

The Impact of Ethical Leadership on Organizational Citizenship Behavior: A Case Study of ALFAPIPE Ghardaia Institution

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Abstract:

This research paper aims to study ethical leadership through the dimensions represented by the availability of ethical behavior, the practice of ethical behavior, and the promotion of ethical behavior, and their impact on organizational citizenship behavior. To address the study problem, the descriptive approach was adopted, and a questionnaire was distributed to a sample of 100 employees at the ALFAPIPE economic Algerian institution in the state of ghardaia. Structural equation modeling using Smart PLS4 software was applied, and the study concluded that there is a strong impact and correlation between ethical leadership and organizational citizenship behavior.

Keywords: Ethical leadership, Ethical behavior, Organizational citizenship, ALFAPIPE.

JEL Classification Codes : M14, M12, D23, C38, C83.

الملخص:

تهدف هذه الورقة البحثية إلى دراسة القيادة الأخلاقية من خلال الأبعاد المتمثلة في توفر السلوك الأخلاقي، وممارسة السلوك الأخلاقي، وتعزيز السلوك الأخلاقي، ومدى تأثيره على سلوك المواطنة التنظيمية داخل المنظمات. ولمعالجة إشكالية الدراسة، تم اعتماد المنهج الوصفي، حيث وُزعت استبانة على عينة مكونة من 100 موظف بالمؤسسة الاقتصادية ALFAPIPE بولاية غرداية الجزائرية. كما تم استخدام نموذج المعادلات الهيكلية باستخدام برنامج Smart PLS4، وقد خلصت الدراسة إلى وجود تأثير قوي وارتباط بين القيادة الأخلاقية وسلوك المواطنة التنظيمية.

الكلمات المفتاحية: القيادة الأخلاقية، السلوك الأخلاقي، المواطنة التنظيمية، ألفابايب.

تصنيفات JEL : C83، C38، D23، M14، M12.

1. INTRODUCTION

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Organizational leadership is the basis for many organizational functions. To use all of the organizational resources and parts as effectively and efficiently as possible takes skillful leadership. Ethical leadership is one leadership style through which organizational goals can be accomplished within the edges of ethical values. Ethical leadership is thought to be the normative approach to sustaining ethical standards, values, and principles and one of the primary management methods used to minimize and reduce adverse workplace behaviors. This then has the potential to increase employee organizational citizenship behavior in that ethical principles and values inspire employees to exhibit positive voluntary behaviors beyond their formal work roles such as offering help and providing useful information .

Given this, the following problem is posed:

What is the impact of ethical leadership on organizational citizenship behavior at ALFAPIPE, Ghardaia branch?

In order to examine the issue mentioned above, the following questions are posed:

- What is the impact of ethical leadership on organizational citizenship behavior at ALFAPIPE, Ghardaia branch?
- What is the impact of ethical behavior's presence on organizational citizenship behavior at ALFAPIPE, Ghardaia branch?
- What is the impact of practicing ethical behavior on organizational citizenship behavior at ALFAPIPE, Ghardaia branch?
- What is the impact of reinforcing ethical behavior on organizational citizenship behavior at ALFAPIPE, Ghardaia branch?

For the following hypotheses, the following assumptions were made:

- At a significance level of 0.05, there will be a statistically significant impact of ethical leadership on organizational citizenship behavior at ALFAPIPE, Ghardaia branch.
- At a significance level of 0.05, there will be a statistically significant impact of ethical behavior's presence on organizational citizenship behavior at ALFAPIPE, Ghardaia branch.
- At a significance level of 0.05, there will be a statistically significant impact of practicing in ethical behavior on organizational citizenship behavior at ALFAPIPE, Ghardaia branch.
- At a significance level of 0.05, there will be a statistically significant impact of reinforcing ethical behavior on organizational citizenship behaviors at ALFAPIPE, Ghardaia branch.

1.1 Study Objectives

The purpose of this study is to examine the following questions:

- What are the conceptions of ethical leadership and organizational citizenship behavior
- What are the causal relationships between ethical leadership and organizational citizenship behavior.
- To what extent do the dimensions of ethical leadership influence the organizational citizenship behavior.

