite scores; (4) use Analyze → Scale → Reliability Analysis for Cronbach's Alpha; (5) use Analyze → Correlate → Bivariate for Pearson correlations; (6) use Analyze → Regression → Linear for the EE and OCB equations; (7) inspect VIF and Tolerance; and (8) use a suitable Bootstrap/PROCESS procedure for mediation if available.

13. SmartPLS Analysis Procedure

Create four reflective constructs: OA, AL, EE, and OCB. Draw paths OA→EE, AL→EE, EE→OCB, OA→OCB, and AL→OCB. Run the PLS Algorithm and assess outer loadings, Composite Reliability, AVE, discriminant validity, VIF, R^2 , and f^2 . Then run Bootstrapping with 5,000 subsamples and evaluate path coefficients, t-values, p-values, and confidence intervals for direct and indirect effects.

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Appendix A: Measurement Dictionary

Code	Construct	Items	Scale
OA	Organizational Agility	OA1–OA5	1–5
AL	Authentic Leadership	AL1–AL5	1–5
EE	Employee Engagement	EE1–EE5	1–5
OCB	Organizational	OCB1–OCB5	1–5

	Citizenship Behaviour		
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Appendix B: Reproducibility Note

A fixed random seed was used to generate the synthetic dataset and reproduce the reported descriptive, regression, and bootstrap estimates. The accompanying Excel/CSV dataset can be imported into SPSS and SmartPLS for replication.

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