

The Influence of Visionary Leadership on Employee Creativity and Performance: The Mediating Role of Organizational Citizenship Behaviour

Angelina Sofya Friscila

Doctoral program, Faculty of Economics and Business, University of Palangka Raya

Email: angelinasofyafriscila@gmail.com

Abstract

The underlying phenomenon of the present study is how visionary leadership influences employees' creativity and performance in the competitive and fast-changing business environment of the modern era. The purpose of this study is to evaluate the influence of visionary leadership on employee creativity and performance and the mediating role of organizational citizenship behavior (OCB) between them. The originality of this study lies in the mediation process connecting visionary leadership to performance and creativity with organizational citizenship behavior (OCB) as the mediator, which has been less studied in Indonesian university settings. The sample subjects are 222 government officials and employees on employment contracts at Palangka Raya University, with a quantitative survey approach and data analysis using Smart PLS 4.1. The study confirms that visionary leadership has a positive impact on employee performance and creativity. Additionally, corporate citizenship behavior was also shown to play a mediating role in the link between visionary leadership and employee performance and creativity and consequently facilitate the building of a congenial and innovative work environment.

Keywords: Visionary leadership, organizational citizenship behavior, employee creativity, employee performance

1. Introduction

Visionary leadership, characterized by the ability to articulate a compelling future state and inspire followers to achieve it, is increasingly recognized as a critical driver of organizational success in today's dynamic and competitive environment (Ahmed et al., 2020). This leadership style emphasizes the need for a clear vision for the future of an organization, which subsequently affects how individuals within the organization perform and how the organization adapts to forthcoming changes (Marina et al., 2023). Visionary leaders inspire and motivate their teams through a shared sense of purpose and direction, fostering a culture of innovation and continuous improvement (Mogaji & Dimingu, 2024). Employees' creativity is known as an important factor for the organizational goals (Ali et al., 2020). Furthermore, in leadership research, the impact of leadership styles on employee innovation within companies is well established (Sharma et al., 2023). In addition to fostering creativity, visionary leadership also has the potential to enhance employee performance by aligning individual goals with the overall organizational strategy and creating a

International Conference of Organizational Innovation 2025

Proceedings

ICOI

2025

e-ISSN: 3064-6030
FMI, Vol 2
15-17 July 2025

sense of ownership and accountability. In order to achieve long-term success, modern businesses must develop employee performance and creativity (Jaenudin et al., 2020; Nasir et al., 2022). Organizations need people who can think creatively and put those ideas into action more than ever. This involves looking at leadership not only as a decision-making process, but also as a way to encourage creativity, defend risk-taking, and create an environment that encourages and rewards new ideas (Mogaji & Dimingu, 2024). This study investigates the influence of visionary leadership on employee creativity and performance, with a specific focus on the mediating role of organizational citizenship behavior. Organizational citizenship behavior encompasses discretionary actions by employees that go above and beyond their formal job requirements, contributing to the overall well-being and effectiveness of the organization (O'Grady, 2018). The rationale for examining organizational citizenship behavior as a mediator stems from the understanding that visionary leaders cultivate a work environment where employees feel empowered, valued, and committed to the organization's success. When employees are motivated by a compelling vision and feel a sense of belonging, they are more likely to engage in organizational citizenship behavior, such as helping colleagues, volunteering for extra tasks, and promoting the organization's image (Mogaji & Dimingu, 2024) (Soeari et al., 2022; Ye et al., 2022). These behaviors, in turn, can foster a more collaborative and supportive work environment, further stimulating creativity and enhancing overall employee performance. This study makes a significant contribution to the current body of knowledge by elucidating the complex relationships between visionary leadership, employee creativity, performance, and organizational citizenship behavior. By examining how visionary leadership fosters a culture of innovation and promotes discretionary employee behaviors, this research offers valuable insights for organizations seeking to cultivate a high-performing and engaged workforce (Bolino & Turnley, 2003).

2. Literature Review

Visionary Leadership and Employee Creativity. Visionary leadership can significantly influence employee creativity by creating a supportive and stimulating work environment (Mogaji & Dimingu, 2024). Visionary leaders provide employees with a clear sense of direction and purpose, inspiring them to think outside the box and come up with innovative solutions to challenges (Mei-zhao et al., 2022). These leaders foster a culture of experimentation and risk-taking, where employees feel comfortable sharing their ideas without fear of judgment or failure. Visionary leaders encourage employees to challenge the status quo and to think critically about existing processes and practices. Creativity is enhanced when employees have a clear understanding of the organization's goals and how their individual contributions can make a difference. Moreover, visionary leaders act as role models for creative thinking, demonstrating their own willingness to embrace new ideas and challenge conventional wisdom. They often

possess a unique ability to see the potential in others and to encourage them to develop their creative abilities. Furthermore, visionary leaders play a crucial role in providing employees with the resources and support they need to be creative. This includes access to information, training, and technology, as well as the time and space to explore new ideas. Leaders who are inclusive can also increase employee creativity (Fu et al., 2022). Additionally, visionary leaders are skilled at fostering collaboration and communication among employees, creating opportunities for them to share ideas and learn from one another. Such interactions can spark new insights and lead to the development of more innovative solutions. By creating a supportive and stimulating work environment, visionary leaders can unlock the creative potential of their employees and drive organizational innovation.

