

The effect of Wise Leadership on Organizational Citizenship Behavior mediation by perceived Organizational support, an analytical study in Al-Imamain Al-Kadhmin Medical City Hospital

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Abstract. The concepts of (wise leadership, perceived organizational support, and organizational citizenship behavior) have received academic attention from researchers, given the scientific and practical importance and the impact of these variables on the performance of organizations, in practical terms, organizational citizenship behavior has been affected by the secretions of the spread of the Corona virus (Covid 19), Which affected the work and behavior of managers and doctors in hospitals, For this reason, the current study aimed: verify the impact of wise leadership on organizational citizenship behavior by mediating perceived organizational support, Doctors and nurses working at Al-Imamain Al-Kadhimiya Medical Hospital were relied upon to apply the study to them, and the size of the study community was (149), the number of responsive and valid sample for statistical analysis was (144), the study included the application of the descriptive analytical approach, the questionnaire tool was used to collect study data, by adopting multiple statistical methods, the results were extracted by adopting a program (SPSS) & (Amos), the most important conclusions of the study included: the impact of wise leadership and its dimensions on both variables (perceived organizational support, organizational citizenship behavior and its dimensions (directed towards the individual, directed towards the organization)), and the lack of impact of wise leadership and its dimensions on the dimension of organizational citizenship behavior directed towards tasks, in addition to showing the dimension of wise leadership (Intellectual intelligence), its lack of impact on organizational citizenship behavior and its dimensions, the results also showed the impact of perceived organizational support on organizational citizenship behavior and its dimensions (directed towards the individual, directed towards the organization), and no effect appeared in the dimension of organizational citizenship behavior directed towards tasks, Finally, the results showed, the presence of a comprehensive and fundamental role for perceived organizational support in mediating the relationship between the impact of wise leadership on organizational citizenship behavior.

Keywords. wise leadership, perceived organizational support, organizational citizenship behavior

Introduction:

The development of administrative and organizational thought has proven that organizational behavior has become a major station, representing the secret of the success or failure of many organizations, this development of organizational behavior means a large variety of leadership styles, and one of these styles is wise leadership. Organizational behavior scientists have used psychological and philosophical theories of practical wisdom, to describe the optimal performance of leaders in the face of challenges, Practical wisdom may be the essential administrative virtue, and management is limited by major challenges of uncertainty and ignorance in which it was formed, this is what makes the specialty a candidate for treatment as an example of the practical wisdom of leaders and not as a rational and objective science independent of context and devoid of values. (Küpers & Statler, 2008:380) to enable excellent wisdom practices in daily business, leaders explore alternative approaches that integrate rational analysis with situational knowledge and combine factual and emotional information, communication and judgment skills must become increasingly situational, wise ethical values must be aligned with rewarding outcomes, thus practical wisdom is used by administrative leaders to support organizational citizenship behavior, (Bostanli & Habisch,2023:114) Organizational citizenship behaviors focus on helping and supporting wise and organized leadership, because they have an impact on the organization, Citizenship behaviors include helping a new worker with a heavy workload or involving other employees in certain activities, altruism of organizational citizenship behavior also helps the medical team cooperate towards the team's collective goals and meet the needs and aspirations of patients (Pohl et al,2022:3). it is important to understand what benefits doctors' performance and behavior through wise leadership behavior, and to identify the aspects that influence organizational citizenship behavior, which improves citizenship behavior, and with perceived organizational support. the current study aims to propose a conceptual framework for wise leadership, organizational citizenship behavior, and perceived organizational support. bridging the research gap between the study variables and testing them, verifying the strength of the relationship between wise leadership and organizational citizenship behavior mediated by the impact of perceived organizational support in Al-Imamain Al-Kadhimiya Medical Hospital. it seeks to answer the question: Does the senior leadership practitioner rely on the philosophy of wise leadership in the senior management of the hospital? What is the trend in dealing with doctors to achieve organizational citizenship behavior? What is the level of organizational support in the organization under study? Finally, discussing the results, and suggesting future directions, the current study included five aspects, which are as follows: Methodology, previous studies, theoretical aspect, practical aspect, and finally conclusions and recommendations.

First: Research Methodology:**1. Research Problem:**

The spread of the Coronavirus (COVID-19) has affected societies and organizations in general, and in particular, the tasks and behaviors of doctors, nurses and employees, who were in contact with it to contain the effects of that virus, this phenomenon also created a dilemma for managers in adopting management that enables them to overcome that critical stage, based on that, several questions were raised, which were as follows:

- a. What is the level of availability of wise leadership, perceived organizational support, and organizational citizenship behavior in the organization under study?
- b. The extent to which wise leadership can enhance organizational citizenship behavior?
- c. The extent to which wise leadership can enhance perceived organizational support?
- d. The extent to which perceived organizational support can enhance organizational citizenship behavior?
- e. Is there a mediating effect of perceived organizational support in the relationship between the influence of wise leadership and organizational citizenship behavior?

2. The importance of the research:

- a. The importance of the current study is determined by enriching the academic aspect and future studies.
- b. The importance of the current study is evident in its connection to the concepts and variables that were adopted (wise leadership, perceived organizational support, organizational citizenship behavior), which have a role in practicing these variables at all organizational levels of the organization under study.
- c. The current study derives its importance from the importance of the organization under study, due to its impact that mimics society.
- d. The current study derives its importance from the possibility of employing organizational support by managers to accomplish the administrative tasks of the organization under study.

3. Research objectives:

The current study aims to achieve the following:

- a. Providing more accurate and detailed explanations of the study variables, within the philosophical and applied intellectual framework.
- b. Defining the organization under study by the level of availability of wise leadership behavior among its managers, the extent of the availability of perceived organizational support and the level of organizational citizenship behavior.
- c. Stating the level of influence of wise leadership on the organizational citizenship behavior organization under study by mediating perceived organizational support.
- d. Providing conclusions and recommendations for the organization under study, based on the reality of the practical statistical results of the current study.

4. Research Hypotheses:

The hypotheses of the current study included the following:-

- a. There is a significant correlation and influence of wise leadership on organizational citizenship behavior.
- b. There is a significant correlation and influence of wise leadership on perceived organizational support.
- c. There is a significant correlation and influence of perceived organizational support on organizational citizenship behavior.
- d. There is a significant correlation and influence of wise leadership on organizational citizenship behavior mediated by perceived organizational support and its dimensions.

5. Hypothetical chart:

Figure (1) includes a presentation of the hypothetical study plan, which was formulated based on the formulation of research hypotheses.

