



Does Organizational Commitment act as a Mediating Factor among Ethical Leadership on Organizational Citizenship Practices in Ethiopian Healthcare Facilities

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ABSTRACT

In the Ethiopian setting, this study examines the link between ethical leadership and organizational citizenship behavior (OCB), with a focus on the mediating function of organizational commitment. A survey of 385 employees from various Ethiopian healthcare facilities was conducted. First, to determine if the sample size is sufficient for factor analysis, the Kaiser-Meyer-Olkin (KMO) test is performed. The validity and reliability of the components are then confirmed, and the measurement model is validated using confirmatory factor analysis (CFA). Next, we use structural equation modeling (SEM) with the AMOS tool to explore the hypothesized correlations between organizational citizenship behavior, organizational commitment, and ethical leadership. The results demonstrate that employee organizational commitment somewhat attenuates the association between leader morale and corporate citizenship behavior, whereas leader morale significantly increases it. The study highlights the significance of leader morale in fostering an engaged workplace culture.

KEY WORDS

Ethical Leadership,
Organizational
Citizenship Behavior,
Mediation,
Organizational
Commitment

INTRODUCTION

In the increasingly interconnected global economy, the value of moral leadership in enterprises cannot be emphasized. Fairness, honesty, and a dedication to moral principles characterize ethical leadership. It is essential for influencing employee behavior and company culture. Organizational Citizenship Behavior (OCB), or the voluntary actions that employees do to support the smooth operation of the company, is also included in this impact, according to Taamneh et al. (2024). The link between corporate finance and morally upright leaders is vital, especially in emerging countries like Ethiopia where firms have distinct possibilities and problems. In the latter part of the 20th century, when businesses started to realize how leadership conduct affected employee satisfaction

and corporate governance, the idea of ethical leadership came into being. Academics like Brown and Treviño (2006), cited by Ali et al. (2024), have established a foundation for comprehending how ethical leaders cultivate dedication, confidence, and a feeling of inclusion among staff members. The rapid changes occurring in Ethiopia's socioeconomic landscape underscore the need of ethical leadership practices in fostering sustained organizational efficiency. It is still challenging to completely comprehend these processes due to the paucity of empirical research, especially in African contexts (Nemr & Liu, 2021).

Despite the increasing amount of study on OCB and leader ethics, there are still many real-world issues.

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Ethiopian organizations frequently encounter the issue of employee loyalty being diminished and organizational performance being subpar due to a lack of emphasis on moral considerations in leadership styles. An further challenge in evaluating these relationships is the absence of a reliable method for OCB measurement in regional settings. In order to close these disparities, this research examines the mediating function of organizational commitment in the connection between OCB and ethical leadership (Adawiyah et al., 2022). Although earlier studies have shown connections between OCB, organizational commitment, and moral leadership, there are still a number of unknowns, especially when it comes to the Ethiopian setting (Adawiyah et al., 2022). There is an urgent need for empirical study on the ways in which cultural factors influence these relationships as well as the specific mechanisms via which leader moral promotes allegiance and good citizenship. Further research is also necessary to fully understand the interplay among exogenous factors like cultural norms and economic volatility.

This study will close current gaps in the literature by offering a comprehensive examination of the effects of organizational commitment and ethical leadership on OCB in Ethiopia. To collect both quantitative and qualitative data that accurately reflect the complexity of this interaction, we want to use a mixed-methods approach. The results have great significance for upcoming scholars and legislators, as they provide insightful viewpoints on fostering moral leadership behaviors that improve worker satisfaction and organizational efficiency. The study question, "*How does ethical leadership influence organizational citizenship behavior in Ethiopian organizations, and what role does organizational commitment play as a mediating factor?*" dictates the direction of this analysis. Knowing the characteristics of Ethiopian leadership and creating strategies to enhance worker happiness and organizational effectiveness in the face of a quickly shifting economic environment both depend on this research.

BACKGROUND OF THE STUDY

The idea of ethical leadership has grown in popularity recently, especially as businesses all over the world look to improve their image and resolve difficult moral conundrums. Fairness, honesty, and social responsibility are given top priority by ethical leaders in order to establish an ethical benchmark that staff members may aim to meet. The nation's need for moral leadership is rising as a result of Ethiopia's rapid social and economic development. However, several obstacles prevent Ethiopian firms from applying ethical leadership in a practical and successful way

(Saudin, 2024). One of the biggest challenges is the cultural environment in which leadership is performed. Conventional leadership theories in Ethiopian enterprises may prioritize power and hierarchy above morality. For example, a case study of a well-known Ethiopian textile firm showed that executives usually put short-term financial gain ahead of long-term moral behavior, which led to a high staff turnover rate and low morale. When leaders acted in ways that went against professed principles, workers said they were disillusioned and that this resulted in a decrease in organizational commitment overall citizenship behaviors (Adula et al., 2023).

The absence of official training and development programs with an ethics concentration is a major impediment to ethical leadership in Ethiopia. A lack of emphasis on ethical training for leaders in many companies causes a gulf in the awareness of the significance of making moral decisions. This problem was brought to light by a case study of a mid-sized technology company in Addis Ababa, where the executives lacked the necessary abilities to resolve moral conundrums. Employees were reluctant to raise concerns about unethical behavior because of the poisonous work atmosphere and inconsistent decision-making that came from the lack of a defined strategy to ethical leadership (Mathematics, 2016). According to Mathematics, (2016),the application of ethical leadership is further complicated by outside forces like competition and unstable economies. Companies are frequently tempted to sacrifice moral principles in order to stay competitive. An instance involving an Ethiopian construction business, for instance, demonstrated how executives made the decision to eschew safety protocols in order to save expenses, endangering the welfare of their workforce and eventually harming the company's standing. This story emphasizes how leader moral must resist outside pressure and put long-term sustainability ahead of short-term rewards.

