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## INFLUENCE OF AUTHENTIC LEADERSHIP ON ORGANIZATIONAL TRUST: THE MEDIATORY ROLE OF ORGANIZATIONAL COMMITMENT

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### ABSTRACT

Prior studies indicate that a leaders' authenticity has a positive effect on organizational trust (OT). However, the place of organizational commitment (OC) in this relationship has not been well established. This study assesses the role played by OC as a mediator on the nexus between authentic leadership (AL) and OT. Participants were drawn from Local Government Council employees in three states in Southern Nigeria. A structured questionnaire was administered to three hundred and twenty-eight respondents selected using a purposive sampling technique. Structural equation modeling results indicate that OT was positive and significantly related to AL and OC respectively. Also, AL was positive and significantly related to OC. Furthermore, OC partially mediates the relationship linking AL and OT. The study recommends that organizational leadership should develop a high level of trust and commitment among

organizational members, as this has serious implications for growth and productivity in today's organizations. In terms of building theories, the study suggests that mediators like OC be added to new theories.

**Keywords:** Organization, Relationship, Growth, Exploratory Factor Analysis, Path Diagram, Structural Equation Model.

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## INTRODUCTION

There have been crises across the globe within the past few years that have impacted negatively on organizational life and employee attitudes (Wang et al., 2021). For instance, the COVID-19 viral pandemic resulted in a deep global recession, stock market crash, and slow growth in the developing world, while stiff competition has increased. The survival, development, and competitiveness of firms in today's tumultuous business settings depend on their ability to successfully navigate the obstacles offered by these crises, may cause changes in the changing corporate environment both within and externally (Sartori & Rolandi, 2013). Several studies have investigated how authentic leadership (AL) leads to an organization's effectiveness and efficiency, thus influencing followers' job outcomes, especially in times of crisis when trust and commitment within the organization are required (Alilyyani, Wong, & Cummings, 2018). For instance, AL can improve citizenship behavior within organizations (Yeşilkaya & Aydın, 2016), enhance an ethical culture (Morris, 2014), improve employees' organizational commitment (Ausar, Kang, & Kim, 2016), increase work engagement (Bamford, Wong, & Laschinger, 2013), improve employee performance (Leroy, Anseel, Gardner, & Sels, 2015), and enhance organizational trust (Hassan, & Ahmed, 2015). Although there is strong evidence of linkages between authentic leadership (AL) and organizational trust (OT), additional research is needed to determine the role that organizational commitment (OC) plays in regulating this connection. Our research aims to address this information gap in the current literature.

## LITERATURE REVIEW

Most corporate and social issues may be solved by adopting an AL, hence this style of leadership has recently received a lot of attention. Leaders that exhibit AL behaviours are introspective people who know their own inner workings, routines, and standing in the community (Avolio, Gardner, Walumbwa, Luthans, & May, 2004). Walumbwa, Avolio, Gardner, Wernsing, and Peterson (2008: 94) define AL as "a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate to foster greater self-awareness (SA), an internalized moral perspective (IM), balanced processing (BP) of information, and relational transparency (RT) on the part of leaders working with followers, fostering positive self-development".

Genuine leaders go through the SA process to realize their true, distinctive skills. Through this awareness and introspection, these leaders get clarity about their core beliefs and cognitive patterns (Swain, Cao, & Gardner, 2018). BP refers to a leader's capacity for objectivity while weighing all relevant data before making a final choice (Leroy, Palanski, & Simons, 2012). RT refers to presenting one's real self to others, openly sharing information and one's true thoughts and feelings. RT stands for being honest about who you are and what you know, and not being afraid to share either with others. As RT is adopted, leaders will have less of a need to suppress

their emotions, which will lead to greater levels of trust among their subordinates. Put another way, AL foster devotion and closeness among their followers, which in turn boosts efficiency in tasks like teamwork and information exchange. Rather of bending to the whims of those under them, leaders are urged to take initiative in the IM worldview (Avolio, Walumbwa, & Weber, 2009). This approach is self-driven and entails upholding one's ideals rather than being motivated by incentives and threats from the outside.

