



Investigating the Relationship of Organizational Identification, Organizational Citizenship Behaviour and Ethical leadership in Context of College Teachers

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Article History	Abstract
Received: 09 June 2023 Revised: 12 Sept 2023 Accepted: 02 Oct 2023	<p><i>The study initiated with the focus on three broad parameters Organizational Identification, Organizational Citizenship behavior and Ethical leadership. The main aim of this study was to Investigating the Relationship of Organizational Identification, Organizational Citizenship behavior and Ethical leadership in context of College Teachers. The study was conducted with the help of convenient sampling and consisting of 402 college faculty members in Punjab region. Structured questionnaire was prepared and survey was conducted through online as well as offline mode. Exploratory Factor Analysis and Confirmatory factor analysis along with Structured Equation modeling was applied to reach the desired results. At the end, the result indicated that ethical leadership has strong and direct influence on Organizational Identification and Organizational Citizenship behavior.</i></p>
CC License CC-BY-NC-SA 4.0	<p>Keywords: <i>Organizational Identification, Organizational Citizenship behavior, Ethical leadership, Reliability, Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA).</i></p>

1. Introduction

The concept of organizational identification and organizational citizenship behavior in ethical leadership has gained significant importance in academic field as well as corporate world (Yukl, 2002). Few researchers have found that there was close relationship exist between ethical leadership & organizational identification and organizational citizenship behavior (Walumbwa, 2012). (Rehman, 2018) Ethical Leadership is considered as key ingredients of the organization in order to gain significant position in the corporate world. Even today the concept of ethical leadership helps the organization to gain the competitive environment in terms of innovativeness and creativity. Even previous studies have also focused on Job satisfaction, emotional commitment and ethical leadership in the workplace and result were satisfactory among the correlation between ethical leadership and employee's perception (Neubert 2009; Ogunfowora, 2009). (Akar, 2019) was also focused on employee perception and ethical leadership and findings revealed that there was positive correlation between ethical leadership and OCB's and there was negative correlation exist between ethical leadership and CWB's. (Yang & Wei, 2018) also focused on ethical leadership and employee perception. At the end result was satisfactory by comparing correlation two factors on same scale, (Chen, 2011) discussed that there were many constraints pertaining to ethical leadership, which reduces the impact of ethical leadership in the organizations. ((Barnes, 2010) discussed that OC is one of the significant factors which affects the impact of EL on-organization behavior.

2. Literature Review

(XIAOJUN LU, 2014) classified concept of organizational identification and organizational citizenship behavior in ethical leadership into two categories: OCBO and OCBI. At the both the categories were significantly affected the ethical leadership. (Khan, 2017) investigated the relationship between ethical leadership and organizational citizenship behavior, at the end the study concluded that that there was

positive relationship exist between ethical leadership and organizational citizenship behavior. Trevino. (2003) conducted the study in large organizations, where the focus of the study was on executive ethical leadership. They focused on different parameters such as doing the right things, being a good human and good communicator (Trevino, 2003). Resick et al. (2006) conducted the study on global leadership and organizational behavior effectiveness. It was such a long and effective study, which was conducted in different countries. The main focus was on ethical leadership. Neubert (2013) conducted exhaustive study on the impact of EL on OCB's, there was substantial evidence from the study that there was strong correlation exist between EL and OCB's. few other authors were also supported the results that there was strong correlation exist between EL and OCB's, they have also proved with their primary studies (Ali, 2018). EL. Khuong and Nhu (2015) explained that EL is strong component, under which a leader is honest, loyal, patience and influenced their staff in such a way so that they can perform in a better way.

Aim Of the Study

To Investigating the Relationship of Organizational Identification, Organizational Citizenship behavior and Ethical leadership in context of College Teachers.

3. Methods

The study was conducted with the help of convenient sampling and consisting of 402 college faculty members in Punjab region. Structured questionnaire was prepared and survey was conducted through online as well as offline mode. The data has been collected from different districts of Punjab region and different colleges have been selected for this purpose. It was difficult collect large number of samples, so as per hair, 2010, sample of 402 respondents have been collected. Proper permissions were taken before conducted this survey and participation was voluntarily in nature and it was ensured to each and every faculty member that their data would remain confidential on later stages data would be destroyed.

