ORIGINAL CONTRIBUTION

Leadership Integrity and Performance: Does Organizational Citizenship Behavior Matter?

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Abstract— The purpose of our research is to gauge the impact of leadership integrity on packaging industry performance. Organizational citizenship behavior and job performance were used as the mediators. A close-ended questionnaire was used in order to collect the primary data from the relevant respondents. Those questionnaires were filled by 300 employees of 12 major packaging companies of Pakistan. Data were analyzed by using Smart PLS software v.3.2.8. Results revealed that leadership integrity has a positive significant effect on job performance and organizational citizenship behavior. Similarly, another relationship was found that job performance has a significant positive effect on performance within the context of the packaging industry. Conversely, organizational citizenship behavior does not seem to have a significant positive effect on packaging industry performance. Results also confirm that organizational citizenship behavior and job performance do not have a significant mediating role between leadership integrity and packaging industry performance. The results rejects significant mediating role between leadership integrity and packaging industry performance while evaluating organizational citizenship behavior and job performance.

Index Terms— Leadership integrity, Job performance, Organizational citizenship behavior, Smart PLS, Packaging industry performance
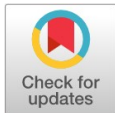
Introduction

Leadership integrity is gaining prominence in the organization behavior research often focusing on organizational effectiveness, growth, prevention from unethical practices and positive outcomes (Palanski & Yammarino, 2009; Zhu et al., 2004). It is important for managers to establish alignment in their words and actions at their work places (Simons, 2002) to improve organizational citizenship behavior (Piccolo et al., 2018) and job performance (Simons et al., 2015) that leads to organizational performance (Yildiz et al., 2014; Kannan-Narasimhan & Lawrence, 2012).

Simons et al. (2007) found that top management integrity trickled down to the junior managers through role modeling. So, leadership integrity at all level is one of the important elements in the organizations for better performance by improving factors like organizational citizenship behavior and job performance.

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Various studies are available on the leadership integrity such as: leadership and employee voice (Duan, Guo, & Brinsfield, 2020), faces of integrity and leadership (Bauman, 2013) leader integrity, ethical leadership and ethical climate (Anam, 2023; Enwereuzor et al., 2020), improving leadership integrity with learning and training (Goldman Schuyler, K. 2010) and leaders' integrity and commitment (Nangoli et al., 2020). But limited studies have been noticed during the review of literature on the impact of leadership integrity on organizational performance through the mediating roles of organizational citizenship behavior and job performance. Research on Leadership is important for the improvement of organizational performance (Wahyuni & Syamsir, 2020; Gordon & Yukl,2004). Pakistan's industry is becoming highly competitive as it is getting more and more integrated within world trade systems and Pakistani products could not compete in international arena unless their packaging is world class (Johri & Qazi, 2007) Pakistan is facing serious issues in the performance to compete in international market (Ahmed, 2010; Siddiqi, Ahmad, Khan, & Yousef, 2012). Therefore, above selected variables were deployed in the packaging industry of Pakistan, which has been chosen as the context of the research given its newfound importance. Job performance (Jam et al., 2010; Shaheen, Naqvi & Khan, 2013; Uzma et al., 2018) and organizational citizenship behavior (Jung, Seo, & Yoon, 2020; Sajid et al., 2017) are used as mediators based on the literature review. Literature supports that these two variables connect leadership integrity with packaging industry performance. It has been observed that there exists a link between demonstrating reverence for employees and feeling content with one's employment (Ghaffari et al., 2017). Sezer and Haidari (2023) explained the hypothetical behavior of an employee as they invest less in the success of the organization and their job when they do not feel trusted or respected by their leaders.