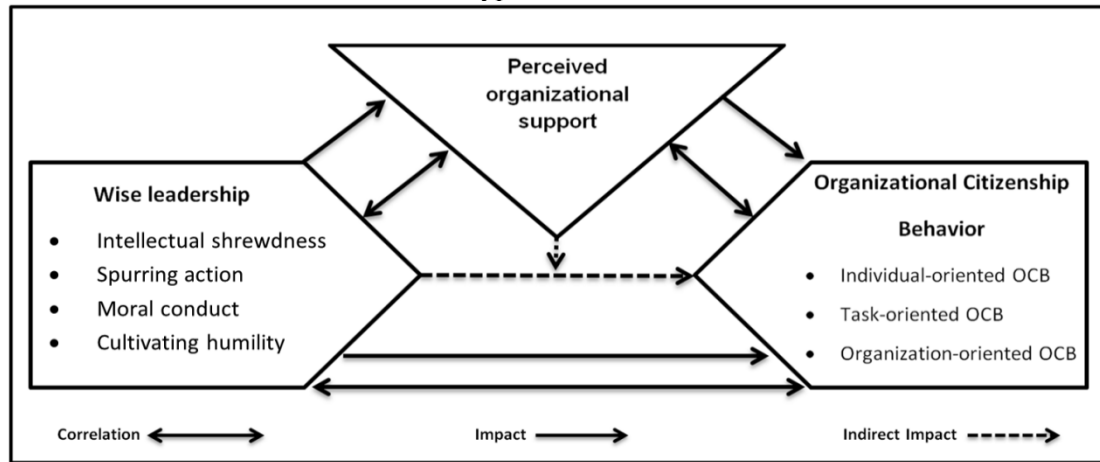


Figure (1) The hypothetical chart.

Figure (1) shows the assumptions existence a relationship and influence between the research variables, as included in the hypotheses above.

6. Research limitations:

The aspects and limitations of the research include the following:

- a. The human aspect: It included doctors of Al-Imam Al-Kazemin Medical Hospital.
- b. The spatial aspect: It was represented by Al-Imamain Al-Kadhimiya Hospital.
- c. The temporal aspect: The time was determined by writing the research, on September 18, 2022, and concluded with the end completing the research on October 2, 2024.
- d. Data collection method: The researcher relied on the questionnaire tool in collecting data, and Table (1) shows, the vocabulary and details of the questionnaire, which included the questionnaire variables, the source of quoting the questionnaire tool, a statement of the dimensions of the study variables with the paragraphs, and assuming a coding for each paragraph, to simplify the statistical operations.

Table (1) Details questionnaire tool.

Variable	Source	Dimensions	Number of vertebrae	Encoding
Wise leadership	HASSI & STORTI, 2023	Intellectual shrewdness	4	Q1 --- Q4
		Spurring action	4	Q5 --- Q8
		Moral conduct	4	Q9 --- Q12
		Cultivating humility	4	Q13 --- Q16
Organizational Citizenship Behavior	Jaimovich, E. (2005).	Individual-oriented OCB	4	Q17 --- Q20
		Task-oriented OCB	4	Q21 --- Q24
		Organization-oriented OCB	4	Q25 --- Q28
Perceived organizational support	Eisenberger Et al, (1986).	---	7	Q29 --- Q35

Second: Previous studies:

Previous studies on the research variables were as follows:

1. Wise leadership:

- a. The study (Ahmed, 2024) explained the concept of wise leadership and its impact on achieving a smart organization, the sample size reached (280) employees from Tikrit University, the questionnaire tool was adopted to collect data, and the descriptive analytical approach was used to prepare the study, the research results included: The presence of a direct impact of digital management on the relationship between the impact of wise leadership of Tikrit University on the dimensions of the performance of the smart organization.
- b. studied (Ardelt & Sharma, 2021) the characteristics of organizations with wise leadership, by studying the characteristics of managers, by adopting a framework comparing wisdom with intellectual knowledge, the questionnaire was used to collect data, the sample community included (9) organizations from the public sector, the sample included 821 employees, the results of the study confirmed the existence of a positive association between the overall wisdom index of organizations and the level of well-being and subjectivity of employees through employees' perception of wise leadership.
- c. studied (Ding Et al, 2019) used experimental methods, to verify the impact of wise leadership on organizational innovation performance, the sample of respondents and valid for analysis reached (144), the results showed that wise leadership positively affects the responding variable, organizational innovation performance, the results showed the ability of knowledge management as a mediator between the impact of wise leadership on innovation performance, and it has a partial impact.

Previous studies adopted (Ahmed, 2024), (Ardelt & Sharma, 2021), and (Ding Et al, 2019), wise leadership as an independent variable, and the questionnaire tool as a data collection tool, this is a starting point for building and designing the foundations of the current research, however, there is a difference in the current study in adopting individual dimensions from previous studies, adding the adoption of a healthy organization to demonstrate the extent of the availability of wise leadership among managers.

2. Perceived organizational support:

- a. studied (Georgiadou et al,2024) perceived organizational support and psychological capital across diverse cultures and expatriate turnover intentions, during global crises and the effects of the (Covid-19) pandemic, the study collected data from (314) expatriate individuals in the Kingdom of Saudi Arabia, the results showed that turnover intentions and psychological capital enhancement across cultures are reduced through perceived organizational support.
- b. studied (Zhang et al, 2024) sought to verify the relationship between burnout and perceived organizational support, and the extent of perceived professional benefits for nurses in Chinese public hospitals, Using a purposive sample to collect data through a questionnaire tool, the research community reached (1058) nurses, working in (5) public hospitals in Beijing, the results showed that perceived organizational

support and its sub-dimensions are the main factors influencing the reduction of burnout.

- c. studied (Suthatorn & Charoensukmongkol, 2023) the effect of perceived organizational support on organizational identity, by studying the characteristics of airline flight attendants during and after the (Covid-19) pandemic, the sample size was (307) flight attendants, the sample population included (5) local airlines in Thailand, the results of the study confirmed the existence of a positive association between perceived organizational support and organizational identity.

Previous studies aimed to show the extent impact of perceived organizational support on various variables, a sample of different communities was taken, and a questionnaire tool was used to collect data, in addition to the similarity current study with study (Zhang et al, 2024) in adopting hospitals as a study community, in addition to the similarity current study with study (Georgiadou et al, 2024) & (Suthatorn & Charoensukmongkol, 2023) to study the effects Corona pandemic (Covid-19), the current study seeks to continue exploration, an extension of previous studies.

3. Organizational citizenship behavior:

- a. Conducted a study (Liu et al, 2023) an individual investigation using a cross-sectional survey design, to explore the relationships and influence between the variables of social network centrality, job satisfaction, work engagement, and organizational citizenship behavior, the study sample included (254) nurses working in (10) hospitals in China, the results study found that there was a positive effect social network centrality on organizational citizenship behavior, mediated by job satisfaction and work engagement.
- b. studied (Rahman & Karim, 2022) investigated the mediation of work engagement in the relationship of the impact of organizational justice and its dimensions on organizational citizenship behavior, the study population included (121) faculty members from (10) universities in Bangladesh, and the results of the investigation found that organizational justice, work engagement, and organizational citizenship behavior are positively related to each other, there is a good mediation of work engagement in the relationship of the impact of organizational justice and its dimensions on organizational citizenship behavior.
- c. studied (Idris et al, 2021) the mediating role of two variables (learning culture and job satisfaction) in the relationship between the impact of transformational leadership on organizational citizenship behavior, the study population included (205) doctors and nurses from a general hospital in Indonesia, the questionnaire was the study data collection tool, the results showed that the impact of transformational leadership on organizational citizenship behavior is limited, there is an ideal mediation of learning culture and job satisfaction for the impact of transformational leadership on organizational citizenship behavior.