Also, there is an additional degree of complexity due to the interaction of political variables in Ethiopia. Government rules and laws frequently have an impact on organizations, and they may not be consistent with the values of leader moral. Instances of executives feeling pressured to use nepotism and favoritism because of their political connections were found in a case study of a public sector firm, which undermined the ethical norms anticipated in professional settings. These kinds of actions not only damage the organization's confidence but also lower employee commitment and engagement (Chavali & Thirumal Reddy, 2021). In conclusion, despite the body of research supporting the role of leader moral in

developing a favorable corporate culture and improving OCB, real-world obstacles still exist in the Ethiopian setting. A complex mix of factors, including political forces, external pressures, cultural norms, and inadequate training, makes it difficult for ethical leadership to establish itself. It is important to tackle these obstacles in order to advance leader moral practices that have the potential to strengthen corporate loyalty and civic engagement, which in turn can contribute to long-term organizational success. The purpose of this study is to clarify these obstacles and offer practical advice to decision-makers and executives in Ethiopia who wish to develop a more moral corporate environment.

STATEMENT OF THE PROBLEM

The research is beginning to acknowledge the important role that leader moral plays in fostering Organizational Citizenship Behavior (OCB) and strengthening organizational commitment. High levels of employee engagement, dedication, and proactive citizenship behaviors are ideal for ethical leaders' firms because they promote a vibrant workplace culture and improve overall performance. Nonetheless, this ideal condition is far different from the reality in many businesses, especially in Ethiopia (Fantahun *et al.*, 2023). Research indicates that even with the recognition of the advantages of leader moral, many Ethiopian companies find it difficult to put these values into practice, which results in poor OCB and decreased organizational commitment. There is conflicting data in the literature that is currently available, with research showing that the effects of ethical leadership on OCB differ depending on the environment (Huang, 2021). For example, whereas some studies show a large positive link among leader moral and employee conduct, other studies show mixed or even contradictory outcomes, especially in situations when moral behavior is not supported by organizational regulations. This discrepancy indicates important knowledge gaps regarding the ways in which various contextual factors moderate the association among OCB and ethical leadership.

The fact that the majority of the research to far has been done in Western contexts and may not be directly applicable to Ethiopia further complicates the situation due to theoretical inadequacies. Ethiopian companies' unique cultural and socioeconomic characteristics are frequently left out of theories that attempt to explain the mechanisms underlying ethical leadership's effect on OCB (Huang, 2021). Thus, theoretical frameworks that take into account organizational dynamics and regional cultural quirks are desperately needed. There are still gaps in our knowledge, especially when it comes to the precise processes by which

organizational commitment mediates the link among OCB and ethical leadership. Although some research indicates that organizational commitment is a crucial component, little is known about the specifics of this mediation including how and when it works. Because of this ambiguity, academics and practitioners are unable to create focused treatments that can promote OCB and strengthen ethical leadership (Al-Okaily, *et al.*, 2024).

There are also clear contextual gaps since Ethiopia's distinct sociopolitical environment presents elements that might have a big impact on the dynamics of ethical leadership. It may be more difficult to apply ethical leadership in this setting due to the interaction of political, economic, and conventional leadership philosophies (Al-Okaily, *et al.*, 2024). To effectively promote ethical leadership in Ethiopian organizations, it is important to comprehend these context-specific local variables. Empirical obstacles impede the use of leader moral concepts. Ethical compromises can result from pressure to adhere to conventional leadership conventions, and many businesses lack official training programs focused on ethical decision-making. Employee dissatisfaction as a result might result in low organizational commitment and decreased OCB, which would feed the cycle of disengagement and unethical behavior (Wang & Xiao, 2022).

By examining the connection among OCB, organizational commitment, and ethical leadership in the Ethiopian setting, this study seeks to close these gaps. Through the use of a thorough mixed-methods approach, the research will offer a detailed knowledge of the factors that specifically drive organizational commitment and civic behaviors, as well as how ethical leadership may be applied effectively. The results will not only add to the theoretical conversation but also provide politicians and organizational leaders with useful information when they want to improve the ethical environment in their firms. The study will set the groundwork for future investigations into the nuances of leader moral in various settings and provide guidance for tactics that support sustainable organizational practices in Ethiopia by tackling these complicated issues.

THEORETICAL FOUNDATION

Many theories offer insightful perspectives when examining the connection among leader moral, organizational commitment, including Organizational Citizenship Behavior (OCB). The "Social Learning Theory," which holds that people pick up habits by seeing and copying role models—especially those in leadership roles—is one of the most relevant (Sendjaya *et al.*, 2020). This notion holds that morally

upright leaders inspire their staff members to follow in their footsteps by modeling moral behavior. Because workers tend to imitate the ethical norms set by their leaders, this hypothesis is fundamental to our understanding of how ethical leadership might affect the development of OCB among employees.

"Transformational Leadership Theory" is another pertinent paradigm that highlights how leaders inspire and motivate followers to put the needs of the business ahead of their own. Respect and trust are nurtured by transformational leaders, and this may strengthen corporate commitment and motivate staff to participate in OCB. Employee engagement and civic behaviors may be greatly increased by transformational leaders through the promotion of ethical ideals and their alignment with company goals (Hermawanto *et al.*, 2022).

In this sense, "Social Exchange Theory" is also quite important. According to this idea, connections inside companies are based on reciprocal exchanges, and when workers believe their leaders are moral and helpful, they are more willing to participate in open communication and business. When workers believe they are treated fairly and ethically, they feel obligated to return the favor by acting morally and responsibly. This approach emphasizes how crucial ethical relationships and trust are to developing a loyal workforce (Ahmad *et al.*, 2023).

Additionally, "Organizational Support Theory" sheds light on how employees' commitment and actions are influenced by their views of organizational support. When companies place a high priority on ethical leadership, it sends a message to staff members that their welfare is important, which increases their commitment to and desire to participate in OCB (Mohanty & Panigrahi, 2022). This idea emphasizes how ethical leadership and employee conduct are mutually dependent, and it highlights how company culture influences employee attitudes.

"Social Learning Theory" serves as this study's primary theoretical framework (Sendjaya *et al.*, 2020). This decision is supported by its emphasis on the processes by which leader moral affects worker conduct. It offers a strong foundation for comprehending how subordinates may pick up and integrate moral principles from their superiors. This is especially important in Ethiopia, where ethical issues may be subordinated to more conventional leadership methods. The study's goal is to investigate how moral leaders may effectively model behaviors that promote organizational commitment with OCB, leading to a more moral organizational culture, by using this

theoretical lens. This emphasis on social learning will direct the study's investigation into the mechanisms by which leader moral influences workers' conduct, providing knowledge that can improve organizational performance in Ethiopia through theory and practice (Sendjaya *et al.*, 2020).