1.2 Study Significance

One of the important aspects of this study is recognizing ethical leadership as one of the most prominent issues for managers who want to influence several behaviors of people within an organization. Ethical leadership is thought to play a significant role in influencing people into

behaving in ways that are voluntary and are contributing positively towards the attainment of the organization's objectives.

2. Theoretical Framework

2.1 Ethical Leadership

Ethical leadership is the influence over employees to be very efficient and impactful with their work while also creating an impactful organizational climate that works with ethical conduct in line with laws and regulations (Bashir & Amin, 2022, p. 206).

In this sense, ethical leadership incorporates both implicit and explicit elements of ethical self-conduct as it relates to ethical principles and ethical standards that measure certain types of learning-activity-based motivation, objectives, meaning of empowerment, values, service to others, human rights concerns, and pursuit of transformational change that will make or leave us better and fulfill social obligations (Abdul-Hassan & Ismail, 2023, p. 90).

Ethical leadership is also characterized, as being led by individuals who prioritize other interests over their self-interests and put values in the decision-making process, while acting on a daily basis to do the right thing in their choices and interactions (Alioua & Hassan, 2022, p. 983).

Ethical leadership is also, to influence others by behavior and by ethical principles and guidelines to improve performance, to be efficient and impactful, to promote an organization that is built on ethical norms and ethical interactions.

2.2 Dimensions of Ethical Leadership

2.3 Presence of Ethical Behavior

Ethical behavior is essential for an individual's success as a leader within an organization. This is achieved through the leader's commitment to fundamental ethical principles (Atoum, 2020, p. 322), such as justice, integrity, sincerity, transparency, trust, tolerance, courage, and competence (Hanan & Marwa, 2022, p. 205).

2.4 Practice of Ethical Behavior

An ethical leader must uphold the ethical values and principles that the ethical leader professes in their practice and behavior within the organization (Atoum, 2020, p. 322). These behaviors should be congruent with the environment in which they are demonstrated (Ghafouri & Ouda, 2022, p. 119); employees learn values, beliefs, and goals by observing and monitoring a leader's behavior. So, a leader must comply with the ethical rules and behavior that align with moral value (Atoum, 2020, p. 322). Distinguishing characteristics of ethical

leadership behaviors include avoiding harm to others, respecting their rights, providing help, and providing justice (Gharbi & Maamari, 2022, p. 190).

2.5 Reinforcement of Ethical Behavior

Ethical practices within an organization can be bolstered in many ways (Al-Hezam & Issawi, 2022, p. 156) :

- Ethically modeling behavior—A leader who acts with ethical behavior shows followers their importance in terms of their actions and abilities.
- Supervising employees and prescribing penalties for unethical behavior.
- Establishing a code of ethics that is meaningful and useful.
- Providing ethical training.
- Creating a rewards system for ethical behavior.

2.6 Importance of Ethical Leadership

The importance of ethical leadership is seen in the following ways (Bin Ali Al-Qarni & Al-Zaidi, 2016, p. 658):

- Coordination of individuals sharing a single profession.
- Direction for the conduct of new members of the profession.
- The degree to which individual responsibility can be attached to conduct and outcomes while providing complete protection against injustice or mistreatment.
- Standards judgments about efficiency and impactiveness in the workplace.
- Professional, intellectual, and cultural guidance for the behavioral patterns of new members.
- Creating commitment and loyalty to work.

3. Organizational Citizenship Behavior

3.1 Definition of Organizational Citizenship Behavior

Organizational citizenship behavior entails voluntary or discretionary behaviors performed by employees that are not recognized formally in the reward system but contribute to the overall impactiveness of the organization. Organizational citizenship behavior differs from formal organizational behavior in that organizational citizenship behaviors are voluntarily performed,

demonstrating a level of activity that goes beyond normal work. Organizational citizenship behaviors are voluntary and not a result of orders or directives from supervisors, but nonetheless, they are essential to organizational success in the short term, medium term, and long term (Mahmoud Bashir, 2022, p. 405).

3.2 Characteristics of Organizational Citizenship Behavior

Lamouri and Abbasi (2022, p. 230) have synthesized the main attributes of organizational citizenship behaviour and summarized as follows:

- **Voluntariness:** As a voluntary behaviour emanating from additional roles an individual may pursue, it is not imposed on them through a formal employment system.
- **Discretionary Nature:** It is a discretionary behaviour in the sense that is it not found in one's official job description.
- **Informality:** The individual does not receive any direct remuneration according to the formal incentive schemes that apply within the organization.
- **Utilitarianism:** This behaviour is predicated on the intention of benefiting others; either individuals or organizations.