Measures

Five-point Likert scale was applied to get the desired responses from the respondents: Strongly disagree, Disagree, Neutral, Agree and Strongly Agree). Further three broad factors were also divided into 10 sub categories: **Altruism, Conscientiousness, Courtesy, Civic virtue, Sense of connection to organization's goals, Sense of identification with organization's values, Sense of organization care, Integrity, Fairness, ethical leadership.** Furthermore 28 statements have been used under the 10 sub categories

Hypothesis of the Study

H₁: **Altruism** has significant positive effect on Ethical Leadership

H₂: **Conscientiousness** has significant positive effect on Ethical Leadership

H₃: **Courtesy** has significant positive effect on Ethical Leadership

H₄: **Civic virtue** has significant positive effect on Ethical Leadership

H₅: **Sense of connection to organization's goals** has significant positive effect on Ethical Leadership

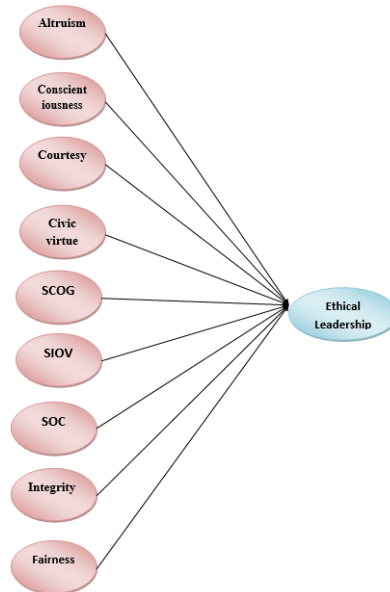
H₆: **Sense of identification with organization's values** has significant positive effect on Ethical Leadership

H₇: **Sense of organization care** has significant positive effect on Ethical Leadership