DEFINITION AND ORIGIN OF CONCEPTS

"Ethical leadership" is the practice of modeling normatively acceptable behavior for followers through one's own behaviors and interpersonal interactions. Integrity, justice, and a dedication to moral principles are qualities of ethical leaders, who instill moral values in their companies. The phrase "ethical leadership" came into vogue in the late 20th century, especially after the early 2000s business scandals that brought attention to the importance of moral behavior in executives. The concept of ethical leadership was codified by scholars like Brown and Treviño (2006) cited by Ali *et al.*, (2024), who connected it to theories of transformative leadership and social responsibility. Their research paved the way for our current knowledge of how moral leaders affect workplace cultures and employee conduct.

The term "organizational citizenship behavior" describes voluntary, above-and-beyond actions taken by staff members that improve the organization as a whole but are not expressly acknowledged by official incentive programs. Helping coworkers, being on time, and positively promoting the company to outsiders are examples of OCB actions (Malekar, 2022). Organ popularized the term "OCB" in the 1980s and highlighted the role that these optional actions have in the success of a business. His studies showed how OCB enhances organizational performance and fosters a collaborative work atmosphere. Altruism, conscientiousness, and civic virtue are just a few of the aspects that have been added to OCB throughout time to represent the diverse range of contributions made by employees outside of traditional job titles (Malekar, 2022).

The term "organizational commitment" describes an employee's psychological bond with their company, which includes their identification with the company's objectives and core values, their desire to stay with the company, and their readiness to put in effort on the company's behalf. Increased work satisfaction and lower employee turnover are associated with high levels of organizational commitment (Fosić *et al.*, 2023). In the 1970s, Meyer and Allen (1991) cited by Fosić *et al.*, (2023), presented a three-component model that included emotional, continuation, and normative commitment. This work laid the

groundwork for the notion of organizational commitment (Al- & Al-qahtani, 2020). This paradigm offered a thorough grasp of the ways in which various aspects of commitment affect employee actions and organizational results. Research on the causes and effects of organizational commitment in several settings has persisted in the following years.

EMPIRICAL LITERATURE REVIEW

Ethical Leadership and OCB

Brown et al. (2005) cited by Ali *et al.*, (2024) revealed that followers' attitudes and actions are positively impacted by ethical leadership in one of the seminal research in this field. In their study, they underlined that moral leaders create a moral atmosphere in the workplace and motivate staff members to take on civic responsibilities that advance the company. The study found that when workers believe their leaders are moral, they are more likely to display OCB because it strengthens their feeling of loyalty and confidence in the company. According to Neubert *et al.* 2009 cited by Al Halbusi *et al.*, (2021) provide more empirical support for this claim by examining the ways in which leader moral affects OCB. According to their research, moral leaders encourage a culture of open communication and trust, which helps staff members feel like they belong. People are more likely to participate in OCB in this encouraging setting because they feel appreciated and acknowledged for their contributions. According to the study, there is a strong mediating effect among ethical leadership and OCB in the ethical milieu that leaders create.

Research by Gollagari *et al.*, (2022) built on these conclusions in a cross-cultural context by looking at leader moral in various organizational contexts. Their research showed that, across a range of cultural backgrounds, ethical leadership was consistently associated with greater levels of OCB, indicating that ethical leaders' effect cuts across cultural divides. This study emphasizes how ethical leadership concepts may be applied anywhere to promote positive employee behaviors, independent of the company or cultural setting. Additionally, a number of researches have focused on the function of organizational commitment as a mediator in the connection among leader moral and OCB. For instance, Shinwari et al., (2024) study showed that leader moral increases organizational commitment, which in turn causes OCB to rise. According to their research, when leaders exhibit moral behavior, staff members are more likely to have a close emotional bond with the company, which inspires them to make valuable contributions outside of their assigned responsibilities.

Also, empirical research has investigated how particular OCB aspects are affected by ethical leadership. According to a research by Podsakoff *et al.* (2000) cited by Dwiyanti *et al.*, (2024), civic virtue, conscientiousness, and benevolence are only a few of the aspects of OCB that are positively impacted by ethical leadership. This all-encompassing strategy emphasizes the complexity of OCB and the vital role moral leaders play in encouraging these behaviors in their workforce. Even though a large amount of research has shown that ethical leadership has a favorable impact on OCB, other studies point to contextual elements that may mitigate this link. For example, research by Wilgetlanguju *et al.*, (2024) revealed that corporate culture and external economic situations may have an impact on how successful ethical leadership is in supporting OCB. This result emphasizes how important it is to take contextual factors into account when analyzing the relationships among OCB and ethical leadership.

Ethical Leadership and Organizational Commitment

Brown et al. (2005) cited by Ali *et al.*, (2024) conducted a landmark study in this field, arguing that a culture of trust and respect, fostered by ethical leadership, favorably improves followers' organizational commitment. According to their research, employees are more likely to adopt ethical ideals and form a deeper emotional bond with the company when executives exhibit such conduct. Higher levels of commitment follow from this attachment since workers feel more in line with the organization's objectives and core values. Mayer et al. (2009), who investigated the ways in which leader moral promotes organizational commitment, offer more empirical support. According to their research, moral leaders help staff members feel that the company is treating them fairly, which is important for encouraging loyalty. Employee commitment to the company is higher when they believe that leadership behaviors and decision-making procedures are fair. This study highlights how crucial moral leaders are to creating a fair workplace that encourages loyalty from workers.

These results are expanded upon by research conducted by Yunanto *et al.*, (2021), which looks at the function of ethical leadership in several cultural contexts. According to their research, there is a general relationship among greater levels of organizational commitment and ethical leadership. This cross-cultural viewpoint supports the notion that leader moral behaviors may effectively increase commitment in a variety of business contexts by bridging cultural divides. Also, it has been determined that trust plays a crucial mediating role in the link among organizational

commitment and ethical leadership. A study by Jun *et al.*, (2024), organizational commitment is significantly predicted by one's level of confidence in the leadership. Employee loyalty to the company grows when they have faith in their leaders to operate morally and justly. This research emphasizes how crucial leader moral is to fostering trust, which in turn improves organizational commitment.