Previous studies adopted the variable (organizational citizenship behavior) as a dependent variable, In addition to adopting the questionnaire tool as a means of collecting data, which created a means for the researcher to adopt the variable (organizational citizenship behavior) as a dependent variable in his current study, to continue the extension of the study to the variable, and keep pace with modernity in the results, the current study also agreed with the study (Liu et al, 2023) & (Idris et al, 2021)

in terms of adopting doctors and nurses from several hospitals as the study sample community.

Third: The theoretical aspect:

The theoretical aspect included the following topics:

1. Wise leadership:

The concept of wisdom has ancient philosophical and theological foundations, which form its prominent intellectual axis, the historical developments of wisdom extend from ancient civilizations to the modern era, The Greek philosophers (Socrates, Plato, Aristotle) are among the figures who influenced the development of the concept of wisdom. (Hassi & Storti,2023:1) For Aristotle, the main distinction was between practical wisdom and knowledge, Practical wisdom involves experiential encounters with specific situations linked to concrete experiences, Practical wisdom can only be generated or practiced through experience, While knowledge can be generated abstractly, through logical propositions that operate independently of their content. (Küpers & Statler,2008:379) Wisdom is an important element for addressing leadership shortcomings, Wise leadership consists of integrating intelligence with wisdom for the purpose of exchanging benefit with others, not just personal benefit. (Al-Amiri & Al-Uqabi,2021:833-835) as Western and Eastern scholars have recognized that a wise leader must judge the good and seek the common good. (Weixu,2020:40) Leadership is an empowering activity that can be shared or distributed among members of a group or organization who manage themselves, in light of these new trends in leadership research, the concept of "practical wisdom" provides a means to describe wise leadership practices that ideally integrate the requirements of ethics and effectiveness in organizations facing complexity and uncertainty. (HOLLIDAY et al,2007,4) Acting wisely is one of the elements that a leader must possess, Wise leadership is defined as an ongoing process of embodying experience and living with that experience within the present. (Rooney et al,2019,3) Wise leadership was also defined as the leader's ability to make the right decisions in a specific situation at the right time while taking into account the ethical aspects of preserving social systems and the public good. (AL-Shilema & Al-Hamad,2023:202) The dimensions of wise leadership include the following: (HASSI & STORTI,2023:47-48)

- a. **Intellectual shrewdness:** Refers to knowledge, judgment, and understanding in the face of certain and uncertain circumstances, by sensing situations beyond mental ideas and facts in time, and anticipating consequences and challenges.
- b. **Spurring action:** refers to the leadership behavior that inspires subordinates towards a desired vision by sharing knowledge, and directing subordinates towards the required work, to achieve the targeted results, and motivating them towards the right direction.
- c. **Moral conduct:** It describes the guiding role of ethics, values and principles by which wise leaders behave in a consistent, honest and ethical manner.
- d. **Cultivating humility:** It is a stable sense of self-worth, and represents a middle point between two extremes, which are the vices of deficiency and excess.

Wise leadership focuses on creating an inspiring vision for subordinates, to achieve superior performance, and wise leadership is the approach that improves the judgment of rational decision-making, the wise leader has three characteristics that distinguish

him from others (self-confidence, efficiency, focus on subordinates). (AL KHAZRAJE & SIDEEQ,2024:121-122) a wise leader who possesses wisdom enhances the dynamic capacity of the organization optimistically. (Ding et al,2019:311) Wise leaders have existential intelligence, the ability to analyze, imagine, intuition and create, there are implications for the wise leadership approach, First: Leaders need to be effective, and see the world in different ways, Second: the necessary characteristic of a wise leader is cognitive complexity, Third: Discourse is of paramount importance that mediates stated knowledge, and its implicit ontology, Fourth: as a result, knowledge is social. (McKenna & Rooney,2008:539) as (Ghanem et al,2023) consistent with the study of (McKenna & Rooney,2008) in theory, they claim that wisdom practices can open new paths for exploring leadership, especially in the field of management, as wise leadership practically refers to the optimal integration of ethics in organizations facing complexity and uncertainty. (Ghanem et al, 2023:1554) There is a trend by researchers and organizations to study and pay attention to wise leadership, due to its positive repercussions for organizations and individuals, the personality of wise leadership is a means to achieve the goals and purpose of the organization, through these wise behaviors by leaders, We find that it is characterized by virtue and ethics, which creates a positive and inspiring environment for subordinates, and achieves high performance for the tasks and requirements of administrative work.

2. Perceived organizational support:

The concept of perceived organizational support has received great attention from researchers within the field of organizational behavior, as they have identified the antecedents and consequences of perceived organizational support and its mediating and moderating roles among many variables. (Arshadi & Hayavi,2013:739) Perceived organizational support is considered an important resource in the work environment, as it reduces the physical and psychological effort of individuals, stimulates their learning and career development, and improves their participation in work. (Zhang et al,2023:2) The relationship between the employee and the organization is the focus of building perceived organizational support. (Arshadi, 2011:1103) individuals believe through perceived organizational support, that their organization has a positive or negative orientation toward them, which includes recognition of their contributions and accomplishment of tasks and concern for their well-being, then individuals evaluate the costs and benefits associated with treatment and concern for them based on social exchange theory. (Chena et al, 2016:470) individuals who are treated well by the organization, will begin to appreciate the organization, place their trust in it, and feel a duty to repay the organization with effort and performance corresponding to that appreciation. (Jeong & Kim, 2022:191) as previously conducted research has found, a perception of organizational support will emerge when performance and reward expectations are mutual between the manager and the employee. (Altinoz et al,2016:428) Employees who believe that they receive a higher level of support from the organization will perform better in extra-role behaviors. (Altunoğlu & Gürel,2015:177) Perceived organizational support is defined as an employee's belief that the organization values his work and cares about his well-being. (Duong & Ho,2023:3) It is also defined as the extent to which individuals perceive that their organizations value their contributions care about their well-being, and meet their social and emotional needs.