### **Organizational Trust**

A healthy working environment ensures that trust among organizational members is of utmost importance since it forms the foundational basis of developing a positive organizational culture (Lowe, 2006). In management, the term OT is not new as it forms the basis for managing effective organizations (Sadq, Ahmad, Saeed, Othman & Mohammed, 2020). Thus, this concept has received consideration from most management researchers recently, especially studies in organizational behavior. A review of the relevant literature reveals that the term OT lacks a consensus definition. Communication between two or more people that is voluntary, aware, committed, dynamic, situational, not linear, and action-oriented is what Sholokwu (2017) calls OT.

Having an OT between two people ensures that each person will be treated with dignity and respect, no matter what their flaws may be (Rousseau, Sitkin, Burt, & Camerer, 1998). Therefore, followers must be willing to do what their leader tells them to do, even if doing so puts them in danger. When followers believe they can trust a leader's every word, promise, or pronouncement, that leader's credibility rises (Poon, 2006). Mayer, Davis, and Schoorman (1995) provide a definition of OT as "the willingness to be exposed to the acts of another party on the expectation that the other will carry out a certain action that is significant to the trustor, with the implication that the trustor has no ability to monitor or control the other party".

Thus, Young-Ybarra and Wiersema (1999), reliability, predictability, and faith are crucial for building confidence within businesses. OT typically gives staff members a sense of confidence in the manager's or supervisor's competence and credentials to direct their performance, which improves their perception of their work experiences favourably and motivates them to act in a way that benefits the organization. In organizations, OT is reputed to predict important organizational variables such as employees' job satisfaction, engagement, task performance, contextual performance, organizational commitment, and employee loyalty.

### **Organizational Commitment**

Organizational behavior and management scholars have indicated that OC is an essential variable linking people and organizations. OC is defined as 'the relative strength of an individual's identification with and involvement in a particular organization' (Mowday, Porter, & Steers, 1982; p.27). According to Cooper-Hakim and Viswesvaran (2005) "OC is psychological in character and imposes a duty on persons to carry out a necessary course of action relevant to a specified target(s) and entails the individual's readiness to strive for the accomplishment of a specified action" So, OC is defined as people who are committed to the organization's mission and values and who aren't afraid to roll up their sleeves and get their hands dirty (Allen & Meyer, 1991). Mowday et al. (1982) distilled three characteristics of OC from these descriptions: commitment to the organization's aims and ideals, willingness to put in extra effort for the enterprise, and a desire to remain with the employer. For this reason, Allen and Meyer (1991) suggested a three-factor model of OC including affective commitment (AC),

continuance commitment (CC), and normative commitment (NC). The AC system serves as a symbolic connection between the company and its workers, while NC refers that employees have an ethical obligation to remain loyal to their company. The term CC describes an employee's mental process through which they weigh the benefits and costs of being actively involved in the business. In fact, an employee's CC describes their ability to weigh the pros and cons of being a member of the company against the potential benefits of quitting.

According to Sholokwu (2017), serious consequences arise when OC among employees of an organisation is deficient. These include low productivity (a condition in which employees complete tasks, procedures, production, processes, and sales inefficiently), high labour turnover (a situation when a disproportionately high percentage of employees frequently quit the company compared to the number of employees hired and retained), and Workplace conflict (which is a condition of discord caused by the actual or apparent conflict between those who work in the same environment in terms of needs, standards, and interests.). A robust and favourable correlation between organisational citizenship and external whistleblowing was, however, discovered by Aruoren and Oboreh (2020).