This research will contribute in various ways. First, this research will add value by introducing Leadership behavior theory to support leadership integrity for the improvement of organizational performance as literature found lack of specific theoretical base in leadership integrity (Palanski & Yammarino, 2009). Second, organizational citizenship behavior has been used as a mediator between leadership integrity and organizational performance as few studies are available on this model as discussed in the literature. Third, this study will contribute by using job performance as a mediating role between leadership integrity and organizational performance. Fourth, this will add literature on packaging industry's issues as related to leadership integrity, organizational citizenship behavior, job performance and organizational performance. Fifth, another contribution will be providing insight from emerging economies within the context of leadership integrity. The main objective of this study is to check the mediating role of organizational citizenship behavior and job performance between leadership integrity and organizational performance.

Theory and Hypothesis Development

Integrity has different meaning and those can be varied according to the situation and environment. In organizational behavior, integrity has been categorized into five areas (Zach et al., 2017), which are overall integrity, consistency among action and words, continuity during the challenging times, consistency in truthfulness, and ethical values. In another research, integrity has been construed as honesty and credibility among individuals or groups (Matta et al., 2015). Integrity is the completeness of individual according to the rules and principles (Montefiore & Vines, 1999). While another view sees integrity as the professional honesty (Karssing, 2007). Honesty and behavioral traits are the important factors in leadership characteristics especially for integrity. It is argued by different researchers that integrity is an important element for the effective leadership (Piccolo, Buengeler, & Judge, 2018; Hinkin & Schriesheim, 2015). Leader's integrity is widely used in the industrial psychology literature (see Dobbs, et al., 2019). Different researchers discussed the theories of leadership with the help of integrity such as moral leadership (Yukl, 2012), spiritual leadership (Prottas, 2013) and leadership behavior (Dobbs et al., 2019; Hinkin & Schriesheim, 2015). However, this research is primarily based on the leadership behavior theory. Integrity is directly associated with the leadership because it is important that leaders should be honest, truthful and that they present the real picture of the situation and ensure that others should accept it (Copeland, 2014). Employee can achieve organizational objectives if leaders are honest and consistent in their words and action (Azila, et al., 2020). Similarly, leadership integrity is the main feature for employees to support the vision and objectives of the leaders, which ultimately contribute towards the organizational outcomes (Leroy et al., 2012). These outcomes are usually based on the efforts of the leaders and its guidance to the employees, but the role of integrity cannot be denied. Likewise, (Sean et al., (2018) has suggested that organizations should be focusing on integrity of their leaders because it helps the employees to increase their productivity and contribute towards the organizational outcomes (Sean et al., 2018). Organizational outcomes depend on the integrity and performance of leaders (Rangapriya Kannan-Narasimhan & Barbara Lawrence - 2012). Finding of the research suggest that leadership integrity increases organizational outcomes and productivity (Rangapriya Kannan-Narasimhan & Barbara Lawrence, 2012).

Leadership Integrity and Job Performance

In a study, Oberer and Erkollar (2018) suggested that integrity is a significant predictor of managerial job performance. It is also analyzed that integrity's effect on the cognitive ability of the individual in performing their jobs. Peng and Wei (2020) conducted the research and find the positive relationship between managerial integrity and job performance. It is concluded that integrity is the best predictor of

job performance on the personality scales (Oberer & Erkollar, 2018). Integrity increases the ability to perform and increases the chance of being honest at the workplace. Employees' integrity reflects their job performance (Paillé, 2013). It is argued by the researchers that integrity is the best predictor of job performance among the employees. Integrity includes the ethical, normative and belief perspectives while working in the organizational setup (Wang, Liu, & Cai, 2017).

H1: Leadership integrity has significant impact on job performance.