(Imran et al,2020:2) Specifically, it examines whether organizations value employees' contributions and show concern for their interests, and organizations that do so value the efforts of their employees and try to meet their psychological needs, such as the need for respect and belonging. (Jin & Tang,2021:933) Previous literature has reported that perceived organizational support has a positive effect on job success, in addition to employees feeling accepted as a result of self-esteem resulting from perceived organizational support. (Liu et al,2015:390) Previous studies and research have also found that Perceived organizational support has a positive effect on organizational commitment. (Celep & Yilmazturk,2012:5768) reduces workplace stress. (Son et al,2022:749) the availability of work resources such as the accumulation of personal resources, Which in turn leads to positive outcomes such as employee engagement. (Al-Omar et al,2019:1045) Perceived organizational support makes employees tend to have a positive work environment, and enables employees to complete organizational tasks. (Ming-Chu & Meng-Hsiu,2015:178) In addition, it enhances employees' sense of control and reduces their sense of job insecurity, individuals seek to maintain their current resources and obtain new resources to deal with stress, as a job resource. (Chen & Eyoun,2021:3) there is a link between Maslow's ladder and social exchange theory, employees seek to satisfy their basic and social needs and desires and self-realization, which is determined by the efforts and performance of tasks they provide, in addition to what the organization provides to support employee activity and meet their material and psychological needs, through this exchange, the level of success of the organization and the achievement of its goals is determined.

3. Organizational Citizenship Behavior:

Organizational citizenship behaviors in organizations have received great attention from researchers, the concept of organizational citizenship behaviors goes back to the research conducted by (Katz, 1964), who claimed that organizations can increase their performance by relying on voluntary employee behaviors that are not determined by administrative managers. (Subongkod et al, 2024: 820) Select (Katz, 1964) three criteria for active employee behavior: Join the organization and stay in it, meet and overcome performance standards, and go automatically to the described roles. (Na-nan et al, 2021:2) Previous studies have also shown that the variables at the individual level and the group affect organizational citizenship behaviors, However, the interaction of variables at the level of regulatory citizenship behaviors has only been explored relatively a little, and based on the theory of interaction of variables, individual behavior is not only the result of certain factors, rather, as a result of the interaction between these factors. (Wang et al,2023:1) The behavior of organizational citizenship is formed through employees' perceptions of their organizational culture. (Choi et al, 2024:2) Organizational citizenship behavior is a broader pattern of behavior that includes keeping pace with organized affairs, Expressing the employee's opinion on procedures and organizational issues, and making innovative suggestions. (Thomas & albishri, 2024:1) Wide concepts often include employee behavior that exceeds what is required of them to describe their official mission, it is described by the behavior of organizational citizenship as the additional behavior of the role. (PLTZER, 2021:1) Specifically, the behavior of regulatory citizenship is characterized by five aspects that he originally proposed by Organ (1988), They are altruism, tact, conscience, civil virtue

and sportsmanship. (Sallaach et al, 2024:2) Organizational citizenship behaviors that focus on helping others were also recorded using three elements of the organizational altruism scale (Podsakoff, MacKenzie, Moorman, Fetter, 1990), one of the elements was in the sample: "I am helping others who have others who have work-related problems." (Pohl et al,2022:3) It includes the dimensions of organizational citizenship, the following: (Jaimovich, 2005: 82-83)

- a. Behavior towards individuals: the behaviors in this dimension are directed towards other members of the organization, especially co-workers.
- b. Behavior directed at the organization: this type of behavior includes organizational loyalty and support and defense of organizational goals.
- c. The organizational behavior directed towards the job or the task: It is visible and controlled behaviors by employee's heads, this enhances the idea that relationships of relationships can affect organizational behavior, this is the most connected dimension of behavior within the role.

The behavior of organizational citizenship is officially non-rewarding, it goes beyond official roles, enhances a cooperative and effective work environment and contributes to enhancing organizational performance. (Hsieh et al, 2024: 1) The data group provides evidence of how organizational citizenship behavior contributes to creating a more effective work environment. (Sridadi et al, 2022: 2) Studies have also shown that cooperative behavior, Like organizational citizenship behavior achieves effectiveness in organizational communication, and promoting organizational planning, improving cooperation between people, organizational climate development, it directly affects employee satisfaction, quality of practical life, providing services and job commitment. (Jahani et al, 2018: 288) Citizenship behavior is a behavior that stems from positive emotion, which was built as a result of the employees 'feeling that their organization deserves to provide good work and higher performance, which praises the organization with its efficiency and effectiveness, this results from the effective procedures that the organization follows towards employees and society, which contributes to achieving the goals of the organization.

4. The relationship of linking variables:

Leaders and their bilateral relations with employees are believed to be of great importance in shaping organizational citizenship behaviors. (Wang et al, 2023:1) a study showed (Qalaati, Zafar, Fan, Limon & Khaskheli, 2022) That wise leadership has an impact on the behavior of organizational citizenship and results in the improvement of the performance of organizations. (Qalaati et al, 2022: 1) a study is consistent with (Hermanto, Srimulyani & Pitoyo, 2024) with study (Qalaati, Zafar, Fan, Limon & Khaskheli, 2022) in terms of wise leadership positively affects the behavior of organizational citizenship. (Hermanto et al, 2024:1) perceived organizational support is an important concept in the literature of management because it defines employee behavior towards their jobs and organizations, the perceived organizational support reflects the depths of the feelings of employees with their feeling that in the circumstances they need to support work and life, the organization is ready to provide a hand of assistance and support, and a personal feeling of respect, care and recognition. (Kanten & Ulker, 2012: 1016) research has also shown that aware organizational support stimulates the behavior of organizational citizenship among employees, they

affect the performance of the job, directly and indirectly. (TePhen, 2023: 133) There are positive relations between the perceived organizational support and the behavior of organizational citizenship, it is usually explained as indicating that individuals imagine that the organization appreciates their contribution and is interested in their well-being, Which leads them to the belief that the organization will tend to them positively. (Chena et al, 2016: 470) thus, organizational citizenship behavior plays a vital role in transforming business through positive and constructive procedures and behaviors of employees, Employees perform additional tasks or learn new skills When they find support from their organization. (Al-Shami et al, 2023: 3) According to (dalal,2005) it is expected that employees who have organizational citizenship behaviors will be supported, it is clear through their positive job positions towards their organization, Providing a good and good work environment, and this is in line with a review. (Podsakoff et al, 2000) The literature on organizational citizenship behaviors, stated that there is fixed support affected by positive job situations. (Thaarikh et al, 2016: 605) it is the presentation above, and in terms of academic theorizing and previous studies, wise leadership has a positive role in enhancing the behavior of organizational citizenship, the wise leadership is the focus of the organization's direction, to achieve goals, this is evident from the positive behavior directed at the employees, which is the organizational support, Whenever there is positive support in dealing with employees, the more positively affected the behavior of employees, in turn, it is reflected positively on the behavior of organizational citizenship.

Fourth: The statistical analysis aspect.

The statistical analysis aspect included the following axes:

1. Stability of the study scale:

The scale can give similar results when the scale is applied in new studies under the same conditions, to extract the stability of the study scale, two analyses are adopted:

- a. **Cronbach's Alpha analysis scale:** It is a scale for analyzing the internal consistency of the answers to the scale items, table (2), indicates the values of the reliability and stability test of the study scale.