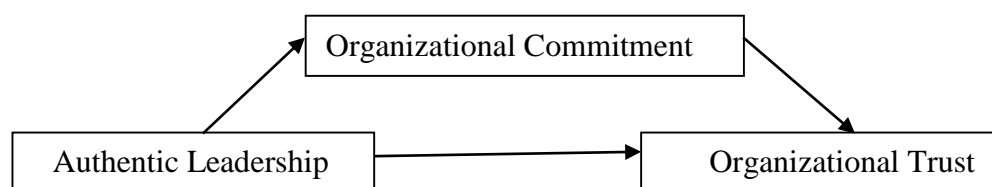


Figure 1: Conceptual Framework

### **Authentic Leadership and Organizational Commitment**

Leaders that are able to show their followers the connection between their words and actions earn their respect. OC may benefit from a strong leader-follower dynamic, which may be achieved through encouraging a belief in the leader's honesty and moral rectitude (Vogelgesang, Leroy, & Avolio, 2013). Leroy, Palanski, and Simons (2012), make the observation that the emotional dedication of a group of people to their leader is correlated with the leader's own behavioural integrity. Using data collected from 281 employed businesspeople in Australia, Lux, Grover, and Teo (2019) examined how AL related to affective commitment and found that AL strongly predicted affective commitment. Also, Megheirkouni (2021) investigated the relationship between AL and OC. This study's data came from 304 workers in Syria, Lebanon, and the United Arab Emirates, and this researcher found that AL predicted OC. Similar findings were reported by Alomari, Alharafsheh, and Nofal (2019); Duarte, Ribeiro, Semedo, and Gomes (2021); and Roncesvalles and Gaerlan (2021). Thus, it was hypothesized that H1: AL is positively related to OC.

### **Authentic Leadership and Organizational Trust**

Authentic leaders aren't hesitant to show their followers where they and their followers stand. Because of this, it's easier to see things from other people's points of view, which in turn promote OT (Wei, Li, Zhang, & Liu, 2018). Thus, the confidence of one's followers in their leader is impacted by the leader's own actions and demeanour. Kleyhans, Heyns, and Stander (2021) examined how AL relates to OT among 314 employees drawn from South African

manufacturing organizations. Results obtained from path analysis indicate that AL significantly predicted OT. Using data obtained from 270 employees drawn from banks in Pakistan, Farid et al (2020) showed that AL was positively associated with OT. In China, Qiu, Alizadeh, Dooley, and Zhang (2019) investigated how AL related to OT among 368 employees selected from the hospitality industry. Their results indicated that AL exhibited by leaders can evoke OT from followers. Other researchers came to similar conclusions: Swain, Cao, and Gardner (2018); Khalil and Siddiqui (2019); and Kim, David, Chen, and Liang (2022). From the above literature review, it was hypothesized that:

H2: AL is positively related to OT.

### **Organizational Commitment and Organizational Trust**

Research evidence indicates a link between trust among organizational members and OC. In Nigeria, Baridula and Adanma (2020) investigated how OT is associated with OC among 208 employees in telecommunications companies. Empirical findings indicate a strong and positive association between OT and OC. In Turkey, Baştug, Pala, Kumartaşli, Günel, and Duyan (2016) investigated how OT relates to OC, using data obtained from 176 employees. Findings indicated a significant relationship between OT and OC. In a similar study, 156 Turkish hospital administrators, Akkay (2020) examined the link between OT and OC. The results showed that OT and OC were positively related to one another.

Sholokwu (2017) investigated how OT relates to OC in two organizations in Port Harcourt, Nigeria. Results indicated that OT was significantly related to OC. By surveying 180 employees at Iran's Islamic Azad University in Isfahan, Fard and Karimi (2015) investigated the structural model between OT and organisational calm to factors including job satisfaction and OC. The results showed a positive, statistically significant connection between OC, OT, and job satisfaction. In 2018, Hayuningtyas, Do, Irawanto, and Sudiro polled 188 employees from the second largest agri-food business in Indonesia to assess the relationship between OT, AC, organizational support and organization justice (OJ) in the company's leadership. A positive correlation between OC and OT was observed in this research. To find out how OC, OT, and OJ are connected, Iqbal and Ahmad (2016) surveyed 225 employees at commercial banks in Pakistan. Multiple lines of evidence point to OT playing a central role in fostering the development of OC. Similar results were reported by other groups in 2016: Vanhala, Heilmann, and Salminen; Xiong, Lin, Li, and Wang; and Prasetia, Tjahjono, and Palupi (2017). Based on this literature review, it was hypothesized that:

Hypothesis 3: OT is positively related to OC.

### **Mediatory Role Organizational Commitment**

OC of employees in organizations significantly influences several workplace interactions, and acts as an intervening variable in several studies. Almutairi (2016) studied the relationship between a transformational leadership style and employee performance among two hundred and twenty seven (227) female nurses at four hospitals in Saudi Arabia. The findings revealed that OC acted as a mediator. Güllü, Yildiz, and Kaya (2020) examined the relationship between mobbing and turnover intention, with OC acting as a mediator. Respondents were 117 teachers in Turkey. Results demonstrated an association between mobbing and turnover intention with OC mediating the relationship.