According to a study by Jun *et al.*, (2024), their results confirmed that leader moral raises organizational commitment, which encourages workers to perform better and be more satisfied with their jobs. The direct impact of ethical leadership on commitment eventually leads to improved organizational performance, as this study demonstrates. Contextual variables may attenuate the link among ethical leadership and organizational commitment, despite the strong evidence supporting this association. For example, Wilgetlanguju *et al.*, (2024) noted that the environment of the company and the state of the economy outside the business might affect how well ethical leadership fosters commitment. This suggests that more investigation is necessary to determine how various settings might affect the dynamics of this interaction.

Organizational Commitment and OCB

Organ (1990) carried out one of the first research in this field, proposing that because of their emotional connection to the company, dedicated workers are more likely to display OCB (Malekar, 2022). He maintained that workers who have a strong sense of loyalty to their company are driven to make a good contribution by supporting the objectives of the company and their coworkers in addition to doing their assigned jobs. The foundation for later studies examining the relationship among commitment and civic engagement behaviors was established by this groundbreaking work. Meyer and Allen (1991) cited by Fosić *et al.*, (2023), who created a three-component model of organizational commitment—*affective, continuation, and normative commitment*—provided more empirical support. According to their research, OCB was most strongly predicted by affective commitment, or an emotional bond with the organization. Workers that exhibit strong emotional commitment are more inclined to take independent actions that advance the organization because they have a personal stake in its success. This breakdown of commitment types highlights the need of developing emotional commitment in order to improve OCB in workers.

In order to further explore this association, Podsakoff *et al.* (2000) cited by Dwiyantri *et al.*, (2024) looked at

a number of OCB characteristics, including conscientiousness, civic virtue, and altruism. According to their research, more organizational commitment was linked to more participation in every component of OCB. This all-encompassing strategy emphasizes the complexity of OCB and supports the notion that dedicated workers are more likely to make a positive impact on their workplace (Malekar, 2022). Also, the mediating function of work satisfaction in the link among organizational commitment and OCB was investigated by Shinwari *et al.*, (2024) research. According to their research, OCB is supported by organizational commitment, which also raises work satisfaction. Workers that have a strong sense of commitment to their company are probably more satisfied with their job, which encourages them to act in ways that help their coworkers and the company as a whole. The cascade effects of organizational commitment—*commitment causing satisfaction, which in turn affects OCB*—are highlighted by this study. Also, it has been investigated how contextual circumstances affect the commitment-OCB connection. For example, corporate environment and culture may be able to modify the association among OCB and commitment, according to a research by Wilgetlanguju *et al.*, (2024). The favorable impacts on OCB are enhanced in cultures that are supportive and promote commitment, suggesting that the organizational environment is a critical factor in determining employee behavior.

Ethical Leadership, OCB and Organizational Commitment Mediation

According to Shinwari *et al.*, (2024) carried out one of the seminal research analyzing this mediating link and discovered that leader moral dramatically increases organizational commitment, which in turn causes greater OCB. Their study highlighted that employees are more likely to have a sense of identity and belonging to the company when leaders act morally—that is, when they act with honesty, justice, and moral direction. Affective commitment, the term for this emotional relationship, drives workers to participate in OCB, such as supporting organizational efforts and assisting coworkers. The results of this study highlight how crucial leader moral is in creating an atmosphere that encourages dedication and good citizenship. The study of Yunanto *et al.*, (2021), who examined the mediating function of organizational commitment in the link among ethical leadership and OCB across several cultural contexts, provides additional empirical evidence. According to their findings, leader moral raises organizational commitment, which in turn raises OCB. This study supported the notion that moral leaders foster a culture that fosters workers' psychological commitment to the company and

encourages them to take calculated risks that benefit the company as a whole as well as their peers.

Also, Wilgetlanguju *et al.*, (2024) investigated the relationships among organizational commitment, OCB, and ethical leadership. They proposed that leader moral fosters respect and trust in staff members, which strengthens their loyalty to the company. Employees are more likely to display OCB as a result of this increased feeling of commitment. According to their research, leader moral creates an atmosphere where workers feel appreciated and valued, which is essential for encouraging dedication and, ultimately, OCB. Additionally, a research by Neubert *et al.* 2009 cited by Al Halbusi *et al.*,(2021)expanded on the mediating function of organizational commitment. Employees who thought their bosses were morally upright were more likely to become deeply committed,

CONCEPTUAL FRAMEWORK

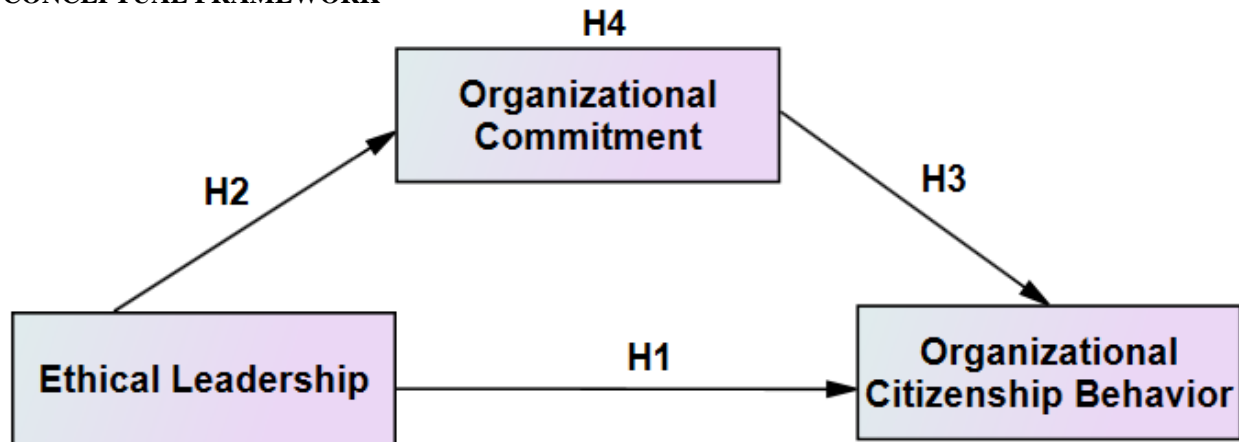


Figure1. Conceptual Framework

RESEARCH METHODOLOGY

Through the mediation of organizational commitment, this study used a quantitative research methodology to examine the impact of leader moral on Organizational Citizenship Behavior (OCB). Using a stratified random selection approach, a sample of 390 health professionals from Guji zone, Ethiopia, was selected from a variety of Ethiopian organizations to guarantee representativeness across different sectors and organizational sizes. Based on previously published research, validated scales for measuring the concepts of organizational commitment, ethical leadership, and OCB were incorporated into the questionnaire's development. Before doing an exploratory factor analysis (EFA), the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity were performed to verify the validity and reliability of the scales. The sample size was considered sufficient for

which raised OCB, according to their research. It was shown by the study that leader moral fosters moral environments that increase commitment and motivate staff members to go above and beyond the call of duty. Even though there is a lot of data to support organizational commitment's mediating function, other studies contend that the strength of this link may vary depending on the circumstances. For instance, studies conducted by Shinwari *et al.*, (2024) suggested that the environment and culture of the business might mitigate the effects of leader moral on commitment and OCB. The benefits of ethical leadership on commitment and OCB are probably going to be greater in settings where moral behavior is supported by corporate rules and norms.