Table (2) Reliability and stability test of the study scale.

Variable	Number of paragraphs	Cronbach's Alpha	stability force
Wise leadership	16	0.867	Good
Perceived organizational support	12	0.805	Good
Organizational citizenship behavior	7	0.718	Good
Total	35	0.895	Good

Statistical evidence indicates through Table (2), the results were higher than the standard value (0.70), which proves the reliability of the scale tool.

- b. **Split-Half Analysis Scale:** It is dividing the study scale into two halves, and calculating the correlation value between the two halves, table (3) indicates Split-Half Analysis Test Values.

Table (3) Reliability Statistics Test (Split-Half) for the Study Scale.

Cronbach's Alpha	Part 1	Value	.875
		N of Items	18 ^a
	Part 2	Value	.855
		N of Items	17 ^b
	Total N of Items		35
Correlation Between Forms			.566
Spearman-Brown Coefficient	Equal Length		.723
	Unequal Length		.723
Guttman Split-Half Coefficient			.722

The results of reliability statistics are shown in Table (3), the reliability statistics for the two-parts scale reached (0.723), which explains that the result study scale reached higher than the standard value (0.70) for reliability statistics, thus confirming the reliability and stability scale tool.

2. Construct validity of the study scale:

Structural equation modelling is one of the statistical analyses, it is used to show the extent of stability construct validity scale tool, it also aims to show the validity correlation relationship between the study variables and their paragraphs, Confirmatory factor analysis is one of its most important statistical tests, the presentation of confirmatory factor analysis tests for the study variables includes the following:

- a. **Confirmatory factor analysis wise leadership scale tool:** Figure (2) shows the results of confirmatory factor analysis scales and the saturations paragraphs wise leadership dimensions.

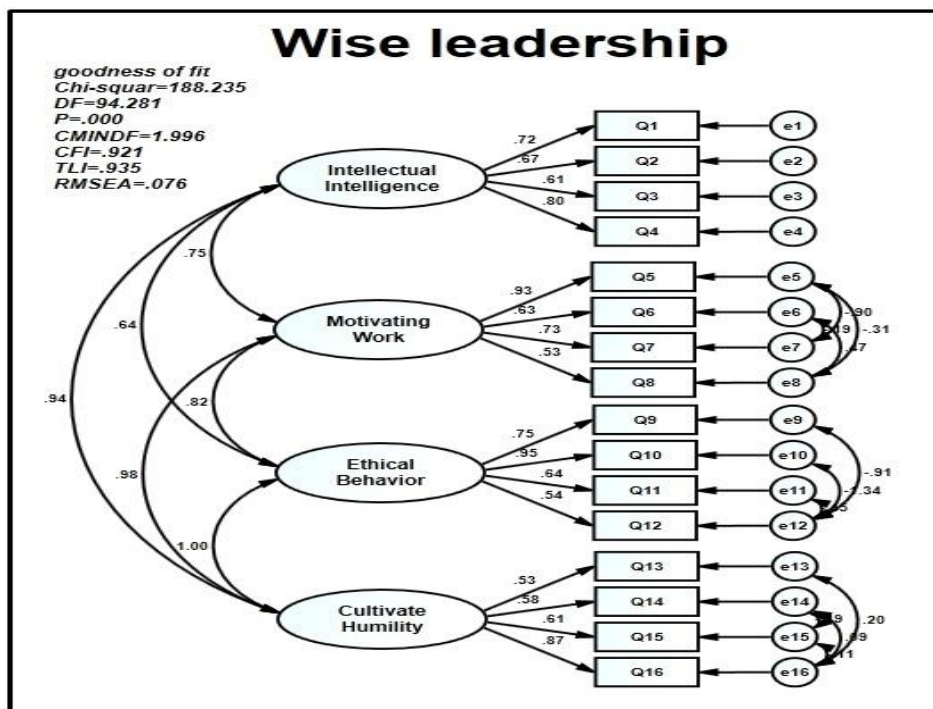


Figure (2) Confirmatory factor analysis wise leadership variable.

Figure (2) shows, the results confirmatory factor analysis of wise leadership, the results saturation paragraphs dimensions of wise leadership are shown (The results of the branches between the dimensions and paragraphs are listed), the saturation results achieved a higher degree than (0.50), which gives the impression that all paragraphs achieved a basic saturation level, the value scale (Chi-squar=188.235) reached a significant value, the value of the scale (DF=94.281) reached a significant result, also, (CMINDF=1.996) achieved a significant result for matching the standard value, within limits of less than (5), the result reached (CFI=0.921), a result matching the standard value, which is centered between the degrees (0.9 - 1), the result reached (TLI=0.935), a result matching the standard value, which is centered between the degrees (0.9 - 1), the RMSEA score was = 0.076), this result is consistent with the standard score for its centering between the two scores (0.08 - zero), these results prove the acceptance wise leadership scale, and the conduct rest statistical analyses.

b. Confirmatory factor analysis organizational citizenship behavior scale tool:

Figure (3) shows the results of confirmatory factor analysis scales, and the saturations paragraphs organizational citizenship behavior dimensions.

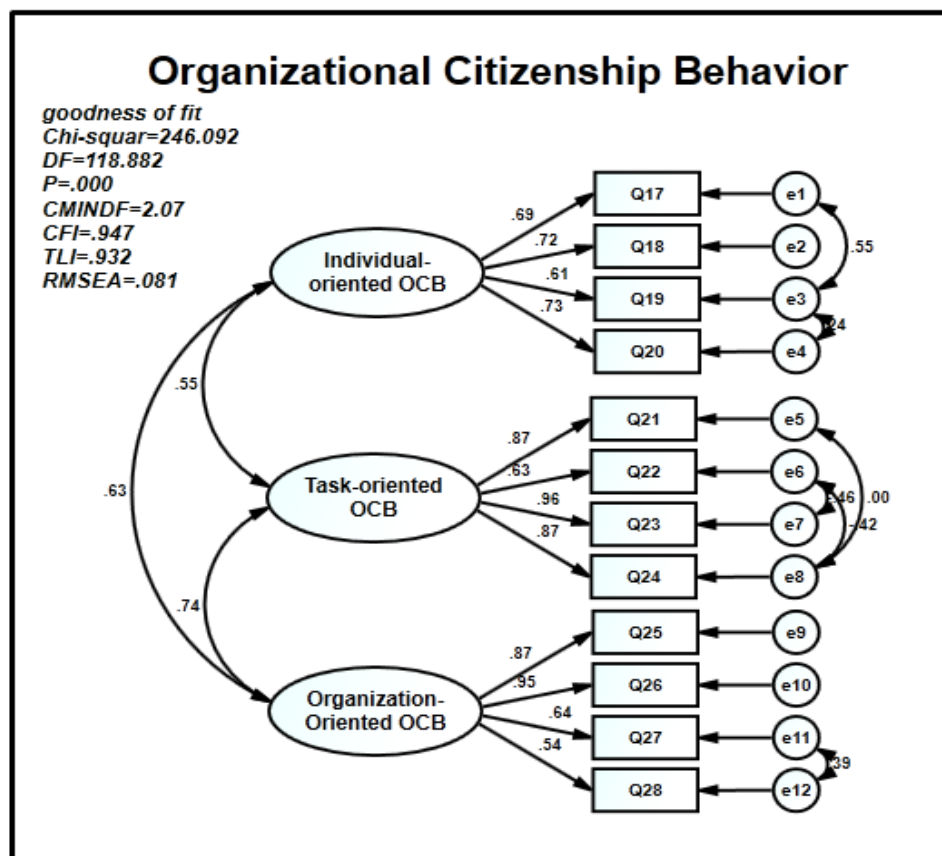


Figure (3) Confirmatory factor analysis variable organizational citizenship behavior.