Leadership Integrity and Organizational Citizenship Behavior

The research work of the several scholars suggested that leaders' integrity has positive relation with the employees' organizational citizenship behavior; but there are still challenges underpinning this relationship (Piccolo et al., 2018). From the perspective of leadership theory, it is suggested that leaders' effectiveness depends on the quality of leaders' integrity that impact the abilities and emotions of the followers to attain the objectives of the organization (Hannes et al., 2012). Integrity is directly associated with the qualities of the leader's role and behavior which are appropriate and adequate to support the followers in their respective roles (Engelbrecht et al., 2017). In the first place, employees likely to analyze the leaders; who are believed to have planned the things; the things which are supposedly make someone an effective leader (Leroy Et al., 2012). Integrity is used as the tool for leaders, which help them to increase their effectiveness and improve their leadership qualities. Furthermore, it is argued that integrity of the leaders is more central and increases the leader's effectiveness when it impacts followers' perception (Sean et al., 2018). In the second place, followers often consider the leader's ability to perform adequately which will help the followers to meet the organizational objectives (Peng & Wei, 2020). In the case of trust (Hannes et al., 2012); apparently leaders' effectiveness can impact on other features such as incentive design and response to achieve the best performance for the organization (Prottas, 2013). The followers' belief on the integrity of leaders will improve their trust, they will listen to him and will show their commitment towards the leadership's vision and plan.

H2: Leadership integrity has significant impact on organizational citizenship behavior.

Job performance and Organizational Performance

Managers are required to focus upon the high-performance organizational culture (Hadi & Saerang, 2020). Management can improve the overall performance of the organization while focusing upon employee performance (Copeland, 2014). Employees who are depicting high performance should be identified because they are the most important factor for the organization to achieve the objectives (Yıldız, Basturk, & Boz, 2014). Employees that perform better leads to the organizational performance (Shaheen, Naqvi, & Khan, 2013). Similarly, another study also confirms the relationship between employees' performance and organization performance. Likewise, Carmeli, Gilat, and Waldman, (2007) found that employees' job performance has a direct positive relationship with organizational performance. Equally important is improvement in the workers' performance as it has significant impact on organizational performance (Mohammed et al., 2018).

H3: Job performance has significant impact on organizational performance

Organizational Citizenship Behavior and Organizational Performance

Organizational citizenship behavior (OCB) has positive link with individuals and organizational efficiency (Sajid et al., 2017; Hadi & Saerang, 2020). Similarly, OCB has negative relationship with the employee turnover, absenteeism and performance (Hadi & Saerang, 2020). OCB is the attitude or behavior which is shown by the individual or group or teams within the organization to help each other and having a pro-social organizational outlook (Gunawan, 2016). It is a gesture of showing their abilities and considering it to ensure that organizations should be having effective and productive working environment. However; it is supported by the past researches that OCB is directly associated with the organizational performance (Kannan-Narasimhan & Lawrence, 2012). OCB has a positive and significant effect on organizational performance (Piccolo et al., 2018). The findings of the study suggested that OCB as having positive and significant relationship with the organizational performance (Piccolo et al., 2018). OCB has been widely used by the researchers in order to assess various factors to find the comprehensive relations with the different variables but it is argued that it is not necessary OCB will always be significant and having a direct relation with the organizational performance in every case (Sajid et al., 2017). The investigation further entails OCB is being shown by few individuals rather than is a part of the organization culture that cannot directly be associated or having positive relationship with the organization performance (Yuting Wang, Hefu Liu, Zhao Cai, 2017). Consideration of above literature led this research to develop the following hypothesis.

H4: Organizational citizenship behavior has significant impact on organizational performance

Mediating Role of Job Performance

Job performance appeared to have met the desired objectives for the organization and contributed towards the organizational performance (Zach et al., 2017). Leadership integrity is the leader's characteristic and or trait that allows leaders to lead the teams and manage the overall organization performance. Thus, leadership integrity has positive impact on job performance that leads to organizational performance (Uzma Et al., 2018). Literature indicated that the behavioral integrity of leaders forced employee to perform better in the organizations (Leroy, Palanski, Simons, 2012) and employees performance improves organizational performance (Shaheen, Naqvi & Khan, 2013). Leaders' behavioral integrity leads to workers' performance (Dineen, Lewicki, & Tomlinson, 2006) which helps organizations to perform better. Leadership integrity improves employee performance in the organization through spiritual leadership (Yang, Liu, Wang, & Zhang, 2019). Whereas organizational performance has a direct positive relationship with overall employees' performance (Carmeli, Gilat, & Waldman, 2007). Integrity of leadership is significant for the improvement of employees' performance (Wahyuni & Syamsir, 2020) and improvement in the workers' performance leads to the organizational performance (Mohammed et al., 2018).