3.3 Dimensions of Organizational Citizenship Behavior:

The dimensions of organizational citizenship behavior are as follows:

- **Altruism:** A voluntary action that someone takes when helping others, or keeping colleagues from making mistakes in their work duties. Altruism is considered the first dimension of organizational citizenship behavior (Boudmag & Green, 2021, p. 510).
- **Conscientiousness:** An employee's commitment to arriving on time, to being prompt in their work, and their commitment to following the organization's rules, processes, and regulations (Qashi, 2022, p. 321).
- **Courtesy:** An individual's attempt to prevent issues related to their work, knowledge of how his behavior affects others, not abusing others' rights, and not provoking unnecessary conflict (Halima & Ammar, 2022, p. 75).
- **Civil behavior:** An individual's willingness to be involved in organizational matters, such as attending important informal conversations, responding to changes, reading memos and organizational announcements, and approaching their tasks to help maintain the organization's image (Al-Issa, 2019, p. 5).
- **Sportsmanship:** An employee's means of exercising patience and faithfulness after facing disappointments to save his energy for work (Al-Maliki & Bukhari, 2019, p. 10), not grumbling about additional responsibilities, accepting criticism and advice from coworkers, and overcoming trivial workplace events without much fuss (Mousa, Sai, and Ibrahim, 2021, p. 194).

3.4 The Significance of Organizational Citizenship Behavior:

According to Al-Adhm (2021, p. 1001) the value of organizational citizenship behavior can be defined in the following ways:

- Helping personal development and development of a sense of accomplishment in one's work.
- Helping achieve self-actualization whereby the individual can see they matter regardless of their membership with colleagues.
- Promoting initiative, the act of altruism, and having a positive attitude and beliefs at work.

At the group level, its value includes:

- Supporting work teams in building/improving their capabilities and levels of self-confidence leading to better performance.
- Establishing high work standards and building determination to achieve the standards together collectively.
- Knowing how to use opportunities to improve self-awareness in teams.

3.5 Applied Framework

This section seeks to take the findings from this study, and apply them to the real world.

3.5.1 Study Procedure

A descriptive method was used to conduct the study. The study involved collecting researcher literature on the study variables, ethical leadership and organizational citizenship behavior. The study utilized a survey questionnaire and used partial least squares (PLS) analysis using Smart PLS software. The study sample included employees from ALFA PIP, who had 100 questionnaires administered in the organization.

3.5.2 Factor Loading (FL):

Table No. (01) - Factor Loading (FL) Results

Axis	Dimension	Statement	Factor Loading	Note
Ethical Leadership	Ethical behavior availability	Q1	0,802	Adequate
		Q2	0,913	Adequate
		Q3	0,870	Adequate
		Q4	0,856	Adequate
		Q5	0,771	Adequate
	Ethical Behaviour Practice	Q6	0,921	Adequate
		Q7	0,893	Adequate
		Q8	0,873	Adequate
		Q9	0,831	Adequate
	E t h i c	Q10	0,818	Adequate

Organizational Citizenship Behavior	Q11	0,862	Adequate
	Q12	0,880	Adequate
	Q13	0,927	Adequate
	Q14	0,867	Adequate
	Q15	0,871	Adequate
	Q16	0,833	Adequate
	Q17	0,453	Adequate
	Q18	0,792	Adequate
	Q19	0,748	Adequate
	Q20	0,689	Adequate

* The source based on the outputs of the SmartPLS 4 program

Factor Loadings (FL) are used to evaluate internal consistency among statements and study dimensions (Ethical Behavior Availability, Ethical Behavior Practice, Ethical Behavior Promotion, and Organizational Citizenship Behavior). The acceptable threshold is over 70%. It is possible to keep factor loading values between 0.4 and 0.7 if the composite reliability (CR), average variance extracted (AVE), and Cronbach's alpha values are acceptable (Hair and Alamer, 2022) .

As per the earlier table, factor loadings for the study dimensions, Ethical Behavior Availability, Ethical Behavior Practice, Ethical Behavior Promotion, and Organizational Citizenship Behavior (OCB) were between 0.453 and 0.927, and were accepted as falling under the acceptable loading values.