Figure (3) shows the results confirmatory factor analysis organizational citizenship behavior scale tool, the results saturation paragraphs organizational citizenship behavior dimensions are shown, (The results of the branches between the dimensions and paragraphs are listed), the saturation results achieved a higher degree than (0.50), which

gives the impression that all paragraphs achieved a basic saturation level, the value scale (Chi-squar=246.092) reached a significant value, the value scale (DF=118.882) reached a significant result, (CMINDF=2.07) also achieved a significant result for matching the standard value, within limits of less than (5), the result (CFI=0.947) reached, a result matching the standard value, which is centered between the degrees (0.9 - 1), the result (TLI=0.932) reached a result matching the standard value, which is centered between the degrees (0.9 - 1), the score reached (RMSEA = 0.081), this result is consistent with the standard score for its centering between the two scores (0.08 - zero), these results prove the acceptance organizational citizenship behavior scale, and the rest statistical analyses were conducted.

c. **Confirmatory factor analysis perceived organizational support scale tool:** Figure (4) shows the results of confirmatory factor analysis scales, and the saturations paragraphs perceived organizational support dimensions.

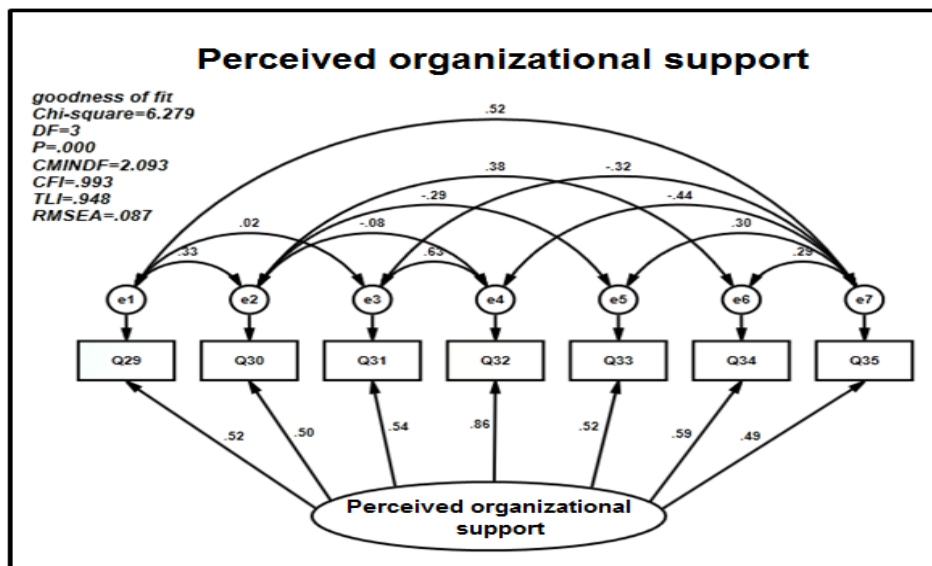


Figure (4) Confirmatory factor analysis variable perceived organizational support.

Figure (4) shows the results confirmatory factor analysis perceived organizational support scale tool, the results saturation paragraphs perceived organizational support dimensions are shown, (The results branches between the dimensions and paragraphs are listed), the saturation results achieved a degree higher than (0.50), which gives the impression that all paragraphs dimensions perceived organizational support variable achieved a basic saturation level, the value of the scale (Chi-squar=6.279) reached an acceptable significant value, the value scale (DF=3) reached an acceptable significant result, (CMINDF=2.093) also achieved an acceptable significant result for matching the standard value scale, within limits less than degree (5), the result scale (CFI=0.993) reached an identical result to the standard value, and the standard degree is centered between degrees (0.9 - 1), the result scale reached ((TLI=0.948, a result that matches the standard value, the standard score is centered between (0.9 - 1), and the scale score (RMSEA=0.087), this is a result that matches the standard score, the standard score is centered between (0.08 - zero), these results statistical analysis prove the acceptance

perceived organizational support scale, there are no determinants that contradict the conduct rest of the statistical analyses.

3. Analysis and testing of descriptive frequencies:

Descriptive frequencies indicate, the sample's response to study scale items, and the results are evaluated by results rising or falling from the hypothetical mean, the hypothetical mean criterion is (3), and the following is a presentation descriptive frequencies included in the current study:

- a. **Wise leadership and its dimensions:** The wise leadership variable includes (4) dimensions, table (4) shows the results analysis of the descriptive frequencies wise leadership variable.

Table (4) Results of the descriptive frequencies of wise leadership and its dimensions.

Variable and dimensions	Arithmetic mean	Standard deviation	coefficient of variation	Relative importance
Intellectual intelligence	2.812	0.661	23.494	Second
Motivating work	2.719	0.669	24.603	Third
Ethical behavior	2.922	0.719	24.609	Fourth
Cultivate humility	2.781	0.477	17.136	First
Wise leadership	2.809	0.531		

The results of the statistical implications descriptive frequencies wise leadership variable and its dimensions appear, in Table (4), the arithmetic mean of wise leadership reached (2.809), Which is a value less than the hypothetical mean, and the standard deviation reached (0.531), the result standard deviation explains the homogeneity study sample's response, the statistical implications showed that all dimensions of wise leadership are practiced at a lower level than the hypothetical mean, According to the results of (coefficient of variation), the dimension (Cultivate humility) ranked first in availability and practice, the dimension (Ethical behavior) ranked last.

- b. **Perceived organizational support:** table (5) shows the results of descriptive frequencies analysis for the perceived organizational support variable.

Table (5) Results of the descriptive frequencies for perceived organizational support.

Variable and dimensions	Arithmetic mean	Standard deviation	coefficient of variation
Perceived organizational support	2.446	0.542	21.717

The results statistical implications are shown in Table (5), descriptive frequencies perceived organizational support variable, arithmetic mean perceived organizational support variable was (2.446), this is a value less than the hypothetical mean, and the standard deviation was (0.542), the standard deviation value explains the consistency study sample's response, which shows the impression that organization's support for employees is lower than the hypothetical mean.