H5: Job Performance mediate the relationship between leadership integrity and organizational performance

Mediating Role of Organizational Citizenship Behavior

Organizational citizenship behavior is the individual ability or trait that can be exercised due to the personal attribute or through the working environment or organizational culture. It is evident that OCB has a direct relation with the organizational performance (Paille, 2013). OCB has a positive and significant contribution towards improving the organizational performance while on the other hand; there was no evidence found regarding the OCB as having direct relation with the leadership integrity (Lori et al., 2015). Leadership integrity has positive and significant link with employee voice, though (Duan, Guo, & Brinsfield, 2020). It is difficult to achieve strategic objectives of the organization if employees think that the managers have low integrity. If leaders words and actions do not match with each other, they hardly succeed (McCann & Holt, 2013). Leaders' integrity has indirect effect on organizational citizenship behavior through leaders' trust in the organizations (Podsakoff et al., 1990). Whereas, organizational citizenship behavior has direct relationship with organizational performance (Kannan-Narasimhan & Lawrence, 2012). The result of other study found that the leader integrity has positive association with employees' engagement and organizational citizenship behavior in the organizations (Jung, Seo, & Yoon, 2020) that lead to better performance in the organization (Sajid et al., 2017).

H6: Organizational citizenship behavior mediates the relationship between the leadership integrity and organizational performance.

Research Methodology

The targeted population for this study is the employees working as officers, assistant managers, managers and general managers in packaging industry of Pakistan. Sample is the selection of respondents from the population to be generalized. So, the Data has been collected from 300 respondents as ample working in packaging industry of Pakistan through convenient sampling techniques. The questionnaires have been distributed through google form and personal visits among 384 employees and 300 questionnaires were included in this research to analyze the data after excluding incomplete and non-filled questionnaires. The respondents include 21% of female and 79% of male participated in this research. This research is based on the deductive approach. The structured questionnaire has been designed based on the five points Likert scale from strongly agree to strongly disagree. The questions have been adopted from the study of Palanski and Yammarino (2009) and Ozlem (2015). The questionnaire contains 30 questions regarding the different variables used in this study which is sorted variable wise to generate specific responses from the targeted audience. The questions used for leadership integrity variable will help us in identifying the consistency, values, trust, respect, accountability and transparency in the approach of a leader which lefts the impact the followers. The questions used for job performance will assist us in finding the behaviors of employees to works and their skill set. In organizational citizenship behavior questions used, are to gauge the nature, attitude of an employee working in a team and it will also help us in characterizing the approaches of an employee while performing tasks in a group. The questions in organizational performance will reflect the response in a comparative manner which will guide us the perception about an employee's interpretation towards the outcomes of his performance. The details of question and items are available in the appendix; as quantitative research method is adopted that allows collection of data through close ended questionnaire.

Analysis

The collected data was analyzed by using Smart PLS 3.2.8 software. We used the measurement model to assess individual items reliability, internal consistency of the questionnaire, convergent and discriminant validity. Structural model was used to assess the direct and mediating effect. Later, R square, F square and Q square values have been calculated to assess the quality of model.

