



Effectiveness of Ethical Leadership on Job Satisfaction: Mediating Role of Organizational Citizenship Behavior

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ABSTRACT

Recently, ethical leadership has opened innovative thought pathways that have attracted global human resource managers' attention because of their efficacy and positive impact on organizational citizenship behavior. This research demonstrates the magnitude of employees' job satisfaction impacts performance motivated by ethical leadership and organizational citizenship behavior. This study aims to determine the influence of ethical leadership on employees' job satisfaction and OCB. Using a convenience sample design, data were collected from 230 employees. SmartPLS-3 software was used for data analysis. The results of this study reveal that ethical leadership has a positive impact on job satisfaction. Organizational citizenship behavior has mediated the relationship between job satisfaction and ethical leadership. The finding shows that ethical leadership has a significant impact on employees' job satisfaction as well as a partial mediating relationship. Based on the findings, we present the theoretical and policy implications, limitations, and future studies pertinent to this research.

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1. Introduction

Organizations have frequently concentrated on developing excellent workers and corporate culture, sometimes at the expense of those employees' leaders. Leadership has recently been acknowledged as a critical topic, motivating several authors to define leadership and its ethics. According to the theorists, in recent decades, ethics has played an important role in developing excellent character in individuals for the success and flourishing of communities and their members. In general, leaders must create moral standards for their followers to address actions that are detrimental to society and particular organizations (Aronson, 2001). The term "ethical leadership" is defined by Brown et al. (2005) and Mitonga-Monga & Cilliers (2016) as "the presentation of normatively suitable behavior through personal acts and interpersonal connections and the promotion of such behavior among followers via two-way communications, reinforcing, and decision-making" in its broadest sense. According to the study of the relationship between EL and employee inventiveness in Chinese firms, ethical leaders have been observed to have a significant positive impact on managers', supervisors', and employees' ability to work harder, take risks and enhance their creativity in situations at numerous different organizational levels (Ullah et al., 2021a).

Several elements contribute to an employee's total work satisfaction, and financial remuneration is only one of them. Management's role in boosting employees' job satisfaction (JS) is to ascertain that the working environment is pleasant, morale is high, and the worker has the resources they need to perform the tasks assigned to them. "As it pertains to both employees and employers, job satisfaction is more of a journey than a destination." Attitude refers to a person's manner of thinking. How workers approach their work has an impact on

job happiness. They may not be happy if they are only obtaining it as a temporary means of subsistence. They frequently compare jobs, income, and benefits; some may be satisfied, while others may not (Kumar, 2016).

Moreover, JS is described as a mindset that reflects a person's assessment of his or her work or work experience over time (Wang et al., 2019). Employee behavior that might increase the efficacy of a company's performance by increasing individual worker productivity is known as organizational citizenship behavior (OCB) (Memon et al., 2017). Employee OCB contributes to the success of the company (Luu, 2019). OCB is not an independent variable. It is nourished by the organizational climate, which is a situation relating to the qualities of the workplace that impact employees. The willingness of employees to improve their performance is aided by a pleasant organizational climate. Furthermore, a person in a positive work environment will develop a propensity to engage in things that are not related to their primary job (Widayati & Gunarto, 2017).

In the prior study, Freire & Bettencourt (2020) investigated ethical leadership and job satisfaction in public health sector institutions. This research work of Freire & Bettencourt (2020) is proposed in the future studies area by including EL and JS combined with other fruitful research on hidden mediating factors, and it is conducted in the public and private sectors of China. Therefore, it is a valuable addition and contribution to the current literature in the areas of EL, JS, and OCB, which play a key influence on an organization's success. This research examines the potential of ethical leadership to promote employees' positive behaviors and healthy attitudes for job satisfaction, both necessary and crucial to the overall success of leadership and the organizations they are leading.

This research aims to determine if the outcome variables differ between groups pursued by highly ethical and less ethical leadership. An organization's performance and viability are the essential tasks of the leaders of the organization. Ethical leadership can demonstrate a leadership style that leads to improved employee performance. Several indicators, such as employee work efficiency, job satisfaction, job engagement, and organizational citizenship behavior, can be used to assess a leader's ability to influence employee behavior.

In this study, we investigate the following research questions: a) to what extent does ethical leadership influence job satisfaction by mediating the role of organizational citizenship behavior? b) How much influence does ethical leadership have on job satisfaction via organizational citizenship behavior? Three research objectives of this study are described as follows: a) to investigate the effect of ethical leadership on the job satisfaction of employees. b) To explore the relationship between ethical leadership and organizational citizenship behavior. c) Determine the role of organizational citizenship behavior as a moderator in the relationship between ethical leadership and employee job satisfaction.

2. Theoretical Foundation

Researchers agree that there is no common definition of leadership after decades of debate. Rather than further defining leadership, a new study emphasizes the process of leadership, or how one individual affects a group of people to achieve a common purpose (Fischer et al., 2017). Most contemporary leadership theories tend to highlight the importance of ethics and values (Hopkins & Scott, 2016). According to Thiagaraj & Thangaswamy (2017) research on job satisfaction, Victor Vroom's theory is commonly referred to as "expectancy theory." The expectation theory explains that an employee could be motivated to perform better if they believe that their excellent efficiency will lead to positive performance appraisals, which will influence the achievement of goals in the reward (as a form of satisfaction).