Leaders can enhance the creativity of their employees by providing guidance on how managers can enhance prosocial motivation (Xi-zhou et al., 2021). This includes encouraging people to be creative in the workplace. In addition to fostering a supportive atmosphere for creativity, leaders are responsible for ensuring that their subordinates are actively involved in their jobs and work to develop cutting-edge goods, methods, and procedures to stay competitive (Huang et al., 2022). The ability of a leader to think, decide, and act in an innovative or unique way is what defines their innovative approach (Stefan & Nazarov, 2020). This encourages creativity, problem-solving, and the development of new ideas, all of which ultimately improve output. It has been demonstrated that creative leadership has a beneficial influence on how well employees perform, in addition to encouraging innovation among individuals (Boli, 2004). Employee innovation is the intentional creation, promotion, and execution of valuable ideas that result in innovative results. The leader's role is to guide his team toward new and innovative ideas. The hypothesis is as follows:

Hypothesis 1: Visionary leadership increases employee creativity

Visionary Leadership and Employee Performance. Visionary leadership is a catalyst for enhanced employee performance through several mechanisms. Visionary leaders inspire employees to strive for excellence and to achieve ambitious goals. They set high expectations and provide the necessary resources and support for employees to meet those expectations. A clear vision also allows employees to align their individual goals with the organization's objectives, fostering a sense of purpose and commitment (Giddens, 2017). Visionary leaders are adept at identifying and nurturing talent, empowering employees to take on new challenges and develop their skills. The optimism and confidence of employees has also been shown to be a factor in their innovation performance (Qiu et al., 2015). Furthermore, visionary leaders foster a culture of continuous improvement, encouraging employees to seek out new ways to enhance their performance and to learn from their mistakes. Visionary leadership promotes employee engagement, which is strongly linked to improved performance. Engaged employees are more

International Conference of Organizational Innovation 2025

Proceedings

ICOI

2025

e-ISSN: 3064-6030
FMI, Vol 2
15-17 July 2025

motivated, productive, and committed to their work. They are also more likely to go the extra mile to achieve organizational goals. In addition, visionary leaders often create opportunities for employees to collaborate and share knowledge, which can lead to improved problem-solving and decision-making. Visionary leaders are effective communicators, able to clearly articulate the organization's vision and to inspire employees to embrace it. They provide regular feedback and recognition, reinforcing positive behaviors and motivating employees to continue to improve their performance (Kargeti, 2023). Visionary leaders are also adept at building strong relationships with their employees, fostering a sense of trust and mutual respect, which is essential for creating a high-performing team.

By fostering a culture of innovation, providing clear direction, and empowering employees, visionary leadership can significantly enhance employee performance and drive organizational success (Muhammad et al., 2019). Effective leadership has been shown to correlate with follower performance, and when leaders provide support and motivation, their followers reciprocate with higher levels of performance (Schwarz et al., 2020). Visionary leaders are able to foresee opportunities and obstacles before they arise, which allows the organization to attain its objectives (Saleh et al., 2025). When workers believe that their leader is trustworthy, fair, and has their best interests at heart, they are more likely to be devoted to the organization and perform well. Additionally, an organization must foster a culture of trust and respect for all employees. The hypothesis is as follows:

Hypothesis 2: Visionary leadership increases employee performance

Organizational Citizenship Behavior. Organizational Citizenship Behavior acts as a crucial mediator in the relationship between visionary leadership, employee creativity, and employee performance (MacKenzie et al., 1993; N. P. Podsakoff et al., 2014). OCB encompasses discretionary behaviors that go beyond an employee's formal job requirements, contributing to the overall social and psychological environment of the organization (Arifin & Narmaditya, 2024). These behaviors are not explicitly rewarded but are essential for effective organizational functioning (El & Amine, 2020). Visionary leaders foster OCB by creating a climate of trust, fairness, and support, which encourages employees to go above and beyond their assigned duties (Manik, 2020). Visionary leaders serve as role models, demonstrating OCB themselves and inspiring employees to emulate their behavior. Employees who perceive their leaders as visionary are more likely to exhibit OCB, such as helping colleagues, volunteering for extra tasks, and promoting the organization's image (Grego-Planer, 2019). These OCBs, in turn, contribute to increased employee creativity and performance. OCB fosters a more collaborative and supportive work environment, which encourages employees to share ideas, experiment with new approaches, and take risks. Helping and altruism, conscientiousness, sportsmanship, civic virtue, and courtesy

International Conference of Organizational Innovation 2025

Proceedings

ICOI

2025

e-ISSN: 3064-6030
FMI, Vol 2
15-17 July 2025

are the five main facets of OCB. OCB improves organizational effectiveness. Additionally, OCB enhances teamwork and coordination, leading to improved efficiency and productivity.

Moreover, OCB enhances employee morale and job satisfaction, which can lead to increased motivation and commitment (Wang, 2015). This discretionary effort contributes significantly to organizational success by fostering a positive and productive work environment (Vijayalakshmi et al., 2019) (Ismail et al., 2021). Employees that participate in OCB are more dedicated to their jobs and are more inclined to go above and beyond to meet organizational objectives (Hadiyani et al., 2021). Leaders should also cultivate a sense of community and shared purpose. Therefore, leaders must actively cultivate OCB within their teams and organizations to maximize the benefits of visionary leadership and enhance employee creativity and performance (aet al., 2023; Sambung et al., 2012, Nadim et al., 2016; Odek, 2018). Organizations that promote OCB can significantly improve their productivity and efficiency (Rodríguez et al., 2020). If the organization shows care and concern for its employees, they will exhibit positive behaviors that go above and beyond what is expected of them at work.