Furthermore, two hundred and eighty-seven (287) employees from Sri Lankan companies were polled by Raveendran and Gamage (2019) to determine how OC influences the connection

between transformational leadership style and employee job performance. The findings indicated that OC did not mediate this relationship. Adam, Yuniarsih, Ahman, and Kusnendi (2020) investigated how organization culture and employee performance are related and the mediatory role of OC among 260 personnel of the state-owned water company (PDAM) in Purwakarta, Indonesia. Findings indicated that organizational culture significantly influenced employee performance, while the mediatory effect of OC was supported. Nisar, Butt, Abid, Farooqi, and Qaz (2020) examined how grit affected voice and the mediatory role of OC. Participants were 300 employees selected from public sector organizations in Pakistan. The result confirmed that OC was a mediator between grit and voice. Na-Nan, Kanthong, Joungrakul, and Smith (2020) study used job satisfaction (JS) and OC as mediators in the association between performance appraisal and citizenship behavior. Participants were 427 employees in an auto parts manufacturing company located in Navanakorn Industrial Estate, Thailand. The results showed that a full mediation effect of JS and OC existed between performance appraisal and citizen behaviour. Based on the preceding literature, it was hypothesized that:

H4: OC mediates the relationship between AL and OT.

## METHODS

### Sample and Procedure

Data were collected from participants using a structured questionnaire adopted from previous studies. Participants were drawn from three states located in the southern part of Nigeria, while a purposive sampling strategy was used in selecting respondents drawn from Local Government Council employees in Abia, Delta, and Lagos States. 450 questionnaires were distributed to respondents; however, only 352 were returned, with 24 having more than 6% missing data and thus being classified as incomplete and removed (Hair, Black, Babin, & Anderson, 2010; Tarurhor & Amahwe, 2022). Thus, 328 valid and completed questionnaires were used for analysis, amounting to 72.89% response rate (Table 1).

Table 1  
*Geopolitical Zone, State, and Number of Respondents*

Geopolitical zone	State	Number of Respondents
South-South	Delta	105
South-East	Abia	101
South-West	Lagos	122
Total		328

Source: Researchers' compilation

### Measures

Questionnaire items used in previous studies were adopted in this study. AL was measured by sixteen items adopted from Walumbwa, Avolio, Gardner, Wernsing, and Peterson (2008), in which respondents were asked how frequently each statement described the leadership behavior of their immediate supervisor, using a five-point likert scale ranging from "not at all" to "frequently always". A sample item includes: "Makes decisions based on his or her core values". Four OT measures were used, all based on work by Nyhan and Marlowe (1997). Respondents were given a series of statements and asked to select the one that best expressed their opinion using a 7-point likert scale ranging from "near zero" to "near 100%." In addition, 15 questions adopted from the Mowday, Steers, and Porter (1979) were used to measure OC. Participants rated their level of agreement with each statement on a 7-point likert scale ranging from "strongly disagree" to "strongly agree."

## Model Specification

The following models guided the study:

$$oc = \alpha_0 + \alpha_1 al + \epsilon_3 \quad 1$$

$$ot = \mu_0 + \mu_1 al + \epsilon_1 \quad 2$$

$$ot = \beta_0 + \beta_1 oc + \epsilon_2 \quad 3$$

$$ot = \infty_0 + \infty_1 al + \infty_2 oc + \epsilon_4 \quad 4$$

Where, oc = Organizational commitment; al = Authentic leadership; ot = Organizational trust  
 $\mu_0, \beta_0, \alpha_0, \infty_0$  = Constant term;  $\mu_1, \beta_1, \alpha_1, \infty_1$  = Regression coefficients;  
 $\epsilon_1, \epsilon_2, \epsilon_3, \epsilon_4$  = Error terms

## RESULTS

### Respondents' Demographic Characteristics

The final research sample was made up of 328 employees (males = 160; females = 168) drawn from local government council employees in Delta, Abia, and Lagos States located in Southern Nigeria. Relating to marital status, 23% were single, married (71%), widowed (4%), and separated (2%). 19 % of them were between 21 to 30 years, 30% were between 31 to 40 years, another 38% were between 41 to 50 years and the rest (13%) were more than 50 years. Concerning academic qualifications, 23% had qualifications below a university degree, 65% had university degrees, and 12% had postgraduate degrees. Furthermore, in their present place of work, 32% had spent between 1 to 10 years, 48% between 11 to 20 years, 14% between 21 to 30 years, while 6% had spent above 30 years.