H₈: **Integrity** has significant positive effect on Ethical Leadership

H₉: **Fairness** has significant positive effect on Ethical Leadership

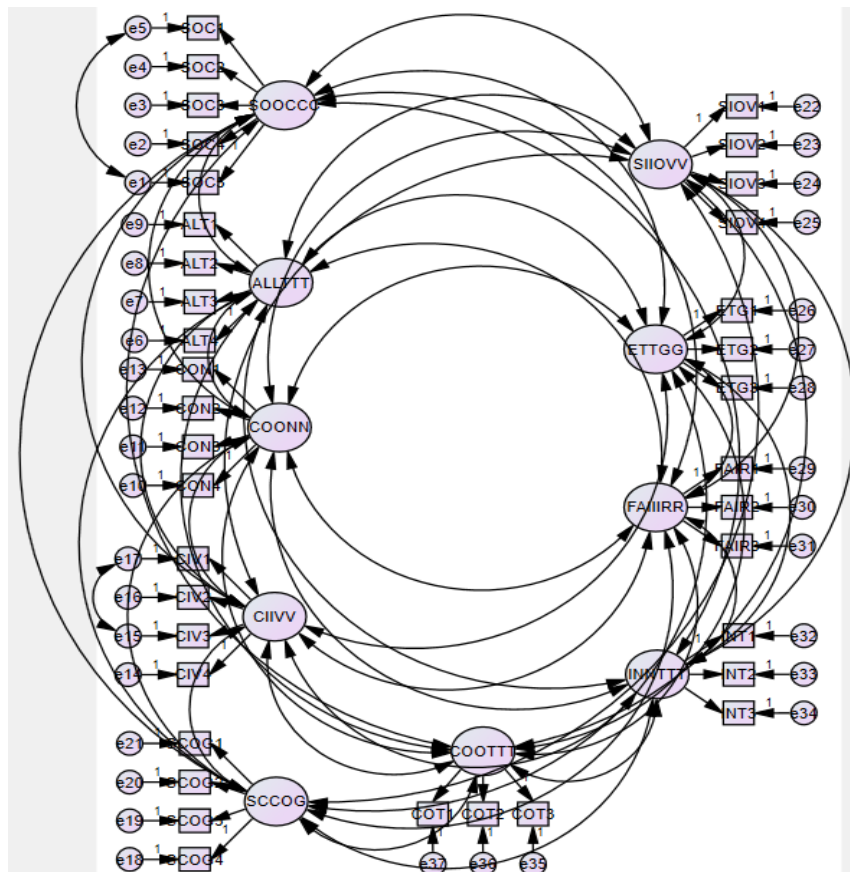
Proposed Model of the Study



Statistical Technique's

The analyses were conducted using the SPSS.23.0 and AMOS 23.0 version. The “KaiserMayer Olkin” (KMO), and “Bartlett’s Test of sphericity” was employed in order to test the adequacy of the data before running the factor analysis Kaiser, (1974) has interpreted the values of KMO from 0.80 to 0.89 is meritorious. Exploratory factor analysis (EFA) was Performed to explore the factor structure. In order to investigate the goodness of fit of the proposed model, CFA was conducted. For the proposed model, the result obtained for the “Kaiser Mayer Olkin” (KMO) = 0.896 indicated an acceptable value which shows the data is adequate.

CFA Path Diagram



Abbreviations

- AGFI**-Adjusted Goodness of Fit Index
- ASV**-Average Shared Variance
- AVE**- Average Variance Extracted
- CR**- Composite Reliability,
- CFI**-Comparative Fit Index,
- DF**- Degrees of Freedom
- EFA**- Exploratory Factor Analysis
- GFI**- Goodness of Fit Index
- IFI**-Incremental Fit Index
- K-10**: Kessler Psychological Distress Scale (10-item scale),
- MSV**-Maximum Shared Variance,
- NFI**-Normed Fit Index
- RMSEA**-Root Means Square Error of Approximation,
- TLI**-Tucker–Lewis’s Index

Table 1. Demographics of the study

Gender	N=402	%	Total
Male	162	40.3%	
Female	240	59.7%	402
Area Of Residence	N=402	%	Total
Rural	230	57.2%	
Urban	172	42.8%	402
University Type	N=402	%	Total
Government	102	25.3%	
Private	300	74.7 %	402
Age	N=402	%	Total
19-30 Years	130	32.3%	
31-40	62	15.4%	
41-50	140	34.8%	
50-& above	70	17.5%	402
Marital Status	N=402	%	Total
Single	160	39.8%	
Married	242	60,2%	402

Data Analysis: Exploratory Factor Analysis

The Data analysis procedure was performed with the help of SPSS.23.0 and AMOS 23.0 version and results were also supported by reviews. And the following Procedure were used to conclude the result. This is the first step of data analysis, with the help of SPSS 23.0 Exploratory Factor Analysis was performed and the following results were extracted.

Table 2. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.766
Sig.	0.001

Source: SPSS 23.0

Table 3. Factors, Eigen Value and Cumulative Variance

Factors	Eigen Value	% of Variance	Cumulative % of Variance
Sense of organization care (SOC)	4.805	12.986	12.986
Civic virtue (CIV)	4.345	11.744	24.729
Altruism (ALT)	3.354	9.064	33.793

Factors	Eigen Value	% of Variance	Cumulative % of Variance
Sense of identification with organization's values (SIOV)	3.141	8.490	42.284
Conscientiousness (CON)	2.886	7.799	50.083
Sense of connection to organization's goals (SCOG)	2.605	7.042	57.125
Ethical Guidance (ETG)	2.281	6.166	63.290
Courtesy (COT)	1.912	5.168	68.458
Fairness (FAIR)	1.526	4.125	72.583
Integrity (INT)	1.312	3.547	76.130

Source: SPSS 23.0

As per the above table no-2, it can be concluded that the three factors were extracted and their variance and cumulative was 76.130, which was acceptable for further tasks. As per the Reviews, the variance must be above from 70% of Cumulative variance, and then the further steps can be applied to get the desired result (Malhotra, 2009).

Table No- 4 Reliability of the construct

S. No	Constructs	Cronbach's α
1	INNTTT	0.778
2	SOOCCC	0.954
3	ALLTTT	0.897
4	COONN	0.864
5	CHVV	0.913
6	SCCOG	0.826
7	SIOVV	0.878
8	ETTGG	0.921
9	FAIIRR	0.791
10	COOTTT	0.828

Source: SPSS 23.0

As per the above table 3, it can be concluded that the reliability analysis of ten factors is appropriate for next step (Malhotra, 2009). The reliability of Factor 1: Integrity is 0.778, the reliability of Factor 2: Sense of organization care is 0.954 reliability of Factor 3:Altruism id 0.897, the reliability of fourth factor : Conscientiousness is 0.883, the reliability of fifth factor: Civic Virtue is 0.913, the reliability of sixth factor: Sense of connection to organization's goals is 0.826, the reliability of seventh factor : Sense of identification with organization's values is 0.878, the reliability of eighth factor : Ethical Guidance is 0.921, the reliability of Ninth factor: Fairness is 0.791 and the reliability of last factor: Courtesy is 0.828.