Visionary leadership plays a crucial role in fostering a creative environment in organizations by providing a clear and inspiring vision, stimulating intrinsic motivation, and empowering employees to take risks and experiment with new ideas (Mainemelis et al., 2015). Visionary leaders are able to articulate a compelling future state that resonates with their followers, creating a sense of shared purpose and direction. This clarity of vision provides a framework for employees to align their creative efforts with the organization's goals, ensuring that innovation is focused and impactful. Furthermore, visionary leaders inspire and motivate their employees by communicating a belief in their abilities and potential. This instills a sense of confidence and encourages them to think outside the box and challenge conventional wisdom. Visionary leadership is essential for encouraging an environment where creativity can flourish because it promotes risk-taking and provides a clear and motivating vision. The ability of an organization to inspire its people to take creative action—which results in fresh solutions and a long-term competitive edge—is becoming increasingly important for organizational success in today's fast-paced, digitalized economy (Nisula & Kianto, 2017). The ability to produce novel ideas and practical solutions to problems is what defines creativity, and organizations that encourage creativity are better able to stay ahead of the competition and adjust to changes in their environment (Inam et al., 2021). Visionary leaders also empower employees by delegating authority, providing autonomy, and encouraging them to take ownership of their work. This sense of ownership fosters a greater willingness to experiment and take calculated risks, as employees feel more responsible for the outcomes of their creative endeavors. By encouraging people to take chances and come up with new ideas, visionary leadership fosters a culture of innovation. Digital leaders, for example, use efficient digital

communication, cultural integration, and digital competence to create an environment that is favorable to employee creativity (Öngel et al., 2023). These leaders understand that mistakes are inevitable in the creative process and provide a safe space for employees to learn from their failures and iterate on their ideas. Diversity is essential to an organization's capacity to innovate, thus leaders should actively foster diversity and innovation by establishing a more favorable environment for diversity to thrive (Agbor, 2008). Through the promotion of diversity and the cultivation of a supportive environment, leaders amplify the organization's capacity for innovation.

In addition to establishing the appropriate conditions for innovative ideas to prosper, leaders must be flexible, open to new ideas, and excellent communicators in order to promote a culture of innovation (Jaqua & Jaqua, 2021; Westover, 2024). Leaders who are open to new ideas and able to promote their vision in a way that motivates and inspires others are more likely to cultivate a creative environment. Leaders can foster a climate of innovation by being receptive to novel ideas and successfully communicating their vision in a way that encourages and motivates others (Hunter & Cushenbery, 2011). In addition, visionary leaders acknowledge and reward creative contributions, further reinforcing the importance of innovation within the organization (Leavy, 2005). Strategic leadership is essential for firms because it enables them to foresee upcoming changes and build a supportive environment that encourages constructive change. Moreover, visionary leaders act as catalysts for creativity by challenging the status quo and encouraging employees to question existing assumptions and processes. They promote a culture of experimentation and learning, where employees are encouraged to continuously seek new and better ways of doing things. Based on the previous literature, a statement and hypothesis were made. The hypothesis is as follows:

Hypothesis 3a : Organizational Citizenship Behavior increases employee creativity

Hypothesis 3b : Organizational Citizenship Behavior increases employee performance

Organizational Citizenship Behavior as Mediator. Organizational citizenship behavior plays a crucial mediating role in the relationship between visionary leadership and employee creativity and performance. OCB encompasses discretionary behaviors that go beyond an employee's formal job requirements, such as helping colleagues, volunteering for extra tasks, and promoting the organization's image (Zhang et al., 2023). When employees perceive that their leaders are visionary, they are more likely to engage in OCB, as they feel a greater sense of commitment and loyalty to the organization. Visionary leadership can foster a positive work environment where employees are more willing to go the extra mile and contribute to the overall success of the organization (Wu & Li, 2023). OCB, as a mediating variable, links visionary leadership to both employee creativity and performance by creating a favorable psychological and social

International Conference of Organizational Innovation 2025

Proceedings

ICOI

2025

e-ISSN: 3064-6030
FMI, Vol 2
15-17 July 2025

environment. Employees that see their leaders as visionary are more likely to go above and beyond their job duties, which will promote a more collaborative and creative workplace. Employees who witness visionary leadership in action frequently exhibit higher levels of OCB, which in turn fosters greater levels of trust and cooperation amongst coworkers. In these kinds of encouraging settings, people are more inclined to freely offer ideas, work together on projects, and challenge the status quo.

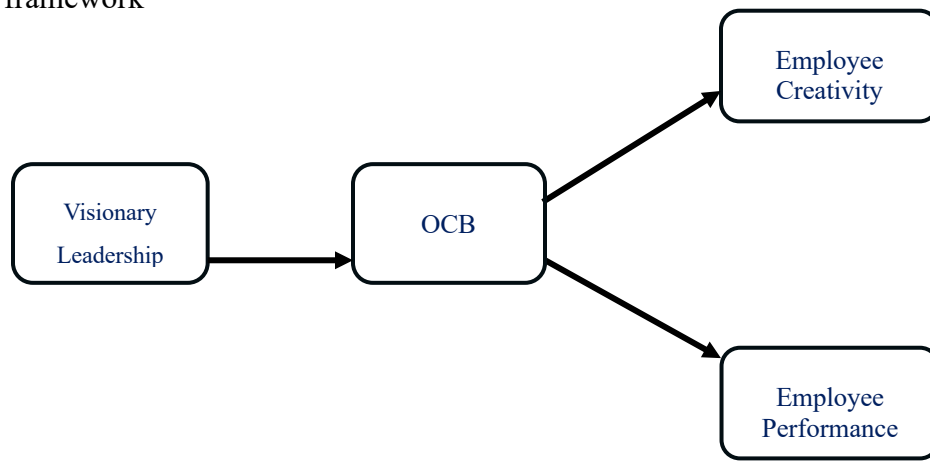
Furthermore, visionary leadership has been linked to increased employee performance (Nohe & Hertel, 2017). This can be explained by the fact that these leaders foster a collaborative work environment, create a sense of shared purpose, and inspire employees to go above and beyond what is expected of them (Wang, 2016). OCB contributes to improved employee performance through a variety of mechanisms, including enhanced teamwork, improved communication, and increased efficiency. For instance, employees who exhibit OCB are more likely to assist their coworkers, share knowledge, and provide constructive feedback, all of which contribute to a more productive and innovative work environment (Chib, 2016). Organizational citizenship behavior is defined as any voluntary conduct by an employee that is consistent with the goals and policies of the organization (Habeeb, 2019). Altruism, conscientiousness, sportsmanship, and courtesy are hallmarks of commendable citizenship (Nguyễn & Dong, 2021). Organizations should view OCB as a key component in fostering proactive, innovative, and cooperative attitudes that are responsive to shifting demands, with the goal of increasing efficiency (Nguyễn & Dong, 2021). Visionary leaders are critical in determining an organization's ability to adapt to change by fostering a supportive atmosphere. OCB improves performance at the individual and organizational levels, which leads to increased effectiveness and efficiency. OCB encompasses behaviors such as helping others, being punctual, and adhering to regulations (Abdullah & Wider, 2022). OCB is essential to an organization's success because it fosters constructive and proactive attitudes that help it adapt to changing conditions. Visionary leadership has a substantial impact on OCB, which in turn drives employee creativity and overall performance. Employees' commitment to the company's goals rises under visionary leadership, which also fosters a sense of shared identity and dedication (Dargahi et al., 2012; Ramalakshmi, 2021). Visionary leaders encourage employees to take initiative, offer innovative solutions, and go above and beyond what is expected of them, which is beneficial to the organization (Świątek-Barylska, 2020). Based on the previous literature, a statement and hypothesis were made. The hypothesis is as follows:

Hypothesis 4a: Organizational Citizenship Behavior mediates the relationship between visionary leadership and employee creativity

Hypothesis 4b: Organizational Citizenship Behavior mediates the relationship between visionary leadership and employee performance

The following is an illustration of the conceptual framework of the research:

Figure 1. Research framework



3. Research Method

This study adopts a quantitative research design using survey methods, as it is more effective in investigating the relationships between variables and generalising findings (Hair et al., 2020). The survey was conducted to collect data from educational staff who are civil servants working at the University of Palangka Raya in Central Kalimantan province, with a total of 222 employees responding to the questionnaire. This study adopts a quantitative research design using the survey method, as it is more effective for investigating relationships between variables and generalising findings. This study uses a random sampling method to obtain a sample from employees.

Data was collected from employees working at the University of Palangka Raya in Central Kalimantan, Indonesia. A total of 222 online questionnaires have been filled out by employees who are civil servants and PPPK. Data analysis and hypothesis testing were conducted using Smart PLS 4.1. The respondents were asked to answer the questionnaire, all items were based on a five-point Likert scale. Dalam hal instrumen reliabilitas, nilai Cronbach's α dari setiap skala, semuanya lebih besar dari 0,8. As suggested by Nunnally (1978) and Chau and Lai (2003).

Table 1. respondent description

Samples character	frequency	%
Gender		
Male	121	55%
Female	101	45%
Education		
Diploma	48	22%
Bachelor's	150	68%
Master's degree	24	11%
Work experience		100%
<10 years	27	12%
11-15 years	84	38%
16-20 years	77	35%
> 20 years	34	15%

Visionary leadership was predicated on evaluations of supervisors by their subordinates. We requested subordinates to respond to eight enquiries regarding the presence of visionary leadership traits in their supervisor (e.g., My leader has a vision and plan for the future), utilising questions employed in prior research (Zhou et al., 2018). Organizational Citizenship Behavior (OCB) is defined as voluntary behavior, beyond formal tasks, and not directly or explicitly recognized by the organization's official reward system, but collectively can support the effective functioning of the organization (Williams & Anderson, 1991). Organizational Citizenship Behavior (OCB) is defined as voluntary behavior, beyond formal duties, and not directly or explicitly recognized by the organization's official reward system, but collectively can support the effective functioning of the organization. Using 8 items to measure OCB such as The employee helps colleagues with their work using a 5-point scale (Podsakoff & MacKenzie, 1997). Employee creativity refers to the generation of novel and useful ideas by employees within an organization. Measuring creativity can be challenging, as it is a multifaceted construct. We requested subordinates to respond to eight enquiries regarding the presence of employee creativity The degree to which the level of productivity of an individual employee meets the firms performance standards (Thompson 2005; Armstrong 2012). We asked employees to fill out a five item questionnaire about the work productivity they demonstrate.

The author uses PLS-SEM to evaluate the study hypothesis (Hair et al., 2017). PLS-SEM is commonly used in a wide range of scientific fields, including human resources management, marketing, strategic management, and hospitality (Hair et al., 2014; Ringle et al., 2018). SEM PLS is a multivariate statistical analysis to estimate the influence between variables performed simultaneously with reference to the study of exploration/prediction/ development of structural models. This is because the algorithm built in the SEM PLS is to maximize the value of the R square of endogenous variables. On the basis of such an algorithm then the SEM pls is called SEM with the flow of study of exploration/prediction/development of structural models or SEM based on variance.

4. Finding and Discussion

Model evaluation in PLS is carried out using a two step approach, namely two steps where evaluating the measurement model to obtain adequate requirements and continuing with structural model evaluation to evaluating model quality. Hasil pengujian outer model shown at table 1:

Table 2. Result of model constructs

Construct	Indicator	Item reliability	Convergent validity		
		Loadings	CR	Alpha	AVE
Visioner Leadership	VL1	0,819	0,940	0,940	0,705
	VL2	0,862			
	VL3	0,860			
	VL4	0,853			
	VL5	0,813			
	VL6	0,906			
	VL7	0,744			
	VL8	0,852			
Organizational Citizeship Behavior	OCB3	0,794	0,858	0,850	0,623
	OCB4	0,815			
	OCB5	0,787			
	OCB6	0,739			
	OCB8	0,808			
Employee Creativity	EC1	0,746	0,910	0,910	0,690
	EC2	0,841			
	EC3	0,831			
	EC4	0,891			

International Conference of Organizational Innovation 2025

Proceedings

ICOI

2025

e-ISSN: 3064-6030
FMI, Vol 2
15-17 July 2025

	EC5	0,827			
	EC6	0,839			
	EP1	0,777			
	EP2	0,904			
Employee Performance	EP3	0,844	0,911	0,910	0,736
	EP4	0,899			
	EP5	0,860			

Note: CR = Composite Reliability; AVE = average variance extracted

Loading Factor (LF) or outer loading is the correlation between each measurement item and a variable. Rule of thumb, (Hair Jr et al., 2022), (Henseler et al., 2015) use $LF \geq 0,70$ as acceptable. The LF research results are all above 0,7. Internal consistency reliability shown by composite reliability (CR) is all with a value greater than 0,7. Apart from Composite Reliability, other measures that describe the level of reliability or internal consistency of reliability are Cronbach's Alpha and Rho A. The research results all have values above 0.7. Average variance extracted (AVE) is the average variation of each measurement item contained by the variable. How far as a whole the variables can explain variations in measurement items, research results show an AVE value $\geq 0,50$.