Measurement Model Assessment

PLS algorithms was used to test the measurement model. Initially, measurement model was applied to check the internal consistency, individual items reliability, convergent and discriminant validity after first having met the assumptions of collinearity and linearity in the data. Individual items' reliability was checked through outer loading. The values of item 0.7 or above were appropriate and confirmed the requirement of the individual items' reliability. The outer loading values available in table 1 ranges from 0.690 to 0.867, which were closed to .70 to meet the requirement of individual items reliability. Internal consistency was measured through composite reliability in this research. Composite reliability values 0.70 or above are considered good and confirmed internal consistency. The composite reliability values in Table I can be seen in the range between 0.827 to .905, all of which meet the requirement of internal consistency. For the convergent validity researchers preferred the value of average variance extracted that should be greater than 0.50 (Bagozzi & Yi, 1998; Fornell-Larcker, 1981). The Table I shows the values of AVE are between .545 and 0.704, which are again above the threshold value of AVE. So, the values of average variance extracted available in Table I confirmed the requirement of convergent validity.

Table I
Outer Loadings, CR and AVE

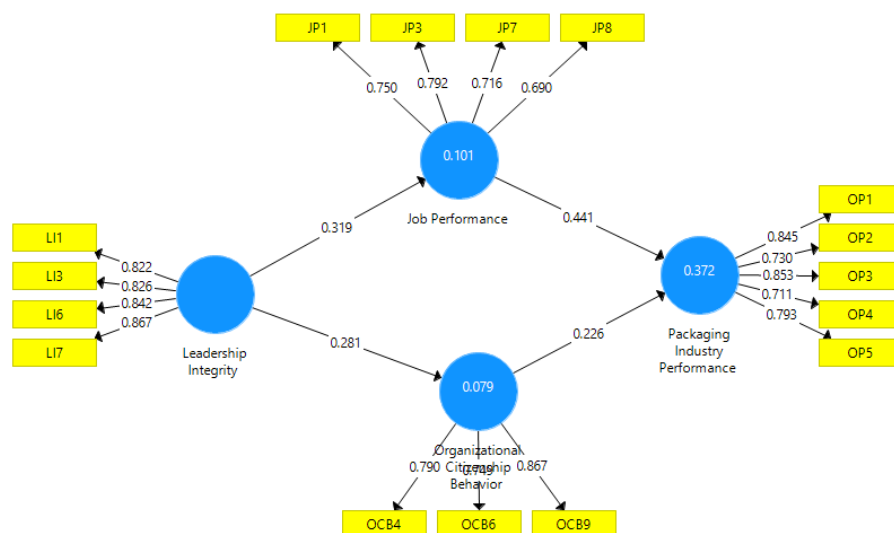| Constructs	Items	Outer Loadings	CR	(AVE)
Job Performance	JP1	0.750	0.827	0.545
	JP3	0.792		
	JP7	0.716		
	JP8	0.690		
Leadership Integrity	LI1	0.822	0.905	0.704
	LI3	0.826		
	LI6	0.842		
	LI7	0.867		
Organization Citizenship Behavior	OCB4	0.790	0.845	0.646
	OCB6	0.749		
	OCB9	0.867		
Packaging Industry Performance	OP1	0.845	0.891	0.621
	OP2	0.730		
	OP3	0.853		
	OP4	0.711		
	OP5	0.793		

Fig. 1 *Measurement Model*

Statistically speaking, discriminant validity was assessed by Fornell-Larcker criterion (Fornell-Larcker, 1981). According to Fornell-Larcker criterion, the square roots of AVE of all the constructs are greater than the inter constructs correlation. Table II shows the results

of discriminant validity; the square root of AVE can be seen in the diagonal line with boldface, which is higher than from all other values that confirmed the requirement of discriminant validity in this research.

Table II
Discriminant Validity

Construct	JP	LI	OCB	PIP
Job Performance (JP)	0.738			
Leadership Integrity(LI)	0.319	0.839		
Organizational Citizenship Behavior(OCB)	0.632	0.281	0.804	
Packaging Industry Performance(PIP)	0.584	0.290	0.505	0.788

Structural Model Assessment

Bootstrapping was applied to assess structural model on 5000 subsamples with 300 cases. The direct and mediating effects were checked through structural model assessment. The six hypotheses were tested by using structural model assessment process. Results can be seen in Table III.