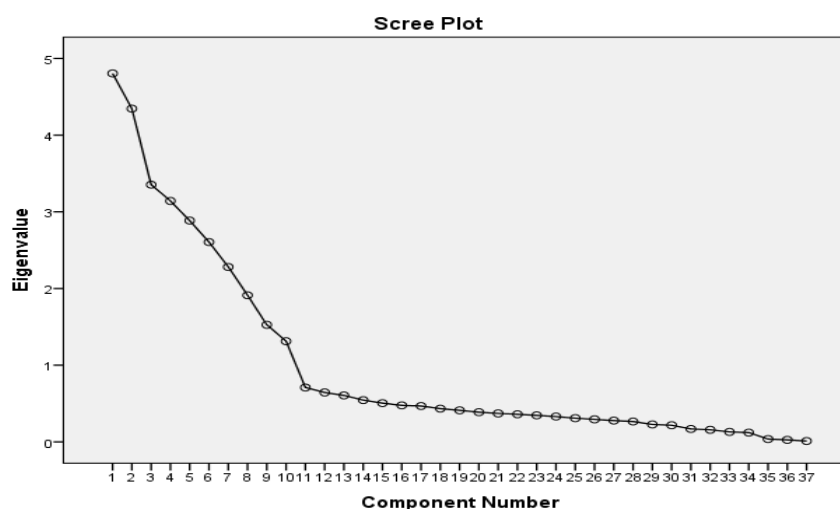


Fig.1 Scree Plot and Eigenvalue, Source: SPSS 23.0

The Scree plot is one of the outcomes extracted from the exploratory factor analysis, which clearly depicts that only first ten factors whose eigen value is more than 01 can be taken for further steps.

Table No-5 Factors Loading of Proposed Model

Sense of connection to organization's goals (SCOG)	Loading	Statement Retained/Dropped
My educational philosophy is consistent with the institution's educational prospect.	0.827	Retained
The institution and I make efforts to develop the institution's characteristics.	0.800	Retained
I consider the growth of my institution as my growth.	0.841	Retained
I'd experience a sense of loss if I left the institution.	0.724	Retained
Sense of identification with organization's values (SIOV)		
My institution and I value social responsibility.	0.873	Retained
My institution and I value integrity and honesty.	0.855	Retained
My institution and I value teaching (or administrative) performance.	0.829	Retained
My institution and I value team spirit.	0.850	Retained
Sense of organization care (SOC)		
My institute respects my personal feelings	0.695	Retained
My institute cares the teachers' health condition	0.963	Retained
My institute cares the teachers' welfare	0.979	Retained
My institute cares for our work life balance	0.978	Retained
My institute cares for and mentors the unqualified teachers	0.913	Retained
Altruism (ALT)		
I help others who have been absent	0.827	Retained
I help others who have heavy workloads	0.933	Retained
I help orient new people even though it is not required	0.786	Retained
I willingly give my time to help others who have work-related problems.	0.930	Retained
Conscientiousness (CON)		
I obey organization's rules and regulations even when no one is watching	0.815	Retained
I fulfill the responsibilities described in the job description	0.810	Retained
I accomplish tasks assigned by supervisors	0.813	Retained
I meet the KPIs in charged.	0.835	Retained
Courtesy (COT)		
I am mindful of how my behavior affects other people's job.	0.840	Retained
I try to avoid creating problems for coworkers.	0.865	Retained
I take action to protect the organization from potential problems.	0.839	Retained
Civic virtue (CIV)		
I attend functions that are not required but help the organization's image	0.832	Retained
I keep abreast of changes in the organization.	0.859	Retained
I share personal property with others to help their work	0.884	Retained
I maintain and implement organizational cultures	0.895	Retained
Integrity (INT)		
My boss is honest and trustworthy.	0.821	Retained
My boss's actions are consistent with his/her stated values.	0.681	Retained
My boss keeps his/her promises.	0.842	Retained
Fairness (FAIR)		