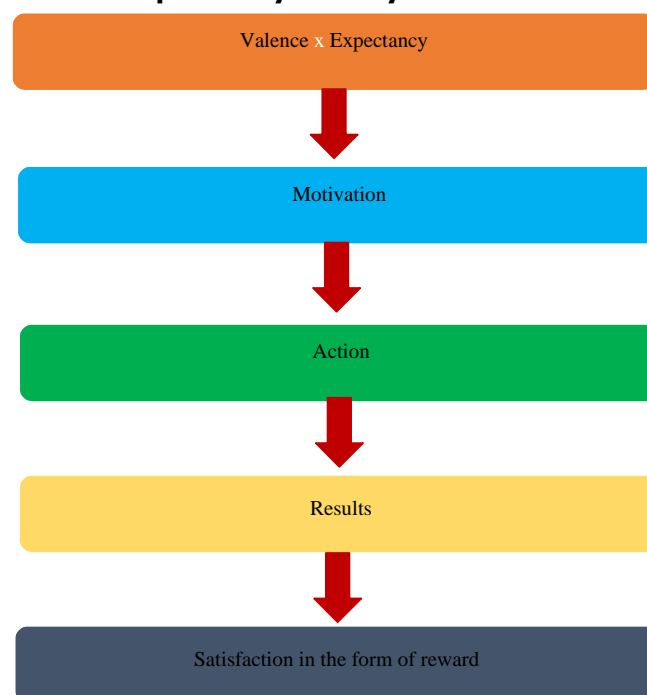
2.1 Ethical Leadership

After decades of debate, researchers concur that there is no uniform definition of leadership. Rather than further defining leadership, a new study stresses the process of leadership, or how one individual impacts a group of people to reach a common objective (Fischer et al., 2017). Ethical leadership is a concept that leads to personal transformation, the success of the organization, enhanced interpersonal communication, and the creation of a shared professional platform (Frunză, 2017). Many researchers focused in-depth on ethical leadership rather than only considering it from a moral perspective, in line with the notion that

people who are dedicated to ethical practices tend to work harder than those who are only motivated by economic or social factors. When workers feel their job is valued and important, they are more likely to be inspired to help others come up with innovative ideas (Hanaysha et al., 2022; Kalshoven et al., 2011).

Human behavioral characteristics are strongly influenced by concepts of what is good and wrong and how one should behave in certain situations, and this has a direct impact on economic consequences (Kame & Tshaka, 2015). According to the researcher (Schutte, 2016), spirituality in the working environment has been linked to performance and higher commitment to the organization, improved integrity and honesty, higher gratitude and equity, creativeness, profitability and loyalty, lower turnover, cohesiveness with co-workers, job satisfaction, and intrinsic motivation. Commitment to the company, JS, productivity, personal development, reduced inter-role conflict, decreased irritation, organizational self-esteem, worker retention, and ethical conduct are some of the other beneficial effects (Schutte, 2016). Employees who believe their company is ethical are more emotionally, intellectually, and physically involved in their work, according to this study (Pucheta-Martínez & Gallego-Álvarez, 2020).

Figure 1: Vroom's Valence Expectancy Theory



Source: (Thiagaraj & Thangaswamy, 2017)

2.2 Job Satisfaction

Organizational and industrial psychologists have long studied employee satisfaction. Some people enjoy working and believe it to be an important part of their lives. On the other side, some people dislike their work and only perform because they have to. The level of satisfaction reveals how much employees love their jobs. Job satisfaction is defined as the employee's perception of his/her values as desired and expected from his/her job. According to this, JS is an individual's attitude toward and feedback on his work (Jufrizen & Hutasuhut, 2022). JS is essentially an individual thing. Every person has a distinct level of satisfaction with the value system that applies to him. Those who are satisfied with their employer have a stronger attachment or commitment to the organization than dissatisfied employees (Azhar et al., 2020; Jufrizen & Hutasuhut, 2022).

Anwar (2017) claims that JS is the most researched area in organizational behavior. For a variety of reasons, knowing one's degree of job satisfaction is critical, and the findings of the JS studies have an impact on both individuals and organizations. From the perspective of the employees, it is self-evident that people like to be treated properly. It might be a reflection of excellent treatment if employees feel respected and fulfilled at work. In the eyes of the firm,

excellent JS can contribute to employee productivity, which has an impact on the company's profitability (Smith et al., 2020).

The satisfaction of staff is frequently cited as a significant aspect of employee work engagement. Higher efficiency, attentiveness, excellence, and recognition are all dependent on employee satisfaction. Job satisfaction is influenced by intrinsic and extrinsic motivation aspects, managerial quality, co-worker social ties, and whether people succeed or fail in their careers. Employees who are well motivated and feel devoted to the business, as well as when the job provides them with a high degree of pleasure, are thought to be more inclined to engage in conduct that aids the firm's success (Paais & Pattiruhu, 2020). A harmonious connection, camaraderie, and mutual aid amongst employees in the business will produce a favorable work environment, improving worker satisfaction (Abbas et al., 2021).

2.3 Organizational Citizenship Behavior (OCB)

OCB is described as an individual's conduct that, cumulatively and effectively, improves an organization's performance. Although the ethical impact of OCB in businesses is well understood, its causal impact on employees has yet to be extensively studied (Randolph-Seng et al., 2018). Researchers and HR professionals have placed a lot of attention on organizational citizenship behavior in the domains of organizational behavior and organizational psychology. According to the definition of OCB, it is a voluntary individual behavior that enhances overall organizational performance but is not formally recognized as an incentive by the company (Hanaysha et al., 2022; Organ et al., 2006).