Table III
Results of Direct and Mediating Effects

Relationship	B	t-Value	p-Values
Leadership Integrity -> Job Performance	0.319	2.686	0.007
Leadership Integrity -> Organizational Citizenship Behavior	0.281	2.619	0.009
Job Performance -> Packaging Industry Performance	0.441	3.394	0.001
Organizational Citizenship Behavior -> Packaging Industry Performance	0.226	1.777	0.076
Leadership Integrity -> Job Performance -> Packaging Industry Performance	0.141	1.937	0.053
Leadership Integrity -> Organizational Citizenship Behavior -> Packaging Industry Performance	0.064	1.282	0.200

Hypotheses were tested to ascertain the significant relationship between endogenous and exogenous variables. Results shows that the leadership integrity has significant impact on job performance (β = 0.319, t = 2.686, p <.05) and organizational citizenship behavior (β = 0.281, t = 2.619, p <.05). Similarly, job performance has positive relationship with performance in our sample of packaging industry (β = 0.441, t = 3.394, p <.05). Whereas, organizational citizenship behavior has no significant relationship with performance in our data of packaging industry (β = 0.226, t = 1.777, p >.05) as the results show. Results further confirmed that job performance (β = 0.141, t = 1.937, p >.05) and organizational citizenship behavior (β = 0.064, t = 1.282, p >.05) do not have any significant mediating role between leadership integrity and performance at least in the context of packaging industry of Pakistan.
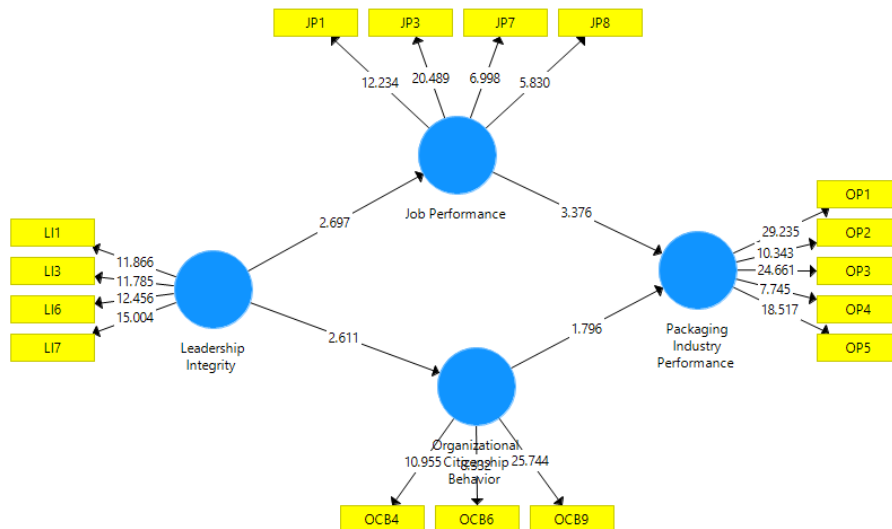

Fig. 2 *Structural Model*

Quality of Model

The quality of model is assessed by using *R* Square, *F* Square and Q Square values. The *R* square is used to check the accuracy projection of the model. Falk and Miller (1992) suggested *R* square value of 0.1 is enough to confirm the projection accuracy of the mode. In this research *R* square values of job performance (R^2 = .101), organizational citizenship behavior (R^2 = .0079) and packaging industry performance (R^2 = .372) are very close or above the threshold value. This confirmed the accuracy projection of the model. The *F* square is used to check the effect size. Cohen (1988) recommended 0.02 for small size effect, 0.15 for medium size effect and 0.35 for large size effect. Results show that leadership integrity has small size effect on job performance and OCB. Similarly, OCB also has small effect on packaging industry performance. Whereas, job performance has medium size effect on packaging industry performance. Further the Q^2 value establishes the predictive relevance of the model. The Q^2 value above "0" shows that the model has predictive relevance. The results show that all the values of Q^2 square are greater than "0" which confirmed the requirement of the predictive relevance of the model for this research.