### Measurement Model

Exploratory factor analysis (EFA) was used to examine the factor structure of the collected data. Before conducting EFA, a Chi-square test showed statistical significance ( $p < 0.05$ ) at a value of 2898.109 with 595 degrees of freedom and a Kaiser-Meyer-Olkin (KMO) value of 0.864. These results illustrate sample adequacy, which is necessary for the application of EFA (Hair, Black, Babin, & Anderson, 2010) to guarantee convergent validity. Factor loadings below 0.5 were eliminated from the model per the recommendations of Hair et al. (2010), leaving a total of 16 indicators (Table 3). The measurement model consists of 6 items for OC, 4 items for OT and 6 items for AL.

Table 3 shows the factor loadings, Cronbach alpha ( $\alpha$ ), composite reliability (CR), and average variance extracted (AVE) for the study variables. All three latent variables (OC, AL, and OT) had values above the 0.7 threshold for internal consistency, coming in at 0.85, 0.73, and 0.80, respectively (Lance, Butts, & Michels, 2006). Not only that, but the CR scores for each variable were rather high when compared to the minimum required value of 0.6. (0.87, 0.91, and 0.83) (Hair et al., 2010). All three variables of AVE were above the cutoff of 0.50 (0.54, 0.63, and 0.55) (Fornell & Larcker, 1981).

Table 3  
*Factor Loadings,  $\alpha$  Coefficient, AVE, and CR*

	Organizational Commitment	Authentic Leadership	Organizational Trust	$\alpha$	AVE	CR
oc4	<b>0.83</b>	0.20	0.04	0.85	0.54	0.87
oc5	<b>0.71</b>	0.12	0.28			
oc2	<b>0.77</b>	0.32	0.15			
oc6	<b>0.74</b>	0.13	0.35			
oc1	<b>0.68</b>	0.15	0.18			
oc3	<b>0.65</b>	0.32	0.03			

al4	0.16	<b>0.81</b>	0.13	0.73	0.63	0.91
al2	0.13	<b>0.84</b>	0.15			
al1	0.02	<b>0.78</b>	0.23			
al3	0.14	<b>0.73</b>	0.13			
al5	0.11	<b>0.88</b>	0.20			
al6	0.19	<b>0.72</b>	0.12			
ot2	0.18	0.27	<b>0.79</b>	0.80	0.55	0.83
ot3	0.27	0.19	<b>0.77</b>			
ot1	0.21	0.10	<b>0.71</b>			
ot4	0.13	0.04	<b>0.69</b>			

Source: Researchers' compilation

Discriminant validity was measured using a recommendation made by Fornell and Larcker (1981). The off-diagonal values in Table 4 reveal that the AVE square roots are larger than the correlation coefficients of the other variables. Thus, proving discriminant validity across all of the researched variables may be accomplished with this method (Fornell & Larcker, 1981).

Given that the data for the dependent (OT), independent (AL), and mediating (OC) variables were collected from the same source, we utilised Harman's single factor test to assess if common method variance was a problem (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Three factors with eigenvalues greater than 1 were extracted using exploratory factor analysis, as shown in Table 3. All these three factors explained 78.34% of the total variance. Not only that, but no one factor was responsible for more than half of the entire variance. This proves that there is absence of common method variance, thus no standard procedure variations.