factor analysis if the KMO value was more than 0.6. After that, EFA was carried out to determine the constructions' underlying factor structures. To improve the clarity and consistency of the scales, items with low factor loadings were eliminated, following the recommendations of the exploratory factor analysis.

A thorough assessment of relevant literature served as the foundation for developing the scales. The scale for ethical leadership was modified from Brown and Treviño's (2006) cited by Ali et al., (2024), Ethical Leadership Scale, which includes aspects like honesty, equity, and moral direction. In order to make sure that every dimension was fairly represented in the finished instrument, organizational commitment was measured using Meyer and Allen's (1991) cited by Fosić *et al.*, (2023), three-component model, which comprises

emotional, continuity, and normative commitment. Lastly, the Podsakoff et al. (2000) scale was used to evaluate OCB. This scale measures a number of characteristics, including civic virtue, conscientiousness, and altruism. Structural Equation Modeling (SEM) was used with AMOS software to examine the proposed correlations among the constructs once the factor structures were established by EFA. SEM made it possible to evaluate both direct and indirect linkages, giving rise to a thorough

knowledge of the ways in which organizational commitment and ethical leadership impact OCB. In order to make sure the model accurately reflected the data, the fit of the model was assessed using indices such as the Chi-square statistic, Root Mean Square Error of Approximation (RMSEA), and Comparative Fit Index (CFI).

Table 1. Data Adequacy Measure

Kaiser Meyer Olkin Extent of Adequate. Sample			.908
Sphericity Test of Bartlett	Chi-Square (Relative)		19484.673
	Degree of freedom		780
	p-value		.000

DATA ANALYSIS

Source: Authors

The data adequacy parameters used to evaluate the sample's eligibility for factor analysis is shown in Table 1. A value of .908 was obtained for the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy, suggesting a very high degree of adequacy for factor analysis. Strong correlations among the variables are often seen as indicating that the sample size is enough for the study when the KMO value is greater than 0.8. More confirmation was also given by the Bartlett Sphericity Test, which had a degree of freedom of 780

and a Chi-Square value of 19,484.673. The correlation matrix's significant difference from an identity matrix is confirmed by the corresponding p-value of .000, suggesting that the variables are probably connected and appropriate for component analysis. All things considered, these results confirm that the sample was suitable for the ensuing exploratory factor analysis, guaranteeing the validity and reliability of the conclusions.

Table 2: Sum Variance Illuminated

Sum Variance Explained									
Fact or	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Sum	% of Variance	Cumulative %	Sum	% of Variance	Cumulative %	Sum	% of Variance	Cumulative %
1	2.7	26.7	26.76	2.7	26.7	26.7	8.7	21.9	21.9
2	1.9	14.9	41.71	1.9	14.9	41.7	6.0	15.0	37.0
3	1.3	10.9	52.68	1.3	10.9	52.6	4.6	11.6	48.6

Abstraction Process: PCA.

Source: Authors

The Principal Component Analysis (PCA) results are summarized in Table 2, which also shows the variance explained by each factor and its eigenvalues. The table lists the rotation sums of squared loadings, the extraction sums of squared loadings, and the starting eigenvalues, all of which are necessary to comprehend the underlying structure of the data. Before any

extraction is done, the initial eigenvalues show how much variance each element accounts for. With an eigenvalue of 2.7 in this study, the first component accounts for 26.7% of the variance in total. This implies that a substantial amount of the underlying data structure is captured by this component. With an eigenvalue of 1.9, the second component adds 14.9% to the total variance explained, making the cumulative

variance explained 41.7%. With an eigenvalue of 1.3, the third component contributes 10.9%, making the total proportion 52.6%. These results show that more than half of the variance in the dataset can be explained by the first three components taken together.

The robustness of the found factors is confirmed by the extraction sums of squared loadings, which match the original eigenvalues. The rotation sums optimize the way each variable loads onto the specified components, which further improves the factors' interpretability. According to the rotation findings, the first component contributes a considerable 21.9% of the variation to the overall structure, with the second and third variables making up 15.0% and 11.6% of the variance, respectively. Overall, the PCA findings indicate that the analysis reveals three main components, each of which significantly affects the variance in the data. This suggests a distinct underlying structure that might direct additional interpretation and research of the connections among the concepts under study. While the succeeding factors

Table 3: Covariances

Covariance		Estimate	S.E.	C.R.	P	Hy.
Organizational Commitment	<--> Ethical Leadership	.563	.094	5.989	.00	H2
Organizational Commitment	<--> Organizational Behavior	.493	.056	8.803	.00	H3
Ethical Leadership	<--> Organizational Behavior	.652	.105	6.209	.00	H1

Source: Authors

The covariance estimates among the constructs of organizational commitment, ethical leadership, and organizational citizenship behavior (OCB) are shown in Table 3, which facilitates hypothesis testing and offers important insights into the interactions among these variables. To assess the strength and importance of the correlations, each row contains the following: the covariance estimate, standard error (S.E.), critical ratio (C.R.), and significance level (P). Organizational commitment and ethical leadership have a first covariance estimate of 0.563, a critical ratio of 5.989, and a p-value of .00. Strong evidence for Hypothesis 2 (H2), which holds that leader moral has a beneficial impact on organizational commitment, can be seen in this connection. The statistical significance of the link is indicated by the significant p-value, implying that employees are more likely to become more committed to the organization when leaders exhibit moral behavior. There is a 0.493 second covariance estimate, a critical ratio of 8.803, and a .00 p-value among Organizational Citizenship Behavior and

offer more information on the subtleties of the underlying constructs, the first factor's significance in capturing the primary dimensions of the data is highlighted by the fact that it accounts for a significant percentage of the variance. For the study's measurements to be valid and to appropriately evaluate the connections among OCB, organizational commitment, and ethical leadership, a systematic method using PCA is necessary.