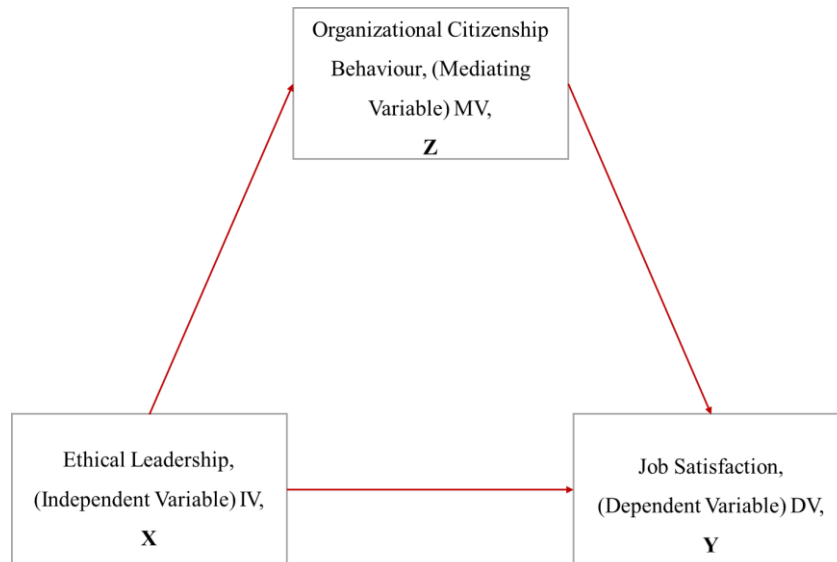
Further, organizational citizenship behavior can enhance organizational performance by boosting employee and manager productivity, encouraging teamwork across working groups, and enabling the organization to adapt to long-term changes (Hanaysha et al., 2022; Podsakoff et al., 2009). Cohen & Vigoda (2000) stated their views on the relevance of OCB in organizations and the function of OCB in the successful operation of organizations in their study. Many researchers describe OCB as a latent variable composed of five aspects, according to (Kadar Khan & Abdul Rashid, 2012; Knez et al., 2019), conscientiousness, civic virtue, courtesy, sportsmanship, and altruism. Altruism in the workplace refers to employees' willingness to assist their co-workers with their responsibilities. Employees' regard for one another is referred to as a courtesy. Sportsmanship refers to employees' willingness to endure less-than-ideal working conditions while maintaining a cheerful attitude. The enhancement of a corporation is referred to as civic virtue. The term "conscientiousness" refers to behavior that the organization does not mandate. OCB can be claimed to encompass actions that are not part of an employee's regular job duties. OCB may be defined as actions that are outside of a worker's established work responsibilities (Ozyilmaz et al., 2018).

Organizational citizenship behavior (OCB) may be defined as an activity that goes beyond formal activities (additional roles) but is unrelated to pay. For instance, if a worker has a high OCB, he or she is not compensated with money or incentives; rather, OCB is defined as an employee's willingness to go more than what was originally anticipated (Pristiwati & Sunuharyo, 2018). As a consequence, researchers found that organizational citizenship behaviors are a collection of voluntary tasks that are neither described nor required in formal job descriptions (Aloustani et al., 2020; Budur & Demir, 2022).

2.4 Conceptual Framework and Hypothesis Designing

The research framework variables are included (independent, dependent, and mediating) in a research framework diagram. In figure 2, an independent variable (IV) examining ethical leadership, a dependent variable (DV) indicating job satisfaction, and a mediator variable (MV) indicating organizational citizenship behavior are used. Danish et al. (2020) research on the impact of EL on organizational commitment (OC) and OCB with the mediating role of intrinsic motivation explicitly supports the variables. Another investigation into the variables involved in the effect of JS on OCB discovered that it was mediated by OC (Fitrio et al., 2019). Furthermore, these variables were used in the mediating effects of JS on the relationship between EL and OCB (Jabeen & Munir, 2018).

Figure 2: Framework

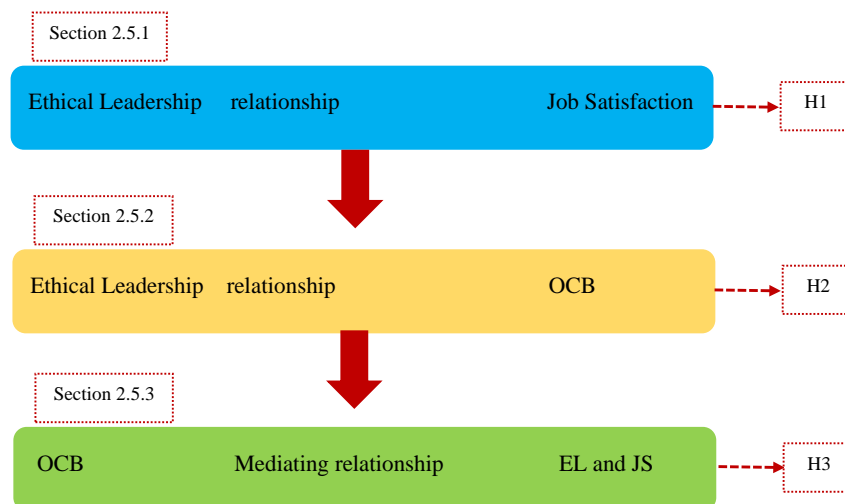


Source: (Danish et al., 2020; Fitrio et al., 2019; Jabeen & Munir, 2018)

2.5 Hypothesis Development

A conceptual hypothesis model, suitable for the study's objectives, is constructed, and the relationship between variables is represented by figures on the model. Figure 3 shows the suggested model.

Figure 3: Conceptual hypothesis model



- H₁:** There is a significant positive relationship between ethical leadership and employees' job satisfaction.
- H₂:** here is a significant positive relationship between ethical leadership with employee's organizational citizenship behavior.
- H₃:** Mediating positive relationship of organizational citizenship behavior between ethical leadership and job satisfaction.