Tabel 3. Discriminant Validity of Constructs

Variables	EC	EP	OCB	VL
Discriminant Validity: Fornnel–Larcker Criterion				
Employee Creativity (EC)	0,831			
Employee Performance (EP)	0,609	0,858		
Organizational Citizenship Behavior (OCB)	0,704	0,616	0,789	
Visioner Leadership (VL)	0,522	0,536	0,473	0,840
Heterotrait–Monotrait Criterion (HTMT)				
Employee Creativity (EC)				
Employee Performance (EP)	0,669			
Organizational Citizenship Behavior (OCB)	0,784	0,688		
Visioner Leadership (VL)	0,561	0,576	0,516	

We additionally present discriminative validity (DV) according to the Fornell-Larcker criterion and the Heterotrait-Monotrait criterion. The Fornell-Larcker criterion stipulates that the square root of the Average Variance Extracted (AVE) for each construct must exceed the maximum correlation of that construct with all other constructs in the model. The results indicate that the correlation among constructs is superior to those of other constructs. In comparison to the Heterotrait-Monotrait (HTMT) correlation criterion ratio, it surpasses the conventional method for assessing discriminative validity, as evidenced by significantly lower values for both the Fornell-Larcker criterion and cross-loading, utilising 0.85 as the suitable threshold level (Hair et al., 2017).

This method, frequently employed in applied research, fails to reliably identify issues of discriminative validity (Hair et al., 2017), but the HTMT measure is superior to the Fornell-Larcker criterion in detecting discriminant validity. Consequently, discriminant validity (DV) is more effectively evaluated by HTMT (Henseler et al., 2015). DV is employed to assess the variation among different constructs utilising empirical criteria (Hair et al., 2017). To achieve a good level of Discriminant Validity, the results show that all constructs have HTMT scores below 0.90, and the 97.5% bootstrap confidence interval confirms that all values are closely aligned, proving that all research constructs (EC, EP, OCB, VL) are different from each other both in theory and in practice.

Table 4. Testing for Potential CMB Based on Full Collinearity

Construct	Inner VIF
OCB -> EC	1,289
OCB -> EC	1,289
VL -> EC	1,289
VL -> EP	1,289
VL -> OCB	1,000

Note. VIF = variance inflation factor.

If inner VIF > 5 then there is suspicion of multicollinearity. However, in (Hair et al., 2017) a VIF value between 3-5 has the potential for multicollinearity to occur and the ideal is if VIF < 3. Multicollinearity examination in this study with a VIF value < 3 means there is no multicollinearity.

Assessment of Structural Modeling Path Coefficients

Table 5. Path Coefficients for Direct Effects.

Hypotheses	Original sample	T statistics	P values	Report
VL -> EC	0,243	4,544	0,000*	Supported
VL -> EP	0,316	5,294	0,000*	Supported
OCB -> EC	0,589	11,469	0,000*	Supported
OCB -> EP	0,466	8,320	0,000*	Supported
VL -> OCB	0,473	7,384	0,000*	Supported

Note P values** < 0,01, * < 0,05

The results in the table above show that five path coefficients are significant. The results show that all paths are statistically significant. The structural paths of the remaining constructs are significant based on a two-tailed test at $p < 0.05$. In Hypothesis 1, we predict that VL has a positive effect on EC. As shown in the table above, it is statistically significant at ($t = 4.544$; $p = 0.000$). This indicates that VL directly affects EC and the hypothesis is accepted. Hypothesis 2 also predicts that there is a positive and statistically significant relationship between VL and EP. This is also indicated by the value ($t = 5.294$, $p = 0.000$) which supports the effect proposed in Hypothesis 2; therefore, VL is able to increase EP and the hypothesis is accepted. Hypothesis 3a also predicts that OCB can increase EC, the hypothesis is accepted. This is also indicated by the value ($t = 11.469$, $p = 0.000$) which supports the effect proposed in Hypothesis 3a. Hypothesis 3b also predicts that there is a positive and statistically significant relationship between OCB and EP. As shown in the table above, it is statistically significant at ($t = 8.320$; $p = 0.000$). This indicates that OCB directly affects EP and the hypothesis is accepted. Hypothesis 4 predicts that there is a positive and statistically significant relationship between VL and OCB. As shown in the table above, it is statistically significant at ($t = 7.384$; $p = 0.000$). This indicates that VL directly affects OCB and the hypothesis is accepted.