Confirmatory Principle component Examination

Confirmatory principle component examination is a sort of statistics that is used to validate the principle component arrangement of a group of directed proxies. Studies can assess hypotheses using CFA based on the underlying frame job and correlatives among observable proxies. The investigation used CFA under table 3 to assess the hypothesis that there is a relationship among the proxies that are being guided and the latent ideas that support them.

Organizational Commitment. Hypothesis 3 (H3), according to which organizational commitment improves with time, is supported by this study. Strong relationships are indicated by the high C.R. value, and the significance level further attests to the fact that loyal workers are more likely to take actions that advance the company.

In conclusion, a critical ratio of 6.209, a p-value of .00, and an estimated covariance of 0.652 are found among Organizational Citizenship Behavior and Ethical Leadership. The hypothesis that ethical leadership has a favorable impact on OCB is supported by this high association (H1). The statistical significance of the significant p-value suggests that moral leaders are important in motivating their staff to demonstrate good citizenship. The association is not just robust but statistically significant. According to these results, leader moral fosters organizational commitment, which supports OCB. The robust statistical

significance of these associations highlights the need of promoting leader moral behaviors in companies to

develop devoted workers who actively support the success of the company.

Table 4: Validity Concern

	CR	AVE	MSV	MaxR(H)	EL	OC	OCB
EL	0.732	0.643	0.219	0.852	0.654		
OC	0.758	0.657	0.132	0.763	0.171	0.665	
OCB	0.793	0.603	0.274	0.797	0.383	0.193	0.684

Note: EL= Ethical Leadership; OC= Organizational Commitment; OCB= Organizational Citizenship Behavior
Source: Authors

Important metrics pertaining to discriminant validity are included in Table 4. The purpose of discriminant validity is to evaluate the distinctness of ideas that are assumed to be unrelated. Ensuring that every construct measures a distinct feature of the theoretical framework is crucial. The Average Variance Extracted (AVE) for each concept is the first thing we look at when assessing discriminant validity. The AVE for each construct should be more than 0.5 to be considered discriminantly valid; this means that the construct accounts for more than half of the variation in its indicators. This requirement is met in this instance by all three constructs, EL (0.643), OC (0.657), and OCB (0.603), indicating that they are able to sufficiently capture the variance of their respective items. The Maximum Shared Variance (MSV) is next examined and contrasted with the AVE values. The square root of the AVE for every concept must be **Mediating role Examination**

higher than the correlations among that construct and other constructs in order to meet the discriminant validity criteria (MSV). The AVE values have the following square roots: nearly 0.802 for EL, roughly 0.811 for OC, and roughly 0.776 for OCB. These results (e.g., EL's MSV is 0.219, OC's is 0.132, and OCB's is 0.274) are higher than the MSV for each construct, indicating that the constructs are, in fact, different from one another. Additionally, all constructions' Composite Reliability (CR) values are higher than the permissible cutoff point of 0.7, showing strong internal consistency. With CR values of 0.732 for EL, 0.758 for OC, and 0.793 for OCB, the study's measurements are confirmed to be reliable. These results bolster the validity of the study's measuring approach and raise the caliber of the investigations that follow.

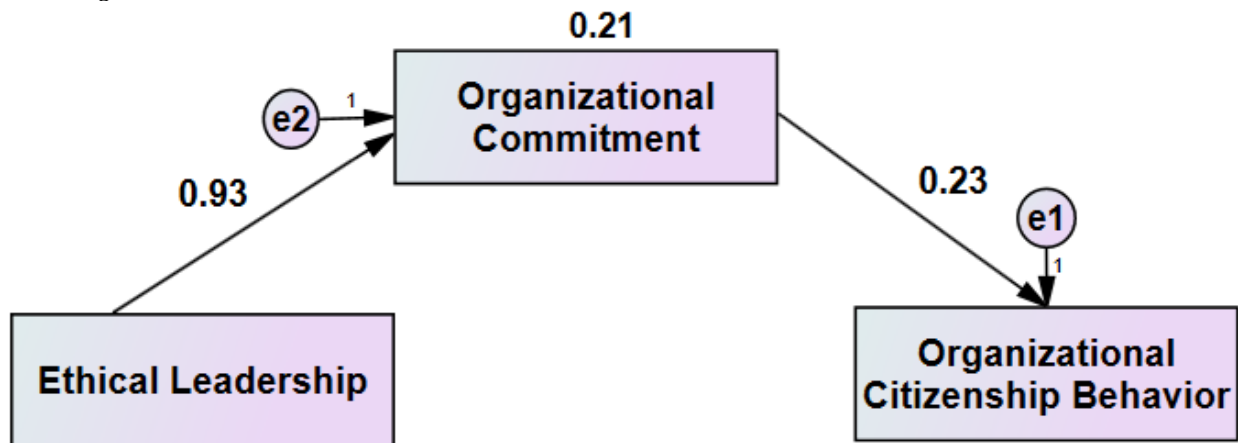


Figure 2. Structural Equation Model

Model fit indices

Table 5: Model Fitness

Sig.	Chi-Sq	RMR	GFI	PNFI	TLI	RMSEA
0.003	2.163	.037	0.929	0.925	0.921	.029

Source: Authors

The model fitness indicators used to evaluate the overall fit of the structural equation model (SEM) utilized in this investigation are shown in Table 5. When a model fits the data considerably better than a model with no associations, the significance level (Sig.) is stated as 0.003. Chi-Square (Chi-Sq) values range from 2.163 to 2.163, where lower values correspond to a better match among the actual data and the model. The model's adequacy is further supported by the Root Mean Square Residual (RMR) value of.037, which shows a low degree of difference among the observed with predicted covariance matrices. Also, the stated Goodness of Fit Index (GFI) is 0.929, surpassing the widely recognized cutoff of 0.90, signifying that a significant percentage of the data variation can be explained by the model. A parsimonious model that maintains a decent fit with

the data is suggested by the Parson's Normed Fit Index (PNFI), which is reported as 0.925. The model's fit is further supported by the Tucker-Lewis Index (TLI), which has a value of 0.921. A number closer to 1 denotes a better fit. Last but not least, the model's close fit to the data is demonstrated by the Root Mean Square Error of Approximation (RMSEA) value of.029, which is significantly lower than the acceptable cutoff of 0.05. The model effectively captures the relationships among ethical leadership, organizational commitment, as well as organizational citizenship behavior, as demonstrated by the significant Chi-Sq value, low RMR, and favorable GFI, PNFI, TLI, and RMSEA values. These findings serve as a strong foundation for the study's conclusions.