2.5.1 Ethical Leadership and Job Satisfaction Relationship

In previous studies, EL was usually associated with significant job results (Ruiz-Palomino et al., 2013). As per Guo (2022), the result shows that there is a significant and positive relationship between ethical leadership and employee satisfaction. However, the study found that ethical leadership improves employee job satisfaction, hence influencing personal behavior (Guo, 2022; Işık, 2020). Mustafa & Lines (2014) argued that the leader's characteristics and behaviors play an important role in improving employee JS and helping them develop a positive attitude about their work. As a result, when leaders express an

individualized opinion in a non-controlling manner, people are more likely to generate excellent work environment outcomes. Besides, a leader's behavior has a direct impact on followers' JS, organizational loyalty, workload, appreciation, and federation, all of which affect job performance (Xu et al., 2013). Furthermore, Yates (2011) indicates in his study that job satisfaction is about people's emotions regarding their jobs and that workers with high job satisfaction behave differently than workers with inadequate job satisfaction. In another study, the goal was to examine the impact of high and low levels of ethical leadership on worker satisfaction. According to the data, EL is positively and moderately associated with JS, with workers in the group of highly ethical leaders reporting higher JS than those in the group with less ethical leadership (Babalola, 2016). The hypothesis is presented below:

H₁: There is a significant positive relationship between ethical leadership and employees' job satisfaction.

2.5.2 Relationship of Ethical Leadership with Organizational Citizenship Behavior

It has been uncovered that two characteristics are connected with the status of a pioneer, i.e., a person with a "tall, profound" quality being either an individual or a boss (Treviño et al., 2000). Ethical leadership has a positive effect on organizational citizenship behavior (Hanaysha et al., 2022). In earlier work, ethical leadership has also been identified as a significant predictor of organizational citizenship behavior (Hanaysha et al., 2022; Tuan & Ngan, 2021). The findings indicated that OCB and EL are directly, positively, and significantly related (Ardalan et al., 2022). Regarding and complying with the correct code of conduct that's adjusted with standards and dealing with others through non-discriminatory and ethical conduct. Efforts from pioneers persuade subordinates to act in the same way (Brown et al., 2005) and include them in extra-role practices and organizational citizenship conduct (OCB), to improve the organizational viability. Deery et al., (2017) found that the expanded activity of people to lock in organizational citizenship conduct is went with by expanded work stretch and part over-burden. As a result, representatives who work under moral administration will face more work weight and role overload when enforcing organizational citizenship behavior, implying that workers may experience increased time weight, state uneasiness, and stress in almost all work prerequisites related to organizational citizenship behavior. The hypothesis is given below:

H₂: There is a significant and positive relationship between ethical leadership with employee's organizational citizenship behavior.

2.5.3 Mediating Effect of Organizational Citizenship Behavior

According to Mitonga-Monga & Cilliers (2016), EL behavior facilitates positive employee identification, loyalty, and participation in extra-role behavior, resulting in a high degree of OCB. Furthermore, Din et al. (2016) found that OCB was significantly correlated with JS and organizational commitment in their study. A further study found that EL had a positive impact on the association between OC and organizational citizenship behavior. Ethical leadership is an essential component of employee citizenship and corporate commitment. Workers will be more devoted to the organization, and their citizenship behavior will be more positive, if the leadership follows and pushes employees to follow ethical standards, as opposed to non-ethical leadership (Danish et al., 2020). The proposed hypothesis is the following:

H₃: Mediating positive relationship of organizational citizenship behavior between ethical leadership and job satisfaction.

3. Research Methodology

3.1 Research Method and Population

The purpose of this study was to determine the effectiveness of ethical leadership on employee job satisfaction using quantitative research with a cross-sectional survey structure, with staff members' organizational citizenship behavior serving as a mediator. This research design aimed to evaluate if ethical leaders' employees were more satisfied with their jobs, were also more loyal to their institutions and demonstrated a higher level of OCB than less ethical leaders' employees. The target populations for the current research are employees who are actively working in China's public and private sectors. The collection of maximum sector data allowed us to record maximum variation across multiple job environments. Secondly, the collection of data from multiple sectors increased the strength of belief in objective findings. If

the data is limited to the public and private sectors only, our ability to draw conclusions that could be generalized to other sectors will be impaired. Third, research on the public and private sectors, i.e., under-growth universities, is just as important as research on growing sectors.

3.2 Sampling Method and Data

The population for this research consisted of full-time employees. This population data was collected using a convenience sampling (non-probability) technique focused on accessibility and availability. The sample size contained 230 employees from different public and private sectors. The research surveyed staff members working in different cities, both public and private, in China. Demographic and three sections of survey instruments were selected for the collection of data in this research. The researcher used personal links to collect data from various public and private sector employees located in different cities in China. A consent form was completed for the respondents, who worked in different public and private sectors. The research questionnaire was self-administered and floated. It took two months to gather data from the given respondents because the study sample size of the population was geographically located and not easily available. Due to epidemics and travel restrictions, an online web-based (questionnaire-star) forum was used for collecting data. Personal links were used to determine the employees by sending the research questionnaire to various organizations. Research questionnaires are sent along with an attached cover letter providing instructions about the confidentiality of their personal information, individual participation, and results.

4. Results and Measures

The Ethical Leadership Scale, proposed by (Brown et al., 2005), presents a ten-item questionnaire that assesses presumed ethical leadership behavior. Five-points Likert scale (1-Strongly Agree, to 5-Strongly Disagree), the questionnaire used to gather data from participants to rate their management employees. According to the survey instructions, organizations' senior-most executives (top-level management) are designated as the highest-ranking member of the management committee. In the Ethical Leadership Scale, questions were asked such as, "My organization's top leaders listen to what employees have to say," and "My organization's top leader disciplines employees who violate ethical standards".