Table 6. Confident Interval path coefficient

	Original Sample	2.5%	97.5%
OCB -> EC	0,589	0,485	0,684
OCB -> EP	0,466	0,347	0,570
VL -> EC	0,243	0,139	0,351
VL -> EP	0,316	0,199	0,432
VL -> OCB	0,473	0,344	0,598

Output a 95% confidence interval for each path coefficient of influence between variables. In addition to the significance of the path coefficient, the 95% confidence interval of the path coefficient also needs to be reported. These results are very important in a policy recommendation. The magnitude of the influence of OCB on EC within a 95% confidence interval is between 0.485 and 0.684. This means that if there are actions or efforts to improve employee OCB, its influence on the increase in EC can rise up to 0.684. The magnitude of the influence of OCB on EP within a 95% confidence interval is between 0.347 and 0.570. This means that if there are actions or efforts to improve employee OCB, its influence on the increase in EP can rise up to 0.570. The magnitude of the influence of VL on EC within a 95% confidence interval is between 0.139 and 0.351. This means that if there is treatment or effort to increase VL, its influence on the increase in EC can rise up to 0.351. The magnitude of the influence of VL on EP within a 95% confidence interval is between 0.199 and 0.432. This means that if there is treatment or effort to increase VL, its influence on the increase in EP can rise up to 0.432. The magnitude of the influence of VL on OCB within a 95% confidence interval is between 0.344 and 0.598. This means that if there are treatments or efforts to increase VL, its influence on the increase in OCB can rise up to 0.598.

Table 7. Path Coefficients for Indirect Effects.

Hypotheses	Original sample	T statistics	P values	Report
VL → OCB → EC	0,279	6,585	0,000	Supported
VL → OCB → EP	0,221	5,891	0,000	Supported

Note: *P values* < 0,05

Table 7 above shows the t values and p values for each path. Therefore, the estimation that OCB mediates the relationship between VL and EC is proven to be positive and significant with a path coefficient of 0.279, which means the hypothesis is accepted. The result is $t = 6.585$; $p < 0.000$, which means the hypothesis is accepted. The estimate that OCB mediates the relationship between VL and EP is proven to be positive and significant, which means the hypothesis is accepted with

a path coefficient of 0.221. The result is $t = 5.891$; $p < 0.000$, which means the hypothesis is accepted. These results indicate that in this study, it is referred to as complementary partial mediation. To see whether the influence of the exogenous latent variable on the endogenous latent variable has a mediation effect, namely with the values recommended by Cohen in (Ogbeibu et al., 2021), which are 0.175 (high mediation), 0.075 (medium mediation), and 0.01 (low mediation).

Table 8. Interval Path Coefficient Mediation

	Original Sample	2.5%	97.5%
VL $\rightarrow$ OCB $\rightarrow$ EC	0,279	0,203	0,368
VL $\rightarrow$ OCB $\rightarrow$ EP	0,221	0,151	0,298

The confidence interval for the mediation test indicates that the OCB variable mediates the effect of VL on EC by between 0.203 and 0.368. This means that if there is an increase in employee OCB, it can mediate the effect of VL on EC by 0.368. The OCB variable mediates the influence of VL on EP by between 0.151 and 0.298. This means that if there is an increase in employee OCB, it can mediate VL and EP by 0.298.

Table 9. Statistik upsilon (v)

No	Mediation	upsilon (v)	mediation effect	
1.	VL $\rightarrow$ OCB $\rightarrow$ EC	0,080	Medium influence	mediation
2.	VL $\rightarrow$ OCB $\rightarrow$ EP	0,049	Medium influence	mediation

Based on the mediation value above VL $\rightarrow$ OCB $\rightarrow$ EC with a value of 0.080 (mediation influence medium), and VL $\rightarrow$ OCB $\rightarrow$ EC with a value of 0.049 (mediation influence leads to medium), According (Ogbeibu & Gaskin, 2023) is 0.01 (low mediation influence), 0.075 (medium mediation influence) and 0.175 (high mediation influence).

Evaluation of model quality can be seen from several measures, namely: R square, according to (Latan et al., 2017), R square values of 0.75, 0.50 and 0.25 mean substantive (high), moderate and weak influence. Another opinion is according to (Chin, 1998; Henseler et al., 2016) where the R square value is 0.67 (high), 0.33 (moderate), 0.19 (weak); The research results show that R square for EC is 0.541 (54,1%) meaning that the influence moderate, R square for EP is 0.456 (45,6%) meaning that the influence moderate, R square for OCB is 0.224 (22,4%) meaning that the influence weak. Q square is how much the model's predictive accuracy (PLS path model's

predictive accuracy) is described in Q Square redundancy or Q square, which is a measure that describes how well the model has predictive relevance. If Q square is greater than 0, it shows that the exogenous variable has predictive relevance to the constructed endogenous variable. This value is obtained through a procedure called the blindfolding procedure. The results show that Q^2 for VL is 0,00, OCB is 0,129, EP is 0,327 and EC is 0,363. This means that VL, OCB have a low values, and EC, EP have moderate values. In Hair et al (2019), if Q square has a value of 0 (low), 0.25 (moderate), 0.50 (high) then the meaning of Q Square is predictive accuracy. F Square effect size measure, which describes how big the influence of the variables in the structural model is. The results showed that the influence of VL on OCB was 0.289 (medium), VL on EC was 0.100 (low), VL on EP was 0,142 (low), OCB to EP were 0,310 (medium), and OCB to EC were 0,587 (High). The interpretation of the F Square effect size value in (Hair Jr et al., 2022) and (Henseler et al., 2015) is 0.02 (low) 0.15 (medium) 0.35 (large). The effect size value of F Square only explains the magnitude of the direct effect. Based on the Standardized Root Mean Square Residual (SRMR), which is a tool for measuring model fit, the average value of all standardized residuals is $0.067 < 0.010$, meaning it has a good model fit value. The condition used is that an SRMR value below 0.08 indicates a fit model, while an SRMR value between 0.08 to 0.10 is still acceptable (Yamin, 2021).