Table 6: Regression Examination

Relative		Approx.	S.E.	C.R.	P	Ass.
Organizational Commitment	<--- Ethical Leadership	.716	.405	1.767	.06	H2
Organizational Citizenship Behavior	<--- Organizational Commitment	.651	.197	3.304	.00	H3
Organizational Citizenship Behavior	<--- Ethical Leadership	.563	.105	5.361	.00	H1

Source: Authors

The findings of the regression analysis, which shed light on the connections among organizational commitment, ethical leadership, and organizational citizenship behavior (OCB), are shown in Table 6. For assessing the study's hypotheses, the estimates, standard errors (S.E.), critical ratios (C.R.), and p-values are essential. With a normalized estimate of.716, the first regression result shows a link among organizational commitment and ethical leadership. A marginally significant link is shown by the critical ratio of 1.767 and the p-value of.06, which offers some support for Hypothesis 2 (H2), which holds that organizational commitment is favorably influenced by ethical leadership. While the p-value is somewhat higher than the standard cutoff of 0.05, the substantial impact size suggests that leader moral is a major factor in raising organizational commitment.The impact of organizational commitment on organizational citizenship behavior is investigated in the second regression finding. With a p-value of.00 and a critical ratio of 3.304, the standardized estimate of.651 offers strong evidence in favor of Hypothesis 3 (H3). This result supports the hypothesis that dedicated workers are more likely to take actions that advance the organization by confirming the relationship among OCB and organizational commitment.

Lastly, a normalized estimate of.563 from the regression analysis shows that ethical leadership has a direct impact on organizational citizenship behavior. A p-value of.00 and a critical ratio of 5.361 provide significant evidence for Hypothesis 1 (H1), which asserts that OCB is positively impacted by ethical leadership. This strong correlation suggests that moral leaders successfully motivate staff members to take on optional civic duties in addition to their assigned duties. Finally, the regression results offer strong support for Hypotheses 1 and 3, demonstrating the beneficial correlations among organizational commitment and OCB and ethical leadership. While Hypothesis 2 indicates that ethical leadership does increase organizational commitment, it does so in a negligible way, indicating that further research may be necessary to properly understand this link. All things considered, these results provide insightful information on the dynamics of leader moral, dedication, and civic engagement in businesses.

Table 7. Mediating Effect

	Influence	worth	Path Influence
Ethical Leadership → Organizational Citizenship Behavior	Direct Influence	.10	Direct insignificant effect
Ethical Leadership → Organizational Commitment → Organizational Citizenship Behavior	Indirect Influence	.93*.23=.21	Indirect Influence Ensued
	Whole influence	.21	Full mediation

Source: Authors

The results of mediating function are summarized in Table 7. The study determines the kind of mediation by distinguishing among direct and indirect impacts. The correlation coefficient among Ethical Leadership and Organizational Citizenship Behavior is 0.10, with a disclaimer stating that this correlation is negligible. This implies that ethical leadership does not directly cause OCB and that the impact of ethical leadership on OCB alone is not statistically significant when looking at the link among the two variables alone. The table 7, however, emphasizes how organizational commitment, a byproduct of ethical leadership, has an indirect impact. Multiplying the route estimates of Organizational Commitment to OCB (0.23) and Ethical Leadership to Organizational Commitment (0.93) yields an indirect influence of 0.21. This strong indirect impact supports the mediating function of organizational commitment in this connection by showing that when ethical leadership cultivates organizational commitment, it subsequently improves OCB. The total influence, which is shown as 0.21, indicates that full mediation has occurred. This indicates that organizational commitment is the only way that ethical leadership has an influence on OCB. The results imply that moral leaders are essential in fostering employee commitment, which encourages individuals to take independent actions that advance the company. In conclusion, Table 7's mediation analysis offers strong proof that organizational commitment completely mediates the connection among OCB and ethical leadership. This emphasizes how crucial it is to support leader moral behaviors in order to strengthen company commitment, which in turn encourages higher employee participation in civic engagement.

DISCUSSION

The study's conclusions shed important light on the connections among organizational commitment, ethical leadership, and organizational citizenship behavior (OCB). The findings suggest that leader moral is essential in forming organizational

commitment, which in turn affects workers' propensity to practice good citizenship. This is consistent with previous research that highlights the value of leader moral in fostering a supportive work environment. Integrity and fairness are traits of ethical leaders, and they create a work atmosphere where people feel appreciated and valued. Their emotional tie to the organization is strengthened by this sense of belonging, which raises their level of commitment. The study also emphasizes how organizational commitment acts as a mediator among OCB and ethical leadership. Although there was no direct impact of ethical leadership on OCB, there was a strong indirect impact due to organizational commitment, showing complete mediation. This shows that workers' level of commitment to their firm influences the link among ethical leadership and OCB, rather than the relationship operating in a vacuum. Leaders that exhibit ethical behavior not only foster a culture of trust but also inspire workers to make deeper commitments to the company, which in turn encourages them to take on discretionary actions that benefit both the company and their peers.

The results also have applications for companies looking to improve worker performance and engagement. Organizations may produce leaders who value ethical behavior and create a positive work environment by investing in ethical leadership development. Consequently, there may be an increase in organizational commitment and OCB as a result. Organizations can also concentrate on developing mechanisms that strengthen commitment, such chances for employee engagement in decision-making processes and recognition programs. This study does have several drawbacks, though. Because of the cross-sectional design and potential for bias resulting from the use of self-reported measures, it may be more difficult to make causal conclusions. To further understand the dynamics of these interactions throughout time, longitudinal studies should be taken into consideration in future study. Also, investigating contextual elements like external economic conditions

and organizational culture may offer a more nuanced understanding of how ethical leadership affects OCB and commitment in various contexts.