Table 4

*Discriminant Validity among Variables*

Variables	OT	AL	OC
ot	<b>(0.74)</b>		
al	0.4016*	<b>(0.79)</b>	
oc	0.4010*	0.3128*	<b>(0.73)</b>

Source: Researchers' compilation, \*  $p < 0.05$

ot = organizational trust, al = authentic leadership behavior,

oc = organizational commitment

### Structural Model and Hypotheses Testing

By using structural equation modelling, the authors of this study were able to evaluate the hypotheses they had developed about the relationships between their independent and dependent variables (Tarurhor, 2017a; Tarurhor, 2017b; Tarurhor, Aruoren & Owolabi, 2022). Statistics showed that the structural model (Fig. 1) fit the data adequately:  $X^2/df = 3.145$ , Comparative Fit Index = 0.953, Tucker-Lewis Index = 0.981, Root Mean Square Error of Approximation (RMSEA) = 0.057, and Standardized Root Mean Square Residual (SRMR) = 0.061. The thresholds for acceptability are  $X^2/df < 5$ , RMSEA  $< 0.08$ , SRMR  $< 0.07$ , TLI  $> 0.95$ , CLI  $> 0.95$  (Madiistriyatno, & Kamsinah, 2022). The path coefficients as shown in Table 5 indicated that AL was positive and significantly related to OC ( $\beta = 0.597, p < 0.05$ ), and OT ( $\beta = 0.384, p < 0.05$ ), hence supporting H1 and H2 respectively. Further, a positive and statistically significant correlation was found between OT and OC ( $\beta = 0.223, p < 0.05$ ), providing support for hypothesis 3. The approach developed by Baron and Kenny (1986) was utilised to investigate the role of OC as a mediator between the AL and OT. According to Baron and Kenny (1986), three stages are involved in testing for mediation. Firstly, we need substantial evidence of a correlation between AL (our independent variable) and OC (our mediating variable). Secondly, the OC's role as mediator necessitates a robust relationship



between the dependent variable (OT). Finally, partial mediation occurs when there is statistically significant link between AL and OT in the presence of OC, whereas full mediation occurs when the relationship is non-statistically significant. Table 5, Table 6, and Fig. 1, step 1 (H1), step 2 (H3), step 3, and the Sobel’s test (Table 6) are significant, thus mediation was only partial. Therefore, H4 was supported.

Table 5  
Path Coefficients for Direct, Indirect and Total Effect

Path	Direct Effect	Indirect Effect	Total Effect	Std Err	z	p >  z/	95% Conf. Interval	
al → oc	0.597*	-	0.597*	0.118	5.08	0.000	0.367	0.828
oc → ot	0.223*	-	0.223*	0.048	4.64	0.000	0.129	0.318
ot → al	0.384*	0.133*	0.517*	0.084	6.15	0.000	0.352	0.682

Source: Researchers’ compilation, \* p < 0.05

Table 6  
Significance Testing of Indirect Effect (Unstandardized)

Estimates	Delta	Sobel	Monte Carlo
Indirect effect	0.133	0.133	0.132
Std. Err.	0.036	0.039	0.038
z – value	3.735	3.425	3.463
p – value	0.000	0.001	0.001
Conf. Interval	0.063, 0.203	0.057, 0.210	0.064, 0.208