Table IV
R Square, *F* Square and Q Square

Construct	*R* Square	*F* Square	Q Square
Job Performance	0.101	0.113	0.043
Organizational Citizenship Behavior	0.079	0.086	0.04
Packaging Industry Performance	0.372	0.186 & 0.049	0.199

Discussion

The findings of this research provide fresh insight into the connection that leadership integrity is the key for the organizations to improve their organizational performance. In the conceptual framework there are two types of variables that are leadership integrity and the other two variables as having a mediating role. However; the hypotheses are developed based upon the conceptual framework that is H1, H2, H3, H4, H5 and H6. Therefore; H1, H2 and H3 are accepted while H4, H5 and H6 were rejected.

The hypothesis (H1) suggests that in the developed model leadership integrity has a positive and significant impact on the job performance. This result advocates the finding of the researchers such as: Piccolo et al. (2018); Hinkin and Schriesheim (2015). This further clarifies the importance which trustworthiness and integrity of a leader play on the job performance of any employee. An employee can only be engaged and involved with the organization if he experiences that his manager values him, thus leading to satisfaction of employees and enhancing their job performance. H2 results suggested that leadership integrity has the positive and significant impact on the OCB which is further endorsed by the previous study results of: Sean et al. (2018): Prottas (2013); Hannes et al. (2012); Ginsburg et al. (2016). Standing similar with the findings of H1, here the construct of leadership integrity plays the similar role as discussed earlier that more a manager /leader is straight and transparent with his subordinate, better will he be regulating the emotions of the employees towards the betterment of the organization by developing their positive feelings towards the organization thus enhancing the organizational citizenship behavior.

H3 results suggested that OCB has not had a significant link with the packaging industry performance that indicates the findings of the previous research were similar such as: Sajid et al. (2017), Hadi and Saerang (2020), Paille (2013), Matta et al. (2015), Zach et al. (2017), Yuting et al. (2017). These findings are quite contradicting from the expectations that is if the employee is depicting OCB then he would be having good effect on the performance of the organization.

This result is an anomaly and possibly could be outcome of lack of understanding of the questionnaire and its underlying constructs by the respondents. The respondents are by and large belonging to the category of non-native speakers [NNS] of English language, which might have been a contributing factor as well. In any event, this must be look into by future researchers. However, we do believe it might have been context dependent as Pakistan has a unique national and corporate culture.

However, in the context of Pakistan, generally employees have the feeling that the organization must serve and support them because they are dwelling and rendering services to the organization. Given the above case, then the OCB can work the other way around and would not be significant in providing productive results towards organizational performance. H4 results indicate that Job performance is having positive and significant relationship with the packaging industry performance. It endorsed the results of the previous researchers such as: Kim et al. (2013); Dobbs, Jackson, & Lindsay, 2019). This is obvious and understandable that it is the employee who puts in efforts and in return of those efforts the organization performance is enhanced and tends to produce the required results. So, the organizations should give in their maximum efforts to enable the employee to work at their best and if the job performance is increased it provide the multiplier effect on organizational performance.

H5 results indicated that mediating role of job performance do not have any influence on leadership integrity and packaging industry performance; which shows the previous researchers' findings were similar regarding the mediating role of job performance between the leadership integrity and packaging industry performance (Piccolo et al., 2018; Matta et al., 2015; Lori et al., 2015; Leroy, Palanski, &

Simons 2012; Kannan-Narasimhan & Lawrence, 2012, Jesse et al., 2016). It seems that in the local scenario the questionable capability of the leaders does not become the right guiding beacon for the organization policy makers, or the managers are not able to adhere to the mission and vision of the organization, as they have their own personal agendas, which may work against the improvements in organizational performance. H6 results also indicated that OCB is not having any significant impact between the leadership integrity and packaging industry performance; thus, it can be suggested that mediating role has no influence and relations with the developed construct of the research model and these findings endorsed the results of the previous studies such as: Lori et al. (2015) and Paille, (2013). Similar insignificant findings in cases of the OCB are also endorsed with the direct effect observed. The logical explanation which can be given is that the feeling of ownership and possession is not generated by the leaders and owing to which, with no feeling of OCB the employees will not be able to deliver and thus it never gets translated into improvements in organizational performance.