- c. **Organizational citizenship behavior and its dimensions:** the organizational citizenship behavior variable includes (3) dimensions, table (6) shows the results of descriptive frequencies analysis of the organizational citizenship behavior variable.

Table (6) Results of the descriptive frequencies of organizational citizenship behavior and its dimensions.

Variable and dimensions	Arithmetic mean	Standard deviation	coefficient of variation	Relative importance
Individual-oriented OCB	3.062	0.844	27.552	Second
Task-oriented OCB	2.984	0.505	16.935	First
Organization-oriented OCB	3.016	1.009	33.466	Third
Organizational Citizenship Behavior	3.021	0.604		

The statistical implications show the descriptive frequencies variable organizational citizenship behavior and its dimensions, these results are shown in Table (6), the arithmetic mean of organizational citizenship behavior was (3.021), the result equality hypothetical mean value, and the standard deviation was (0.604), the result standard deviation indicates the homogeneity of the study sample's response to some extent, the results statistical implications showed that all dimensions of organizational citizenship behavior are practiced at a level consistent with equality with the hypothetical mean value (3), the results of (coefficient of variation) indicate that, The possession dimension (Task-oriented OCB) ranked first in availability, the possession dimension (Organization-oriented OCB) ranked last.

4. Impact Test:

It is the possibility of predicting the strength of the impact between two or more variables of the study, and includes the following:

- a. Testing the impact independent variable (wise leadership and its dimensions) on the mediating variable (perceived organizational support), The results of the analysis are shown in Table (7).

Table (7) Analysis impact of wise leadership and its dimensions on perceived organizational support.

Dependent variable	independent variable	A	B	R	Adj (R ²)	F	T	Sig
Perceived organizational support	Wise leadership	0.72	0.61	0.61	0.37	85.58	9.25	0.00
	Intellectual intelligence	1.58	0.31	0.38	0.14	24.11	4.91	0.00
	Motivating work	0.75	0.62	0.79	0.61	229.34	15.14	0.00
	Ethical behavior	1.43	0.35	0.47	0.21	39.94	6.32	0.00
	Cultivate humility	1.21	0.44	0.4	0.15	26.61	5.16	0.00
Sample size=144		(F) Tabular = 3.909			(T) Tabular = 1.645			

Table (7) shows the results of the statistical implications impact of wise leadership and its dimensions on perceived organizational support, the statistical evidence indicated the results calculated (F), were greater than tabular value (3.909), the statistical evidence indicated the results calculated (T), were greater than the tabular value (1.645) at a standard significance (0.05), the results correlation and the corrected

correlation reached a positive and somewhat good value, based on the results statistical implications shown in Table (7), the first hypothesis was accepted (there is a significant impact of wise leadership and its dimensions on perceived organizational support).

b. Testing the effect independent variable (wise leadership and its dimensions) on the dependent variable (organizational citizenship behavior and its dimensions), the results of the analysis are shown in Table (8).

Table (8) Analysis effect wise leadership and its dimensions on citizenship behavior and its dimensions.

Dependent variable	independent variable	A	B	R	Adj (R ²)	F	T	Sig
Organizational Citizenship Behavior	Wise leadership	1.85	0.42	0.37	0.13	22.07	4.7	0.00
	Intellectual intelligence	2.61	0.15	0.16	0.02	3.78	1.94	0.54
	Motivating work	2.04	0.36	0.40	0.15	27.16	5.212	0.00
	Ethical behavior	2.27	0.26	0.31	0.09	14.63	3.825	0.00
	Cultivate humility	1.65	0.49	0.39	0.15	25.37	5.037	0.00
Individual-oriented OCB	Wise leadership	1.01	0.73	0.46	0.21	38.33	6.191	0.00
	Intellectual intelligence	2.43	0.22	0.18	0.02	4.56	2.135	0.44
	Motivating work	1.19	0.69	0.55	0.29	60.65	7.788	0.00
	Ethical behavior	1.70	0.47	0.4	0.15	26.58	5.156	0.00
	Cultivate humility	0.87	0.79	0.44	0.19	35.07	5.922	0.00
Task-oriented OCB	Wise leadership	2.87	0.04	0.04	-0.01	0.27	0.521	0.6
	Intellectual intelligence	2.90	0.03	0.04	-0.01	0.21	0.46	0.64
	Motivating work	3.01	-0.01	0.01	-0.07	0.024	-0.15	0.87
	Ethical behavior	2.92	0.02	0.03	-0.01	0.12	0.35	0.73
	Cultivate humility	2.64	0.13	0.12	0.01	1.95	1.4	0.16
Organization-oriented OCB	Wise leadership	1.67	0.48	0.25	0.06	9.57	3.09	0.00
	Intellectual intelligence	2.49	0.19	0.12	0.01	2.16	1.47	0.14
	Motivating work	1.91	0.40	0.27	0.07	11.05	3.325	0.00
	Ethical behavior	2.19	0.28	0.2	0.03	6.06	2.461	0.01
	Cultivate humility	1.43	0.57	0.27	0.07	11.06	3.33	0.00
Sample size=144		(F) Tabular = 3.909			(T) Tabular = 1.645			

Table (8) shows the results statistical implications impact of wise leadership on organizational citizenship behavior and its dimensions (Organization-oriented OCB, Individual-oriented OCB), the calculated value of (F) was greater than the tabular value (3.909), and the statistical evidence also indicated that the calculated value of (T) was greater than the tabular value (1.645) at a standard significance (0.05), the results of the correlation and corrected correlation included a positive and somewhat good result, the analysis of the results showed that there was no impact of wise leadership and its dimensions on the dimension (Task-oriented OCB), this is evident from the value of (Sig) which was higher than the moral value (0.05), the results also showed that the wise leadership dimension (Intellectual intelligence) did not record an impact on organizational citizenship behavior and its dimensions, this is evident from the value of (Sig) which was higher than the moral value (0.05).

c. Testing the effect of the mediating variable (perceived organizational support) on the dependent variable (organizational citizenship behavior and its dimensions), the results of the analysis are shown in Table (9).

Table (9) Analysis effect of perceived organizational support on organizational citizenship behavior and its dimensions.

Dependent variable	independent variable	A	B	R	Adj (R ²)	F	T	Sig
Organizational Citizenship Behavior	Perceived organizational support	1.55	0.60	0.53	0.27	55.11	7.42	0.00
Individual-oriented OCB		1.18	0.77	0.48	0.23	43.41	6.59	0.00
Task-oriented OCB		2.96	0.01	0.01	-0.01	0.01	0.11	0.91
Organization-oriented OCB		0.50	1.026	0.54	0.29	58.53	7.65	0.00
Sample size=144		(F) Tabular = 3.909				(T) Tabular = 1.645		

Table (9) shows the results of the statistical implications effect of perceived organizational support on organizational citizenship behavior and its dimensions (Organization-oriented OCB, Individual-oriented OCB), the calculated (F) value was greater than the tabular value (3.909), the statistical evidence also indicated that the calculated (T) value was greater than tabular value (1.645) at a standard significance (0.05), the results of the correlation and corrected correlation included a positive and somewhat good result, the results of the analysis showed that there was no effect of perceived organizational support on the dimension (Task-oriented OCB), this is evident from the (Sig) value, which reached (0.91), which is higher than significant value (0.05).