Source: Researchers’ compilation

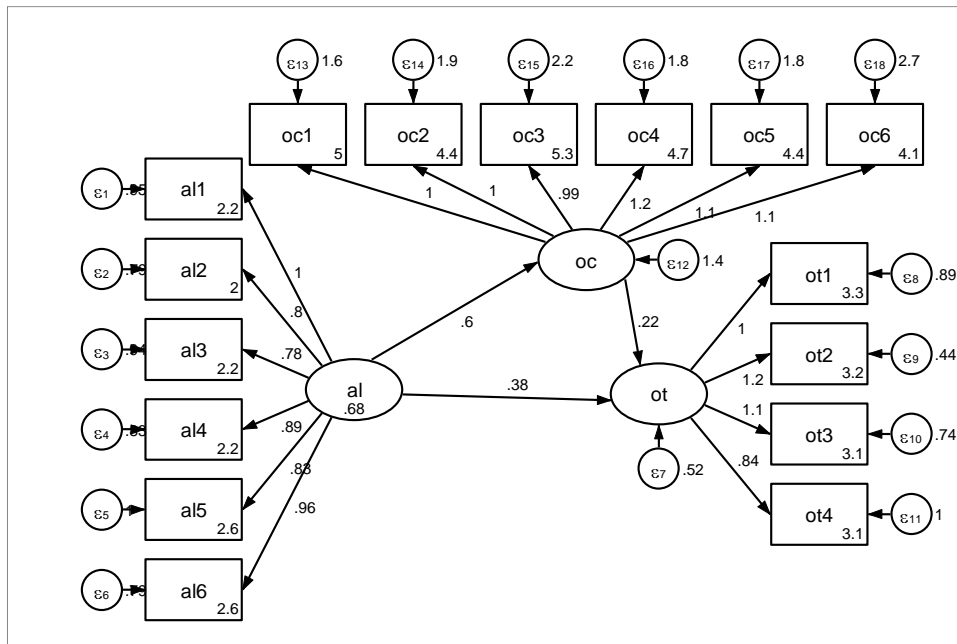


Figure 1: Path Diagram showing the relationships among variables

### DISCUSSION OF FINDINGS

This empirical study looked at a sample of civil servants working for local government councils in the southern Nigerian states of Abia, Delta, and Lagos to see how OT related to both AL and OC (direct effects) as well as how OC acted as a mediator between AL and OT (indirect effect). All four of the hypotheses that served as the foundation for the investigation were supported by the study's findings. First, it was proposed that AL among employees highly predicted OC (H1).

This assumption was verified since evidence connecting AL with OC was both positive and meaningful. This finding suggests that employees tend to be more intensely devoted to organizational tasks when leaders demonstrate leadership authenticity (AL). The results of earlier studies by Tijani and Okunbanjo (2020), Megheirkouni (2021), Alomari, Alharafsheh, and Nofal (2019), Duarte, Ribeiro, Semedo, and Gomes (2021), as well as Roncesvalles and Gaerlan (2021) are in agreement with this finding. This study also put out the hypothesis that among workers, AL greatly predicted OT (H2). This theory was reinforced by evidence that AL and OT had a positive and significant association. This study suggests that employees will have more trust in their employers if top executives demonstrate leadership authenticity (AL) attributes. The results of earlier studies by Kleynhans, Heyns, and Stander (2021), Farid, Iqbal, Khan, Ma, Khattak, and Naseer Ud Din (2020), Khalil and Siddiqui (2019), and Kim, David, Chen, and Liang (2022) are all in agreement with this finding. Third, the study proposed that among workers, OT highly predicted OC (H3). Because OT and OC were found to have a positive and substantial association, this hypothesis was supported. This finding suggests that employees who have faith in their organisation are more dedicated to its success when they have very high organisational trust (OT). The results of earlier researchers like Akkay (2020), Hayuningtyas, Do, Irawanto, and Sudiro (2018), as well as Prasetya, Tjahjono, and Palupi (2017) are in agreement with this finding.

An intermediary role between AL and OT was also proposed, with OC playing the part (H4). Because OC was discovered to partially moderate the relationship between AL and OT, this hypothesis was proven correct. This result supports prior research (Güllü, Yildiz, & Kaya, 2020; Adam, Yuniarsih, Ahman, & Kusnendi, 2020; and Nisar, Butt, Abid, Farooqi, & Qaz, 2020) that found that OC mediates a number of interactions in organizational studies. The findings contradicted the findings of Raveendran and Gamage (2019), who concluded that organisational citizenship behaviour did not serve as a mediator between transformational leadership and employee performance in Sri Lanka.

### **CONCLUSION, LIMITATION, AND RECOMMENDATION**

Local government council employees in Nigeria were the subject of exploratory study on the role of OC as a mediator between OT and AL in Nigerian public organisations. Positive and significant correlation between AL and OT and OC were found by the researchers in this study to exist in the Nigerian public sector, with OC somewhat moderating the relationship between AL and OT. Because of the dearth of information on organisational behaviour in Nigeria, a developing nation, this research provides significant additions to the literature. All studies have limitations that must be considered, and this one is no exception. First, information was gathered from the same source. Future research should examine both leaders and followers in these situations. Second, the study's generalization was constrained by the fact that it only included local government council employees. Organizations from both the public and commercial sectors of the Nigerian economy should be included in future studies. Lastly, it is suggested that organizations offer training programs for their leaders so that they can understand the basic ideas of AL. This would help the trust and commitment of the organization's members grow.

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