The researcher (Weiss et al., 1967) designed the "Minnesota Satisfaction Questionnaire" that was used to measure the employee's job satisfaction in this study. This is a twenty items questionnaire with a Likert scale of five points (a-extremely satisfied to e-not satisfied). Participants replied to survey things, using their work status as a comparison due to their satisfaction with them. Such as "The feeling of accomplishment I get from the job" and "The working conditions and environment." So, reach the survey accurately use the applicable table by job description, the questionnaire assessing job satisfaction required employee job names. Participants in the sample were asked to fill out a questionnaire that contained their work category.

A tool designed by (C. A. Smith et al., 1983) was used to assess the relationship between ethical leadership and organizational citizenship behavior. The instrument tests 14 items using a five-point Likert scale (a = Strongly Agree, e = Strongly Disagree), which participants will respond as self-reports. The statements include as, 1, ("Volunteers for things that are not required"), 2 ("Helps others who have heavy workloads").

4.1 Analysis Technique

In addition, the data analysis methods entail the demographic profile of respondents and the use of an SEM model to address the research questions and test hypotheses that have been developed. The methodology is also backed up by evidence (Chi et al., 2018; Rehman & Anwar, 2019) investigated at mediation. SmartPLS-3 was used to construct the SEM, which uses the PLS approach and does not assume that the model is adequate.

The given above table 1 shows the demographic of the participated respondents in this study. In this study, 77 (33.04%) male respondents and 153 (66.96%) female respondents participate. The educational qualifications of the respondents are 78 (33.91%) undergraduate, 75 (32.61%) are graduates, 27 (11.74%) are master's, 32 (13.91%) are PhD., 6 (2.61 %) are

post-doctoral, and 12 (5.22%) are other qualification. 13 (5.65 percent) respondents have belonged to 20-25 years age group, 79 (34.35 percent) belong to 26-30 years age group, 62 (26.96 percent) respondents belong to 31 to 35 years age group, 25 (10.87 percent) respondents belong to the 36-40 years age group and 51 (22.17 percent) have more than 41 years.

Table 1: Demographic Profile Respondents

Items	Category	Frequency	Valid Percent
Gender	Male	77	33.04
	Female	153	66.96
	Total	230	100.0
Education	Undergraduate	78	33.91
	Graduate	75	32.61
	Master's	27	11.74
	PhD.	32	13.91
	Post-Doctoral	6	02.61
	Others	12	05.22
Age	20-25 Years	13	05.65
	26-30 Years	79	34.35
	31-35 Years	62	26.96
	36-40 Years	25	10.87
	More than 41 Years	51	22.17
Job Category	Lower Level	131	56.96
	Middle Level	84	36.52
	Upper-Level Management	15	06.52
Sector	Public Sector	180	78.26
	Private Sector	50	21.74
Years of Job Experience	0-5 Years	74	32.2
	6-10 Years	72	31.3
	11-15 Years	26	11.3
	16-20 Years	17	07.4
	More than 21-Years	41	17.8

In the job category level, 131 (56.96 percent) respondents are from lower level, 84 (36.52 percent) are middle level, and 15 (6.52 percent) are upper-level management. 180 (78.26 percent) respondents are working in public sectors, and 50 (21.74 percent) respondents are from the private sectors. 74 (32.2 percent) respondents having professional experience from 0-5 years, 72 (31.3 percent) respondents having six to ten years' experience, 26 (11.3 percent) respondents having eleven to fifteen years' experience, 17 (07.4 percent) respondents having sixteen to twenty years' experience, and 41 (17.8 percent) respondents having more than twenty-one years' professional experience.

Table 2: Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Ethical Leadership	230	1.00	3.90	2.0409	0.61259
Job Satisfaction	230	1.00	3.65	2.0598	0.50541
Organizational Citizenship Behaviour	230	1.00	3.29	2.2248	0.46844

The given above table 2 describes a descriptive statistical analysis summary to calculate the variables separately. Ethical leadership has 230 valid respondents, and the minimum value is 1 percent, the maximum value is 3.90 percent, mean value is 2.0409 percent, and the standard deviation value is 0.61259 percent. Employees job satisfaction variable have 230 valid respondents, minimum value is 1 percent, maximum value is 3.65 percent, mean value is 2.0598 percent and the standard deviation value is 0.50541 percent. Organizational citizenship behavior of employee's variable has 230 valid respondents, and minimum value is 1 percent, the maximum value is 3.29 percent, mean value is 2.2248 percent, and the standard deviation value is 0.46844 percent. The result suggested that all variables among each other were greatly inter-correlated.

4.2 Confirmatory Factor Analysis (CFA) and Path Analysis

CFA validated the usage of factors in the model. However, the indicators' reliability and validity were assessed using a variety of methods, including Cronbach's alpha (CA) and aggregate for reliability, average variance extracted (AVE) for construct validity, and the heterotrait-monotrait (HTMT) proportion for discriminant validity (DV). The measure of factor loadings, on the other hand, has been used to assess the relevance of factors. According to the study (Civelek 2018; Vinzi et al., 2010; Wong, 2013) projected the metrics mentioned above. Table 3 shows the outcomes of the model developed for this investigation. According to Hon et al. (2012) the factor loading context stated that the indicators below 0.4 should be eliminated, and 0.4 can be deemed acceptable; nevertheless, the preferable minimum value is 0.6. Given the circumstances, all of the loading's factors in the final model are within acceptable limits. CA is a criterion for evaluating the internal consistency of structures using a set number of variables. Therefore, the concerned study of (Leung 2001; Ssempala, 2009; Warner, 2008) declares the reliability variable statistical should be 0.6 minimum value. In short, each indicator's reliability is established because all of the values are greater than 0.6. Likewise, rho_A has more than .870 values and is a reliable coefficient. Additionally, CR is measured for reliability, with a 0.6 threshold (Martínez, 2010; Vinzi et al., 2010). CR is identified in this analysis; each value is greater than 0.88. The threshold for AVE has been set at 0.5, although in the situation that the CR value surpasses 0.6, 0.4 can be deemed a sufficient number (Huang et al., 2013). The results are shown in table 4.