My boss is fair and unbiased in assigning tasks to members.	0.790	Retained
My boss is fair and unbiased in evaluating performance and giving reward to the members.	0.869	Retained
My boss acknowledges mistakes and takes responsibility for them.	0.778	Retained
Ethical Guidance (ETG)		
My boss shows and communicates a strong concern for ethical and moral values.	0.931	Retained
My boss communicates clear ethical standards for members.	0.916	Retained
My boss clarifies integrity guidelines and the disciplinary action in case of any indiscipline.	0.926	Retained

Source: SPSS 23.0

As per the (Black & Hair, 2010), only those statements were taken into consideration, where factor loadings were more than 0.50. And those statements which were below the cutoff point were out rightly rejected. Another condition to perform the Confirmatory Factor Analysis was minimum three statements required and aforementioned table fulfilled the specified condition.

Table No-6 Validity Analyses

	CR	AVE	MSV	ASV	INNTT	SOOCCC	ALLTTT	COONN	CHIVV	SCCOG	SHIOVV	ETTGG	FAIIRR	COOTTT
INNTT	0.778	0.541	0.221	0.058	0.735									
SOOCCC	0.954	0.811	0.010	0.003	-0.025	0.900								
ALLTTT	0.897	0.694	0.024	0.004	0.050	-0.067	0.833							
COONN	0.864	0.613	0.221	0.049	0.470	0.008	0.028	0.783						
CHIVV	0.913	0.724	0.144	0.029	0.379	0.036	0.010	0.336	0.851					
SCCOG	0.826	0.544	0.093	0.014	-0.010	0.027	-0.014	-0.041	-0.018	0.738				
SHIOVV	0.878	0.642	0.017	0.004	0.129	0.044	-0.009	0.028	0.046	0.088	0.801			
ETTGG	0.921	0.795	0.019	0.003	0.032	-0.027	0.009	-0.031	-0.022	0.137	0.017	0.892		
FAIIRR	0.791	0.560	0.141	0.031	0.375	-0.101	-0.155	0.306	0.039	-0.070	0.006	0.054	0.748	
COOTTT	0.828	0.618	0.093	0.013	-0.017	0.082	0.009	-0.100	-0.006	0.305	-0.057	0.002	0.014	0.786

Source validity Master

All the validity measures were under permissible limits with following Conditions:

- (A) **Discriminant Validity:** As per the conditions of Discriminant validity, two important conditions were taken into consideration while performing the CFA: (a) (AVE > MSV) (b) (AVE > ASV): The discriminate validity of all three factors are highly significant in light of above two conditions, The AVE of all three factors are more than MSV and The AVE of all three factors are also more than ASV. All these factors are also confirming the Discriminant Validity.
- (B) **Convergent validity:** As per the conditions of Convergent validity, three important conditions were taken into consideration while performing the CFA: (a) Alpha should be greater than 0.7 (b) (AVE > 0.5) (c) Alpha > AVE. The convergent validity of all three factors is highly significant in light of above three conditions. The alpha value of all factors is more than 0.7. The AVE of all the factors is more than 0.5 and the alpha value of all the factors is more than the value of AVE. All these factors are also confirming the Convergent validity.

Conducting Confirmatory Factor Analysis:

The last step is related with conducting Confirmatory Factor analysis.

Table 7: Result of Confirmatory Factor Analysis

S. No	Name of Index	Results
1	Chi-square	1078.9
2	Degree of freedom	582

3	Chi-square/Degreeoffreedom	1.854
4	ComparativeFitIndexCFI	0.95
5	TLI	0.95
6	NormedFit IndexNFI	0.91
7	IncrementalFitIndex IFI	0.95
8	RootMeanSquareErrorof Approximation,RMEA	0.04
9	GFI	0.88
10	AGFI	0.86
11	RMR	0.02

Source: AMOS 23.0

As per the above comparison of proposed model with other reviews, the result of proposed model is highly significant and for the fit indices, the recommended cut-off values for good model fit considered were as: $\chi^2 / df < 5$ (Hayduk, 1987) = 1.85, GFI= 0.88, CFI= 0.95, TLI= 0.95, IFI = 0.95 (Hu and Bentler, 1999), RMSEA, $RMR \leq 0.02$ (Browne and Cudeck, 1993) and Hoelter's Critical $N \geq 200$ (Garson, 2009).