Table 10. *PLS Predict*

Indicators	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
EC1	1,000	0,778	0,989	0,777
EC2	0,873	0,707	0,892	0,723
EC3	0,741	0,599	0,760	0,606
EC4	0,871	0,683	0,891	0,711
EC5	0,930	0,727	0,954	0,744
EC6	0,877	0,692	0,889	0,701
EP1	0,892	0,717	0,917	0,717
EP2	0,802	0,627	0,810	0,639
EP3	0,795	0,653	0,813	0,665
EP4	0,721	0,584	0,729	0,581
EP5	0,726	0,556	0,736	0,550

OCB3	0,971	0,780	1,008	0,802
OCB4	0,979	0,752	1,020	0,793
OCB5	0,866	0,677	0,887	0,686
OCB6	1,169	0,903	1,188	0,938
OCB8	1,053	0,809	1,083	0,837

This model has high prediction accuracy if all RMSE or MAE values from the PLS model are lower than those of the comparison model Naive LM (Linear Regression Model). If most of the RMSE or MAE values from the PLS model indicators are lower than those of the Naive LM comparison model (Linear Regression Model), then the model has moderate predictive power. Overall, based on data processing, most (4 out of 16 measurements) of the RMSE and MAE values from the PLS model are lower than those of the linear regression model, indicating that the PLS model has moderate predictive power.

5. Conclusion

The results of this study indicate that visionary leadership increases employee productivity and creativity. By creating an organization that encourages creativity and teamwork, the visionary encourages each person to reflect on their own lives and become more influential. In addition, a significant mediating factor that strengthens the relationship between the two variables is the performance of the organization's kewarganegaraan (OCB). OCB fosters employee positivity and persahabatan, which increases organizational kinerja and creativity. The development of organizational culture and the adoption of visionary leadership can be effective ways to foster creativity and productivity at work. This study shows that there is a positive correlation between employee performance and visionary and creative leadership. Employees are inspired by visionary leaders who articulate their goals and encourage them to perform better. Organizational Citizenship Behavior as a Mediator: OCB can help mediate the relationship between visionary leaders and employees through creativity and work habits. When an OCB leader is perceived as having a vision, they become more dedicated and collaborate with the organization. Visionary Leadership Encourages a Positive Work Environment: This study can show that visionary leadership can transform the work environment so that employees are more prepared to do more than expected and contribute to the organization's success. This environment encourages cooperation, ideas, and resources to challenge the current state. Ability to Adapt to Change: Determining an organization's ability to adapt to change by creating flexible strategies is important for visionaries. Supported hypothesis: This study is likely to support the hypothesis that OCB increases worker productivity and mediates the relationship between creativity and worker vision.

International Conference of Organizational Innovation 2025

Proceedings

ICOI

2025

e-ISSN: 3064-6030
FMI, Vol 2
15-17 July 2025

Organizational citizenship behavior (OCB) mediates the influence of visionary leadership on innovation and employee performance. This study explains the relationship between these characteristics, helping colleges build a high-performing and engaged workforce. This study shows that visionary leadership, with compelling goals and the ability to inspire followers, drives organizational success. A clear vision for the future influences individual performance and organizational change under this leadership style. Shared goals inspire creativity and constant development within the teams of visionary leaders. The findings support the idea that visionary leadership fosters employee creativity by creating a dynamic and supportive work environment. Visionary leaders motivate employees to innovate by providing direction and goals. These leaders encourage innovation and risk-taking by urging employees to share ideas without judgment. Visionary leaders enhance creativity by encouraging critical thinking and challenges. Visionary leaders also exemplify creative thinking by embracing new ideas and challenging established wisdom. Visionary leaders empower employees by distributing authority, granting autonomy, and encouraging a sense of ownership. This sense of ownership encourages employees to explore and take calculated risks because they are more responsible for their creative work. The study also found that visionary leadership motivates workers to excel and set high goals. Visionary leaders set high goals and provide resources and support to staff to achieve them. A strong vision helps employees connect their ambitions with the company, promoting goals and commitment. Visionary leaders discover and develop talent, encouraging staff to try new things and grow. Visionary leaders also encourage continuous improvement by urging staff to try new things and learn from their mistakes. Effective leaders support and motivate their people, which enhances performance. Organizational citizenship behavior (OCB) mediates the relationship between visionary leadership and employee innovation and performance. OCB includes helping coworkers and offering to take on additional tasks. When employees believe that their leader is visionary, they are more likely to engage in OCB because they feel more loyal to the company.

Visionary leadership can create a happy workplace where people are more motivated to work harder and help the university achieve success. By providing a positive psychological and social environment, OCB mediates the relationship between visionary leadership and employee creativity and performance. Visionary leaders inspire employees to go beyond limits, creating a more collaborative and creative workplace. This study found that OCB greatly influences employee creativity and performance. The results reveal that OCB directly influences EC and EP. This shows that a workplace with helping behaviors, voluntary actions, and promoting the organization's image encourages collaboration, support, creativity, and employee performance. A more collaborative and supportive work environment in OCB allows employees to share ideas, try new approaches, and take risks. Teamwork and collaboration improve with OCB, enhancing efficiency and productivity. Additionally, OCB boosts employee morale and job satisfaction,