On the contrary, the structural equation model also requires DV of the indicators, which indicates that each variable should be distinctive from another (Mehmetoglu & Jakobsen, 2016; Tinsley & Brown, 2000; Warner, 2013). DV values are represented in the Fornell-larcker Criterion table show the square root values of AVE for the variable were greater than the inter-variable correlation (see table 4). DV was also identified by the HTMT ratio of correlations studies of (Gold et al., 2001; Hair et al., 2016; Teo et al., 2008), with less than the threshold of 0.90 values. Therefore, DV is constructed (see table 5).

Table 3: Factor Loading's, Reliability and Convergent Validity Testing

Variables	Indicators	Loadings	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Ethical Leadership	ELS1	0.783	0.911	0.929	0.927	0.567
	ELS10	0.741				
	ELS2	0.512				
	ELS3	0.470				
	ELS4	0.835				
	ELS5	0.847				
	ELS6	0.848				
	ELS7	0.774				
	ELS8	0.836				
	ELS9	0.770				
Job Satisfaction	JS1	0.632	0.932	0.938	0.940	0.447
	JS10	0.740				
	JS11	0.687				
	JS12	0.495				
	JS13	0.669				
	JS14	0.712				
	JS15	0.633				
	JS16	0.656				
	JS17	0.730				
	JS18	0.700				
	JS19	0.728				
	JS2	0.654				
	JS20	0.745				
	JS3	0.668				
JS4	0.624					

	JS5	0.706				
	JS6	0.717				
	JS7	0.710				
	JS8	0.744				
	JS9	0.221				
	OCB1	0.651				
	OCB10	0.568				
	OCB11	0.675				
	OCB12	0.719				
	OCB13	0.611				
	OCB14	0.576				
Organizational Citizenship Behavior	OCB2	0.598	0.866	0.880	0.890	0.378
	OCB3	0.743				
	OCB4	0.327				
	OCB5	0.709				
	OCB6	0.618				
	OCB7	0.719				
	OCB8	0.601				
	OCB9	0.284				

Table 4: Fornell-larcker Criterion

	ELS	JS	OCB
ELS	<i>0.753</i>		
JS	0.713	<i>0.669</i>	
OCB	0.630	0.753	<i>0.614</i>

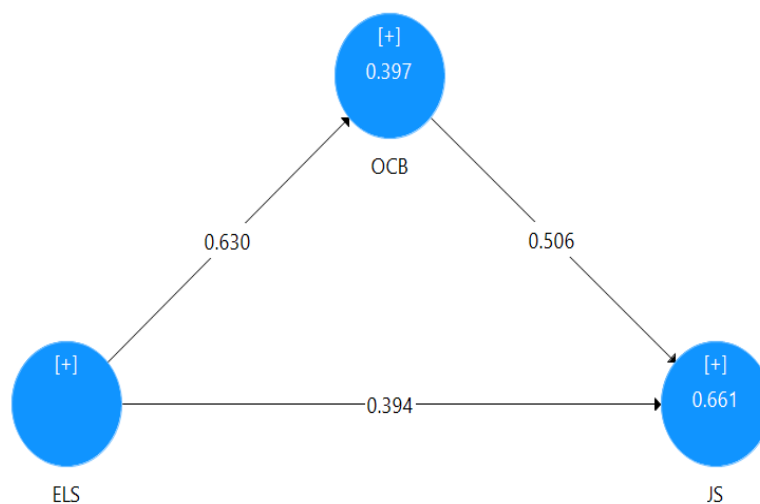
Note: Values in *Italic* represent Square-root of AVE.

Table 5: Discriminant Validity Using HTMT Ratio.

	ELS	JS	OCB
ELS			
JS	0.748		
OCB	0.682	0.823	

Note. HTMT = HETEROTRAIT-MONOTRAIT.

Figure 4: Mediation Model



The direct and specific indirect impacts of variables have been estimated using tables 6 and 7. In terms of the direct effects, ethical leadership has a positive and substantial effect on job satisfaction (path coefficient =0.394, t=6.801 and p = 0.000) and a positive coefficient. As per the assessment of specific indirect effects', EL effects on job satisfaction through OCB positively (path coefficient =0.318, t=7.518 and p = 0.000) and positive coefficient. Moreover, the analysis of total effects in table 8, EL on JS has a significant and positive effect (path coefficient =0.712, t=6.801 and p = 0.000) and a positive coefficient.

Table 6: Analyzing Path Measurement with Direct Effect

Path	Path coefficient	t-statistics	p-values	Result
Ethical Leadership (X) → Job Satisfaction (Y)	0.394	6.801	0.000	Significant Impact

Table 7: Analyzing Specific Indirect Effects.

Path	Path coefficient	t-statistics	p-values	Result
Ethical Leadership (X) → OCB (M) → JS (Y)	0.318	7.518	0.000	Significant Impact

Table 8: Analyzing Total Indirect Effect.

Path	Path coefficient	t-statistics	p-values	Result
Ethical Leadership (X) → Job Satisfaction (Y)	0.712	19.159	0.000	Significant Impact

In the given table 9, the variance in EL and OCB explains 66.1% variance in the JS of employees, which is reduced to 27.6% after the adjustment of errors. Further depicts that Q2 is computed to be 0.286. The study by (Hair et al., 2016) asserted that to deem a model relevant for prediction, Q2 should be greater than 0 (zero). Therefore, predictive relevance on this model is found; however, it shows small predictive relevance. Considering this, the final model is illustrated in figure 5.