Managerial Implications

This research is about the understanding the leadership integrity and how it improves the job performance and organizational citizenship behavior to achieve organizational performance. Based on the result we suggest that the Managers from packaging industry may focus on the leadership integrity for the improvement of employee performance and packaging industry performance. Results leads that Mangers should also deliver on promises, and they should practice what they preach. They may follow rules and regulation which they impose on their subordinates and must not attack on subordinates by using their mistakes. They must focus on the coaching of the subordinates and introduced effective performance management system to develop their employees instead of personal criticism. Results also show that job performance improve packaging industry performance. Managers should understand that leadership integrity improves employee performance that leads to organizational performance. Mangers must focus on employees' output, motivate them to work with team, come up with the ideas and complete their tasks on time. Results also indicates that organizational citizenship behavior does not have any significant relationship with packaging industry performance. This forces managers to create awareness in the packaging industry about the organizational citizenship behavior. They should conduct workshops and trained their employees this concept to increase the performance. However, there are mediating factors that used to analyze the implications of leadership integrity and organizational performance impact; these mediating variables were job performance and organizational citizenship behavior. The overall research model was fit to conduct the study; however, these factors have no significant mediating role. This specifies that the management of packaging industry does not have appropriate understanding about the leadership integrity and organizational citizenship behavior for the enhancement of organizational performance. Top management must invest on the managers' training and development related to these theories with the importance and use of these concepts into their everyday life.

Conclusion

Leadership integrity is the important element for the organization as it helps the followers to rise their trust and show their commitment to achieve the objectives of the organization. It is evident that it will help to influence other and as far as the leadership tier is concerned it should be part of their personality (Wang, Liu, & Cai, 2017). Organizational citizenship behavior is an unconditional act of performing tasks that are not part of the employment contract for the individual. It depends upon the organizational culture and individual perception to develop the behavior that is a acceptable for the organizational citizenship behavior. The study results suggest that leadership integrity is the key factor that can advance Organizational citizenship behavior and job performance in the packaging industry. The role of mediating variable is not evident that OCB has not supported the organizational performance and job performance can be effective for the organizational performance improvement (Sajid et al., 2017).

It can be concluded that OCB can be effective to develop the organizational culture and working environment better but not necessary that it will increase the organizational performance. However, job performance of the individuals can cumulatively increase the organizational performance. Leader's integrity has the strong and significant impact on the improvement of organizational performance. The final words regarding the overall consensus of the study is that leadership integrity and job performance has a certain and significant impact to improve the organizational performance. Other organizations operating in a different field can have their own factors that can be effective for them to improve the organizational performance.

Limitations and Recommendations for the Future Researchers

There is certain limitation that has restricted the researcher to conduct the study in a broader perspective and spectrum. The first and important limitation was the time horizon of this cross-sectional study, therefore; it is difficult to manage the boarder aspects of the research topic in the short time period. The respondents are not amenable to provide their candid views therefore; researchers had to strike a compromise by using a smaller sample size, thus failed to include a large number of respondents into the study. Leadership has

numerous traits and qualities that are not the part of this research report. Researchers have only used the leadership with the integrity feature and some related aspects; other factors of the leadership trait or behavior theory are not part of the study.

Future researcher can take advantage from this research report and it can be helpful for them to explore new venues of leadership and can use different traits and qualities in order to make the comprehensive conceptual framework to conduct their studies. Future researcher can choose the qualitative and quantitative research methods because researcher has presented the quantitative version of the study; mix methods will be effective and will add value to the findings of the study considerably.

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