International Conference of Organizational Innovation 2025

Proceedings

ICOI

2025

e-ISSN: 3064-6030
FMI, Vol 2
15-17 July 2025

which can enhance motivation and commitment. Visionary leadership enhances employee creativity and productivity, according to research. Visionaries inspire others to reflect on their lives and become stronger by developing creative and collaborative organizations. Visionary leadership and a college culture can enhance creativity and productivity in the workplace. This study shows that visionary leadership enhances OCB, employee innovation, and performance. Visionary leadership enhances employee engagement with organizational goals and promotes a shared identity and dedication. Visionary executives inspire employees to take initiative, innovate, and exceed expectations, which benefits the company. Other researchers in the fields of leadership, organizational behavior, and human resource management agree with these findings. Visionary leadership enhances employee creativity. Inclusive leaders enhance employee creativity. Visionary leaders also encourage collaboration and staff learning by promoting the sharing of ideas and communication. Visionary leaders can unleash employee creativity and encourage college innovation by creating a supportive and engaging work environment. Visionary leaders inspire employees to think creatively and solve problems by providing them with direction and goals. Leadership that encourages experimentation and risk-taking allows employees to share their ideas without fear of judgment or failure. This study supports the claim by Mogaji & Dimingu (2024) that visionary leadership encourages innovation and sustainable progress. It also supports Sharma et al. (2023) findings that leadership style influences staff innovation. Research also shows that visionary leadership improves employee performance by linking goals with organizational strategies and instilling a sense of ownership and accountability. Effective leaders support and motivate their people, which enhances performance. Visionary leaders anticipate possibilities and obstacles, helping the organization achieve its goals. Research also shows that organizational citizenship behavior (OCB) enhances innovation and employee effectiveness. By fostering trust, fairness, and support, visionary leaders motivate people to go beyond their tasks. Visionary leaders inspire OCB in employees, who help their coworkers, volunteer for additional tasks, and promote the company's image. This OCB enhances productivity and innovation in the workplace. OCB improves individual and organizational performance, enhancing effectiveness and efficiency. Visionary leaders provide a supportive environment that helps organizations adapt to change. Visionary leadership enhances employee creativity and performance, with organizational citizenship behavior as a mediator. This study validates many other studies that show that leadership style, organizational culture, and employee behavior drive company success. This study can help colleges create visionary leadership and organizational citizenship to build a high-performing and engaged workforce.

This study contributes to understanding the relationship between visionary leadership, employee creativity, productivity, and organizational citizenship behavior (OCB), which is crucial for understanding its boundaries. These limitations help long-term research build and understand

complex relationships. Addressing these limitations can yield stronger and more generalizable findings, benefiting organizations that aim to develop an intensive and engaged workforce. Data may be limited to a single point in time, making it difficult to maintain the relationships between the variables in this study. This study measures visionary leadership, OCB, employee creativity, and performance. Although self-measurements are a convenient and cost-effective way to collect data, they are also susceptible to several biases, such as social desirability bias (the tendency for respondents to answer questions in a way they believe will be viewed positively by others) and common method variance (artificial inflation). For example, workers might describe their OCB or creativity differently, or their overall performance could influence their job or leadership when answering different questions. For future research, a cross-sectional design can be established using a combination of self-report measures and other data sources, such as supervisor ratings, peer evaluations, or objective performance data. Future research can examine the role of other mediators in the relationship between visionary leadership and employee creativity and performance. For example, it is possible that OCB and employee engagement interact to enhance employee creativity and performance.

References

- Chin, W. W. (1998). *The Partial Least Squares Approach to Structural Equation Modeling* (pp. 1–44). <http://www.researchgate.net/publication/232569511>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate data analysis* (Seventh Edition).
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, Marko. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)* (second edition). Sage.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) Third Edition* (Third Edition). SAGE Publications.
- 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. <https://doi.org/10.1007/s11747-014-0403-8>
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2016). Testing measurement invariance of composites using partial least squares. *International Marketing Review*, 33(3), 405–431. <https://doi.org/10.1108/IMR-09-2014-0304>

International Conference of Organizational Innovation 2025

Proceedings

ICOI

2025

e-ISSN: 3064-6030
FMI, Vol 2
15-17 July 2025

Latan, H., Hair, J. F. J., & Richard Noonan Editors, J. (2017). *Partial Least Squares Path Modeling* (Second Edition). Springer.

MacKenzie, S. B., Podsakoff, P. M., & Fetter, R. (1993). The Impact of Organizational Citizenship Behavior on Evaluations of Salesperson Performance. *Journal of Marketing*, 57(1), 70. <https://doi.org/10.2307/1252058>

Ogbeibu, S., & Gaskin, J. (2023). Back from the Future: Mediation and Prediction of Events Uncertainty through Event-Driven Models (EDMs). *FIIB Business Review*, 12(1), 10–19. <https://doi.org/10.1177/23197145221121084>

Podsakoff, N. P., Podsakoff, P. M., MacKenzie, S. B., Maynes, T. D., & Spoelma, T. M. (2014). Consequences of unit-level organizational citizenship behaviors: A review and recommendations for future research. *Journal of Organizational Behavior*, 35(SUPPL.1). <https://doi.org/10.1002/job.1911>

Podsakoff, P. M., & MacKenzie, S. B. (1997). Impact of Organizational Citizenship-Behavior on Organizational Performance: A Review and Suggestions for Future Research. *Human Performance*, 10(2), 133–151.

Ringle, C. M., Sarstedt, M., Mitchell, R., & Gudergan, S. P. (2018). Partial least squares structural equation modeling in HRM research. *International Journal of Human Resource Management*. <https://doi.org/10.1080/09585192.2017.1416655>

Sambung, R., Thoyib Armanu, Troena, E. A., & Surachman. (2012). Pengaruh Kepuasan Kerja, Komitmen Organisasional, Kepribadian dan Profesionalisme Dosen terhadap Organizational Citizenship Behavior serta Dampaknya terhadap Kinerja Dosen (Studi pada Universitas Palangka Raya). *JAM: Jurnal Aplikasi Manajemen*, 10(1), 12–20. <https://doi.org/http://dx.doi.org/10.18202/jam.v10i1.396>

Wang, Y. (2015). Examining organizational citizenship behavior of Japanese employees: A multidimensional analysis of the relationship to organizational commitment. *International Journal of Human Resource Management*, 26(4). <https://doi.org/10.1080/09585192.2011.560882>

Williams, L. J., & Anderson, S. E. (1991). Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-Role Behaviors. *Journal of Management*, 17(3), 601–617.

Zhou, L., Zhao, S., Tian, F., Zhang, X., & Chen, S. (2018). Visionary leadership and employee creativity in China. *International Journal of Manpower*. <https://doi.org/10.1108/IJM-04-2016-0092>

International Conference of
Organizational Innovation 2025
Proceedings

ICOI

2025

e-ISSN: 3064-6030
FMI, Vol 2
15-17 July 2025

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)