Table 9: Quality Assessment and Predictive Relevance.

R2	Adjusted R2	Q2
0.661	0.276	0.286

Figure 5: Measurement Model

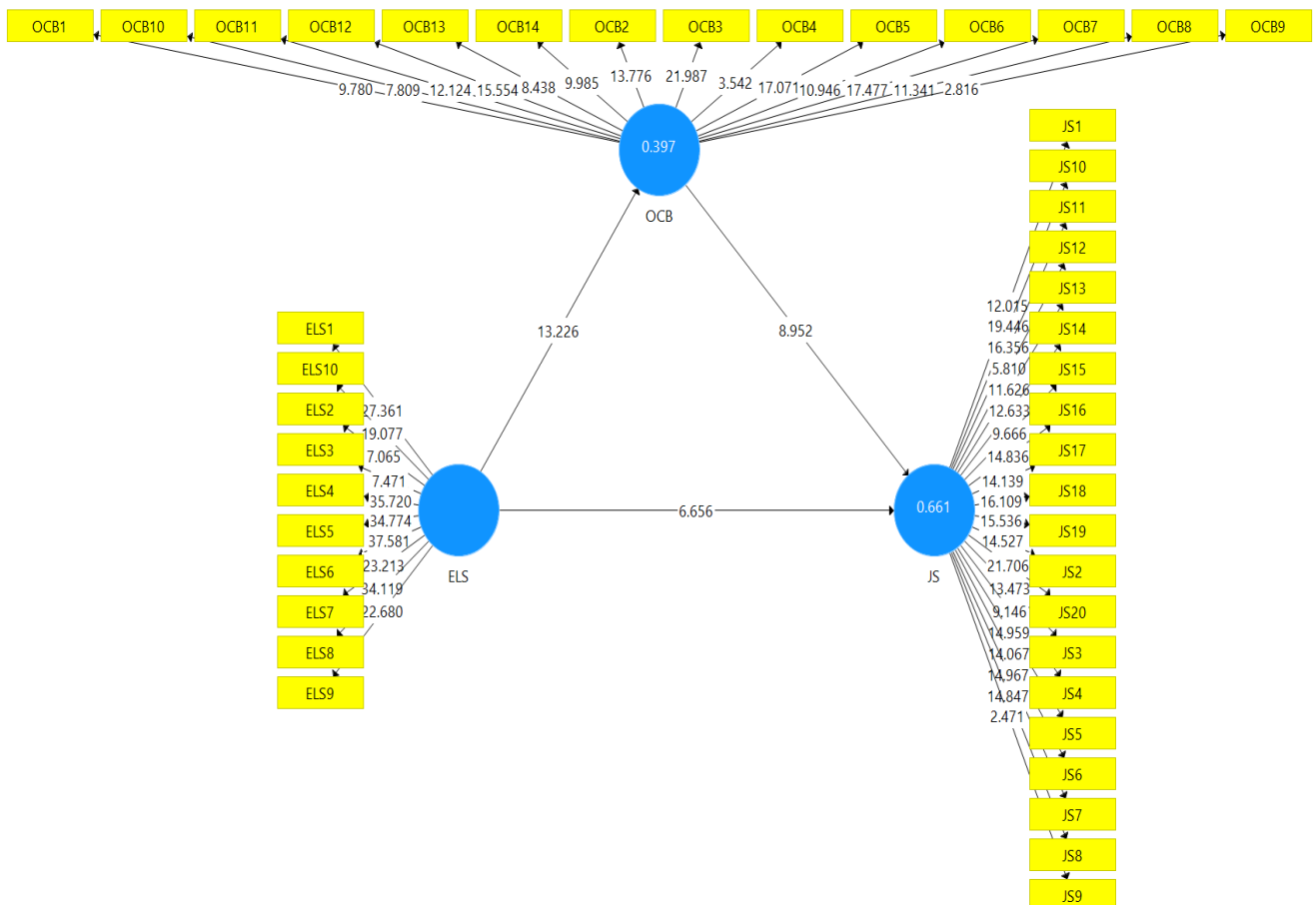


Table 10: Additional robustness analysis

JS	Coefficient	Standard Error	t-value	p-value	95% Confidence Interval		Sig.
ELS	0.549	0.035	15.57	0	0.479	0.618	***
Constant	0.81	0.083	9.73	0	0.646	0.974	***
R²	0.515	Number of observation	230.000	F-test	242.304	Prob. > F	0.000

*** p<.01, ** p<.05, * p<0.0

The given table 10 described the additional robustness analysis. Ethical leadership has 0.549 coefficient, standard error 0.035, t-value is 15.57, significance is 0.000, r-square value is 0.515 and F-test value is 242.304. This analysis shows that EL has a statistically positive and significant effect on employee’s JS.

Table 11: Summary of Hypothesis Assessment

Statement of hypothesis	Decisions
H₁: There is a significant positive relationship between ethical leadership and employees’ job satisfaction.	Accepted
H₂: There is a positive significant relationship between ethical leadership with employee’s organizational citizenship behavior.	Accepted
H₃: Mediating positive relationship of organizational citizenship behavior between ethical leadership and job satisfaction.	Accepted (partial mediation).

In terms of the propositions made initially, the summarized response has been discussed in this section based on the results and findings. Concerning the results, two hypotheses are fully accepted, and one is partially accepted. However, the aim of the study is achieved because the mediation of OCB is found between EL and JS. The summary can be viewed as follows in table 11.