5. Testing the mediation effect of the variable perceived organizational support:

Table (10) and Figure (5) show the level of influence variable (perceived organizational support) on the relationship between the influence independent variable wise leadership on the variable organizational citizenship behavior.

Table (10) Results mediation effect analysis for the perceived organizational support variable.

Study variables			indirect effect	direct effect	S.E.	C.R.	Sig
Perceived organizational support	<--	Wise leadership	---	0.613	0.066	9.283	***
	-						
Organizational Citizenship Behavior	<--	Wise leadership	0.339	0.077	0.102	0.760	0.45
	-						
Organizational Citizenship Behavior	<--	Perceived organizational support	---	0.554	0.102	5.430	***
	-						

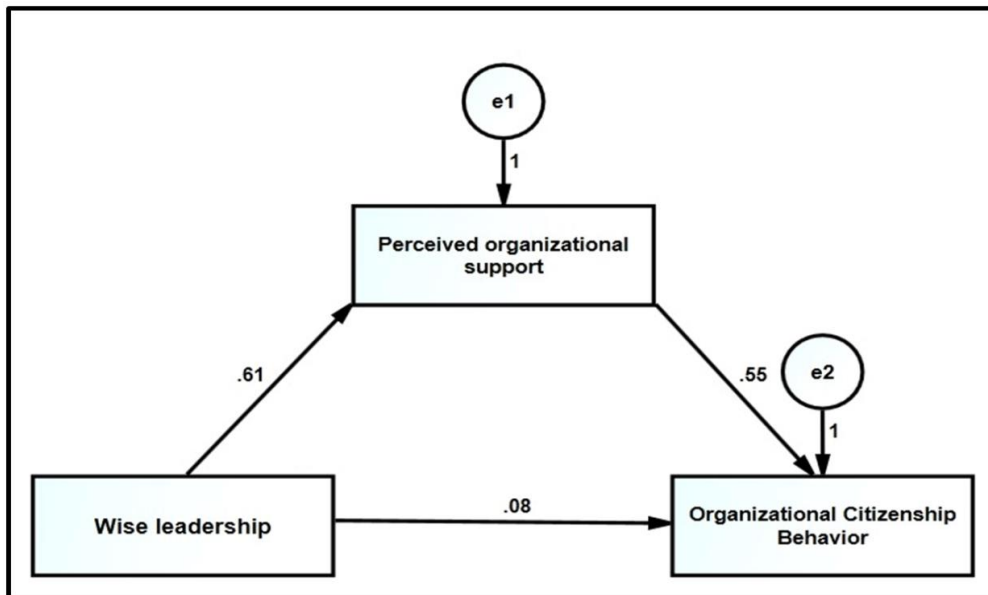


Figure (5) shows the results mediation effect perceived organizational support variable on the relationship of influence between wise leadership and organizational citizenship behavior.

The results are shown in Table (10) and Figure (5), the presence of a total mediation variable perceived organizational support for the relationship of the influence variable wise leadership on organizational citizenship behavior, The indirect effect value achieved (0.339), which is a higher result than the direct effect result (0.077), the standard score result (sig), for the effect of wise leadership on organizational citizenship behavior achieved a value of (0.45), which exceeds the standard value (0.05), which explains the presence of support from the organization under study at the level individual, tasks and organization, doctors and nurses realize the presence of support to some extent, the variable perceived organizational support plays a fundamental role in the influence ruling leadership on organizational citizenship behavior, which enhances the value and constants of that influence.

Fifth: Conclusions and recommendations:

1. Conclusions:

- a. The results showed that the managers of the organization under study practiced wise leadership behavior at a low level, their weak practice of (intellectual intelligence, work motivation, ethical behavior and developing humility) in administrative processes and dealing with doctors, nurses and employees.
- b. The results showed that the organization under study was weak in its support for doctors, nurses and employees, weak interest of the organization under study in the opinions and well-being of doctors, nurses and employees, weak support for them when they face a problem, there was negligence and weakness on the part of the organization under study in taking into account the goals and values of doctors, nurses and employees, and weak tolerance of the organization under study for honest (unintentional) mistakes made by doctors, nurses and employees.

- c. The results show that the organization under study has a limited level of organizational citizenship behavior directed towards the individual, this is evident in the limited compatibility of doctors, nurses and employees to help each other in solving work-related problems, a limited level of compatibility of doctors, nurses and employees to help their new colleagues in guiding them voluntarily, the weakness of adapting the schedule by doctors, nurses and employees to meet the needs of other employees.
- d. The results show a limited level of compatibility in organizational citizenship behavior directed towards tasks, this is evident in the absence of doctors, nurses and employees in the hospital from work to some extent, the limited commitment to deadlines, the existence of mistakes committed by them when performing their jobs to some extent, the existence of weakness to some extent in implementing obligations by them.
- e. The results show a limited level of compatibility in organizational citizenship behavior directed towards the organization, this is evident through the limited compatibility of doctors, nurses and employees in defending a hospital when it is criticized by one of their colleagues or strangers, in addition to showing a limited level of pride when they represent their organization in public places.
- f. The results showed the impact of wise leadership and its dimensions on both variables (perceived organizational support, organizational citizenship behavior and its dimensions (directed towards the individual, directed towards the organization)), the lack of impact of wise leadership and its dimensions on the dimension of organizational citizenship behavior directed towards tasks, in addition to showing the dimension of wise leadership (Intellectual intelligence), its lack of impact on organizational citizenship behavior and its dimensions.
- g. The results showed the effect of perceived organizational support on organizational citizenship behavior and its dimensions (directed toward the individual, directed toward the organization), and no effect appeared on the dimension of organizational citizenship behavior directed toward tasks.
- h. The results showed the existence of a comprehensive and fundamental role for perceived organizational support in mediating the relationship between the influence of wise leadership on organizational citizenship behavior.

2. Recommendations:

- a. Real measurement of accumulated experiences and identification of the most effective practices for wise leadership behavior among managers.
- b. Develop and enhance the personality of managers within the management of the researched organization, in line with the work of the researched organization, by preparing courses that build wise leadership personality.
- c. The need for the researched organization to pay high attention to supporting medical cadres, in line with and achieving a high level of organizational support.
- d. Providing a real opportunity for doctors, nurses and employees to practice citizenship behavior to support and prefer voluntary participation to support and support the management of the researched organization.

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