CONCLUSION

In conclusion, this research offers strong proof of the important impact that leader moral has on organizational commitment with organizational citizenship behavior (OCB). The results show that leader moral cultivates a strong feeling of commitment in workers, which is necessary to motivate them to take initiative and do things that are advantageous to the company. The study concluded that organizational commitment fully mediates the relationship among ethical leadership and OCB, despite the fact that the direct impact of ethical leadership on OCB was found to be negligible. This finding emphasizes the crucial role that commitment plays as a conduit for the transmission of ethical leadership into positive employee behaviors. These observations highlight how important it is for businesses to give ethical leadership development top priority in order to improve worker engagement and output. Organizations may foster a supportive work environment that fosters employee engagement and eventually increases overall corporate behavior (OCB) by developing leaders who model ethical conduct. Additionally, the results point to useful ramifications for organizational practices and policies including inclusive decision-making committees and recognition programs that are meant to strengthen commitment.

Notwithstanding several drawbacks, such as the cross-sectional design and dependence on self-reported data, this study makes a significant contribution to the field of organizational behavior research. Future studies should examine the temporal dynamics of these connections and the impact of contextual variables on the efficacy of leader moral. The study's overall findings highlight the significance of leader moral in developing a dedicated workforce that actively supports corporate success, opening the door for more research into the intricate relationship that exists among commitment, leadership, and employee behavior.

MANAGERIAL IMPLICATIONS

The study's conclusions have a number of significant management ramifications for companies looking to improve worker performance and engagement. First of all, the strong correlation that exists among organizational commitment and ethical leadership underscores the need for businesses to place a high

priority on developing ethical leaders. In order to cultivate an environment of honesty and trust among their employees, managers ought to get ethical decision-making and conduct training. Leaders may foster an environment where workers feel valued and respected by demonstrating ethical behavior. This is important because it fosters commitment. Organizations should also put in place mechanisms that honor and promote leader moral. Recognition programs have the power to strengthen the conduct that fosters a great work environment, inspiring employees and executives alike to practice good citizenship. Also, encouraging candid communication and incorporating staff members in decision-making procedures can strengthen their sense of commitment and belonging, which will further promote OCB.

PRACTICAL IMPLICATIONS

The study's conclusions have a number of applications for businesses looking to improve worker morale and cultivate an ethical culture. First and foremost, companies have to put in place training courses centered on developing moral leaders. These programs can give leaders the abilities and information needed to effectively serve as role models for ethical behavior, fostering an environment of integrity and trust at work. Organizations may make sure that their leaders actively practice ethics in their everyday contacts with staff members and that they recognize the value of ethics by making ethical training a top priority. Organizations should also set forth explicit rules and regulations that support moral conduct at all levels. All staff members should get clear communication about these policies so that everyone is aware of the anticipated standards of behavior. Frequent talks and seminars may uphold these principles and promote candid conversation about moral conundrums, giving staff members the confidence to make moral choices. Organizations might also gain from developing incentive and recognition programs that emphasize moral conduct and dedication to the company. By praising staff members who demonstrate these ideals, companies may inspire others to follow in their footsteps. A healthy workplace culture may be fostered by providing chances for professional growth, public recognition, and rewards, among other types of recognition.

THEORETICAL IMPLICATIONS

The study's conclusions provide a substantial theoretical contribution to our knowledge of the connections among organizational commitment, ethical leadership, and organizational citizenship behavior (OCB). The research supports ideas that highlight how leadership shapes employee attitudes

and actions by providing a direct connection among leader moral and corporate commitment. This lends credence to the idea that leaders play a crucial role in establishing a favorable workplace culture, which is necessary to encourage employee loyalty. Moreover, by emphasizing the pathways via which leader moral affects worker conduct, the study's validation of organizational commitment as a complete mediator among OCB and ethical leadership enriches the body of knowledge. This mediation effect highlights the significance of psychological elements, such as commitment, in fostering OCB and implies that the influence of ethical leadership goes beyond explicit actions. This realization is consistent with the social exchange hypothesis, which holds that workers respond positively to leaders who treat them by going above and beyond the call of duty.

RECOMMENDATIONS

Several recommendations for firms looking to improve organizational commitment, ethical leadership, and organizational citizenship behavior (OCB) may be made in light of the study's findings. First and foremost, companies have to give top priority to developing leader moral through extensive training initiatives. The main goal of these programs ought to be to provide leaders the tools they need to lead by example and convince their teams of the value of ethics. Organizations may cultivate a healthy work environment that promotes employee dedication and discretionary behavior by cultivating ethical leadership. Organizations should also create explicit ethical principles and guidelines that specify acceptable conduct at all levels. It is imperative that workers get frequent communication and reinforcement of these rules via seminars and conversations. This will help to ensure that staff members are aware of the expected behaviors and feel equipped to make moral judgments. Providing a safe space for staff to freely address moral conundrums can bolster this dedication even more. Systems of recognition and rewards that emphasize moral behavior and corporate dedication should be put in place by organizations. Honoring staff members who live up to these ideals can inspire others to follow suit, strengthening the OCB and commitment culture. Such appreciation can come in a number of forms, such as prizes, public acclaim, or chances for career advancement.

FUTURE DIRECTIONS

To increase comprehension and relevance, future studies in the fields of organizational commitment, ethical leadership, and organizational citizenship behavior (OCB) should focus on a number of important issues. Initially, longitudinal research may

offer significant perspectives on the ways in which these dimensions' interactions change over time. Researchers may get a deeper understanding of the long-term impacts of ethical leadership on OCB and pinpoint crucial times for action by monitoring shifts in ethical leadership practices with employee commitment. Future research should also take into account how contextual elements like industry, organizational culture, and geographic location affect the relationships among OCB, commitment, and ethical leadership. Examining the ways in which these factors interact can provide a more nuanced understanding of the ways in which ethical leadership appears in various contexts and cultural contexts, adding a diverse viewpoint to the body of current work. Investigating different mediators and moderators that could affect the connections among these constructs is a potentially fruitful avenue. Examining the functions of organizational justice, work happiness, and confidence in leadership, for example, may reveal more intricate paths by which leader moral influences OCB and commitment. Comprehending these relationships may provide firms a more all-encompassing structure for cultivating employee engagement.

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