5. Discussion

Ethical leaders play very imperative roles in the efficiency of public and private sectors. This research will also contribute by finding the main issues of leadership in the private and public sectors. Organizational leadership affect their followers and the culture in which they live. By cultivating a positive attitude of employees, acts, and behaviors, ethical leadership do so. By direct instruction and setting up incentive programs that improve job performance and ethically behaviors, they motivate them. In this method, social learning theory plays a very significant role. The findings of this research illustrate the value of the leadership’s structure to the well-being of the institutions and the individuals who comprise them. This study’s results contribute to the increasing body of information about ethical leadership and its relationship with employee job satisfaction. In this current study, participants recorded the highest job satisfaction of employee’s and organizational citizenship behavior. These outcomes, including previous studies, indicate that employees of ethical leadership are more likely to have behavior and optimistic attitudes (Ullah et al., 2021b). The findings of this current study have several practical implications. This research demonstrated that EL is fruitful in boosting employees' JS and organizational citizenship behaviors, implying that an EL role is critical in giving the right directions that encourage employees to become more involved in their job roles.

Organizations must foster moral behaviors in both subordinates and their supervisors because ethical leadership has a beneficial impact on follower results. Organizations can, for example, employ and promote leaders who share their vision of ethical behavior. Organizations can also engage in management training programs that focus on both leaders and workers (Babalola et al., 2018). Employee job satisfaction and organizational culture are both influenced by leadership conduct. Based on the study results, it is recommended that institutions pay special attention to superiors' leadership practices. Management should hold periodic seminars and workshops to train superiors on how to successfully lead their subordinates, according to the findings (Semordzi, 2018; Ullah et al., 2021a). According to the study (Jabeen & Munir, 2018) ethical leadership has a beneficial influence on OCB, and employees’ psychological capital completely mediates the correlation between EL and OCB. This study found that establishing the ethical behavior of the leaders of an organization or a group as an example can improve the citizenship of workers' behavior.

Finding of the study have enhanced the perceptiveness about the theme of EL and JS with the help of OCB and added valued perception in this theme. The norms of the organizations were acquainted of leadership with their subordinates through directly and indirectly meeting and contacts, and also importance of fulfilling the objectives of the organizations. Good leadership makes better ethical practices for making ethical workplace and environment, and also proponent to their subordinates where they needed. As given in theoretical foundation, amount of impact leadership has on the working environment of their employees. In this research findings also shows that job satisfaction of employees was intrinsically connected with their leadership and, ultimately to their organization success. Getting feedback from employees for the improvement and innovative solution to attain the organization goals. Knowledge and experience sharing system to change the internal and external working environment of the organization. In some condition, using evaluating and monitoring scale to access the employee's performance to whether how they are achieving their assign tasks. To introduced the reliable information mechanism within the organization to update their employees. Provide some training and workshops to enhance the loyalty and honesty of with their organizations.

6. Conclusions

This research has significant implications for studies on ethical leadership, job satisfaction, and organizational citizenship behavior. First, we add to the literature in the areas of EL, JS, and OCB. As a moral individual and manager, ethical leadership can influence the behaviors and attitudes of followers. EL can develop positive attitudes and behaviors in employees using their impact and associations with followers. These in turn serve as possible gauges of worker performance. Indicators of organizational citizenship behavior and job satisfaction were shown to differ in this study, supporting the idea that EL encourages good behavior and attitudes among employees. With job satisfaction of employee's and organizational citizenship behavior as endogenous dependent variables, we find that both variables are statistically fundamental for ethical leadership. This study also evaluated the influence of ethical leadership on employee's job satisfaction, the mediating role of organizational citizenship behavior to control if the result variables variation among groups led by highly and less ethical leadership.

Given today's diverse and dynamic competitive climate, there is an increasing demand for highly ethical leadership to achieve organizational goals. When leaders are ethical, it ensures a democratic working environment that depicts mutual respect, trust, fairness and sincerity. Demonstration of high moral ethics through professional knowledge, guidance and ability attracts the support of subordinates which enhances teamwork, cohesion and collective learning and wisdom. In conclusion, if a leader is morally upright, his work is easier since employees correct themselves and emulate their superiors. The research limitations of this study are discussed as below:

- Some public and private sectors are considered to examine the efficacy of EL motivation on JS of employees with mediating role of organizational citizenship behavior.
- Due to the epidemic, they cannot move to other cities, so they face difficulties and big challenges during data collection.
- The sample size was small for conducting this research.
- The current study primarily focused on some public and private sectors in China. This research can be expanded to other cities in China. In the future study, it can be explored other variables for conducting new research. According to the recommendations for the new future, another variable will be empowerment, work stress, leadership effectiveness, organizational commitment and organizational culture.

6.1 Theoretical Implications

Our study findings imply some major theoretical implications for the literature on ethical leadership. Firstly, by investigating the role of OCB as a mediator in the relationship EL and JS. Our research contributes to a good understanding of basic mechanism by which EL influence on the variables. According to the findings of this research, leaders increase OCB by showing EL behaviors, which eventually lead to increased JS level. Moreover, investigating organizational citizenship behavior as a mediation helps us get a clear picture of how and why

EL can boost employee job satisfaction. Second, this research was carried out in China, a developing country that practices collectivism and has a distinct political and cultural climate from other Asian and western countries, making it a particularly unique area for this study. Until now, only a few empirical research studies have been conducted in the Chinese context to investigate EL behavior and its impacts on employee job characteristics. The findings of this research suggest that EL can be viable in different sectors within a nation with such a distinct environment. These results indicate that EL can be advantageous in various cultural contexts.

Competing Interests

The authors declare that they have no conflict of interest.

Availability of data and materials

The data supporting this study would be provided with the corresponding author upon appropriate request.

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