Table 8. Hypothesis Testing

S. No	Hypothesis	Beta	P value	Accepted/rejected
1	Altruism \Rightarrow Ethical Leadership	0.24	0.001	Accepted
2	Conscientiousness \Rightarrow Ethical Leadership	0.25	0.001	Accepted
3	Courtesy \Rightarrow Ethical Leadership	0.45	0.001	Accepted
4	Civic virtue \Rightarrow Ethical Leadership	0.63	0.001	Accepted
5	Sense of connection to organization's goals \Rightarrow Ethical Leadership	0.27	0.001	Accepted
6	Sense of organization care \Rightarrow Ethical Leadership	0.48	0.001	Accepted
7	Sense of identification with organization's values \Rightarrow Ethical Leadership	0.57	0.001	Accepted
8	Integrity \Rightarrow Ethical Leadership	0.41	0.001	Accepted
9	Fairness \Rightarrow Ethical Leadership	0.49	0.001	Accepted

H1: As per the above table, **Altruism** has a direct and positive impact on ethical leadership. The Beta value 0.24 was also significant at p value 0.001. So, it was in right direction and it was accepted by the model.

H2: As per the above table, **Conscientiousness** has a direct and positive impact on ethical leadership. The Beta value 0.25 was also significant at p value 0.001. So at the end it was hypothesized at right direction and it was accepted by the model.

H3: As per the above table, **Courtesy** has a direct and positive impact on ethical leadership. The Beta value 0.45 was also significant at p value 0.001. So at the end it was hypothesized at right direction and it was accepted by the model.

H4: As per the above table, **Civic virtue** has a direct and positive impact on ethical leadership. The Beta value 0.263 was also significant at p value 0.001. So, it was in right direction and it was accepted by the model. Beta value of this hypothesis was highest as per the rank and it also predicted the best relationship in the model. And it was well supported by significant tests.

H5: As per the above table, **Sense of connection to organization's goals** has a direct and positive impact on ethical leadership. The Beta value 0.27 was also significant at p value 0.001. So at the end it was hypothesized at right direction and it was accepted by the model.

H6: As per the above table, **Sense of organization care** has a direct and positive impact on ethical leadership. The Beta value 0.48 was also significant at p value 0.001.

H7: As per the above table, **Sense of identification with organization's values** has a direct and positive impact on ethical leadership. The Beta value 0.57 was also significant at p value 0.001. So at the end it was hypothesized at right direction and it was accepted by the model.

H8: As per the above table, **Integrity** has a direct and positive impact on ethical leadership. The Beta value 0.41 was also significant at p value 0.001.

H9: As per the above table, **fairness** has a direct and positive impact on ethical leadership. The Beta value 0.49 was also significant at p value 0.001. So at the end it was hypothesized at right direction and it was accepted by the model

4. Conclusion

This study initiated to find out the significant role of ethical leadership in context of college teachers with reference to Organizational Identification, Organizational Citizenship behavior. The findings of this study were synchronized with previous studies. There was positive and direct relationship exists between ethical leadership and Organizational Identification, Organizational Citizenship behavior. This implies that when the leader of the organization is fair and ethical towards their teaching and non-teaching staff, in reciprocal the staff would also be ethical towards the management, furthermore adopting the concept of ethical leadership will lead to motivate the employees in the organization and definitely it will strengthen their affiliation and loyalty towards their organization.

Limitations and Scope for Further Research

The present study was conducted in Punjab region with the sample of 402 respondents and convenient sampling. Sometimes it was difficult to get the personal attention of the respondents and, there may be chances that due to job security or other reason, respondents may hide the actual response. Secondly the survey was voluntarily in nature and paucity of time was the biggest constraint.

This study was confined to only three factors such as Organizational Identification, Organizational Citizenship behavior and Ethical leadership. In future the authors or researchers may take some other factors also such as Organizational justice, organizational culture, politics, trust etc. and this study can also be conducted on broader area with larger sample to validate the results with previous studies

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Investigating the Relationship of Organizational Identification, Organizational Citizenship Behavior and Ethical leadership in context of College Teachers

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