Table No. (02): Cronbach's Alpha Results

Variable	Cronbach's Alpha
Ethical behavior availability	0,904
Ethical Behaviour Practice	0,898
Ethical behavior promotion	0,921
Organizational Citizenship Behavior	0,832

* The source based on the outputs of the SmartPLS 4 program

The Cronbach's Alpha values for the dimensions of the study are shown in the table. Ethical behavior availability, ethical behavior practice, ethical behavior promotion, and organizational citizenship behavior had Cronbach's Alpha values **greater than 70%**. This shows that the study instrument is highly reliable and measures what it was intended to measure.

Table No. (03): Composite Reliability (CV) Results

Variable	Composite reliability
Ethical behavior availability	0,932
Ethical Behaviour Practice	0,925
Ethical behavior promotion	0,878
Organizational Citizenship Behavior	0,940

*** The source based on the outputs of the SmartPLS 4 program**

From the table, we see that the Composite Reliability (CV) coefficients for the study dimensions (availability of ethical behavior, ethical behavior in practice, reinforcement of ethical behavior, and organizational citizenship behavior) fall between 0.878 and 0.940, all the **above 70%**. This could be interpreted to mean that the study instrument has a high level of reliability.

Table No. (04): Results of the Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Ethical behavior availability	0,775
Ethical Behaviour Practice	0,712
Ethical behavior promotion	0,553
Organizational Citizenship Behavior	0,760

*** The source based on the outputs of the SmartPLS 4 program**

From the table, we can see that the Average Variance Extracted (AVE) values for the dimensions of studying the availability ethical behavior, ethical behavior practice, ethical behavior promotion, and organizational citizenship behavior range from 0.553 and 0.760 which is **greater than 50%**, and indicate the variables explain over half of their variance.

3.5.3 Cross Loading:

Table No. (05): Results of the CL Index Test

Organizational citizenship behavior	Ethical behavior promotion	Ethical Behaviour Practice	Ethical behavior availability	
0,509	0,776	0,759	0,893	Q1

0,314	0,663	0,671	0,873	Q2
0,421	0,704	0,759	0,921	Q3
0,489	0,706	0,651	0,831	Q4
0,426			0,771	Q5
0,495	0,626	0,802	0,759	Q6
0,585	0,756	0,913	0,688	Q7
0,498	0,810	0,870	0,753	Q8
0,628	0,800	0,856	0,660	Q9
0,426	0,763	0,771	0,599	Q10
0,385	0,818	0,771	0,686	Q11
0,541	0,862	0,749	0,609	Q12
0,469	0,880	0,790	0,716	Q13
0,537	0,927	0,812	0,762	Q14
0,508	0,867	0,762	0,770	Q15
0,871	0,474	0,542	0,312	Q16
0,833	0,371	0,456	0,446	Q17
0,453	0,189	0,184	0,051	Q18
0,792	0,499	0,525	0,436	Q19
0,748	0,512	0,527	0,398	Q20

* The source based on the outputs of the SmartPLS 4 program

The concordance index describes the degree to which statements about the study variables (availability of ethical behaviour, practice of ethical behaviour, and reinforcement of ethical behaviour, and organizational citizenship behaviour) were differentiated. It does this by looking at whether the statement was more strongly related to the variable it was indicting than the other variables. In the table above, it is evident that the statements Q1, Q2 Q3, Q4and Q5, were more strongly related to the availability of ethical behaviour variable than they were to the other variables. The statements Q6, Q7, Q8,Q9and Q10, were more strongly associated with the practice of ethical behaviour variable. The statements Q11, Q12, Q13, Q14and Q15 showed stronger correlations with the reinforcement of ethical behaviour variable than the other variables, and likewise the statements Q16, Q17, Q18Q19and Q20 were more closely-related to the organizational citizenship behaviour variable than with the other variables. It can be interpreted that the indicators clearly belong to their respective variables .

3.6.4 Standard Model Variable Correlation Index:

Measures the degree of separation of latent variables.

Table No. (06): Results of the CL Index Test

	Ethical behavior availability	Ethical Behaviour Practice	Organizational Citizenship Behavior	Ethical behavior promotion
Ethical behavior availability	0,880			

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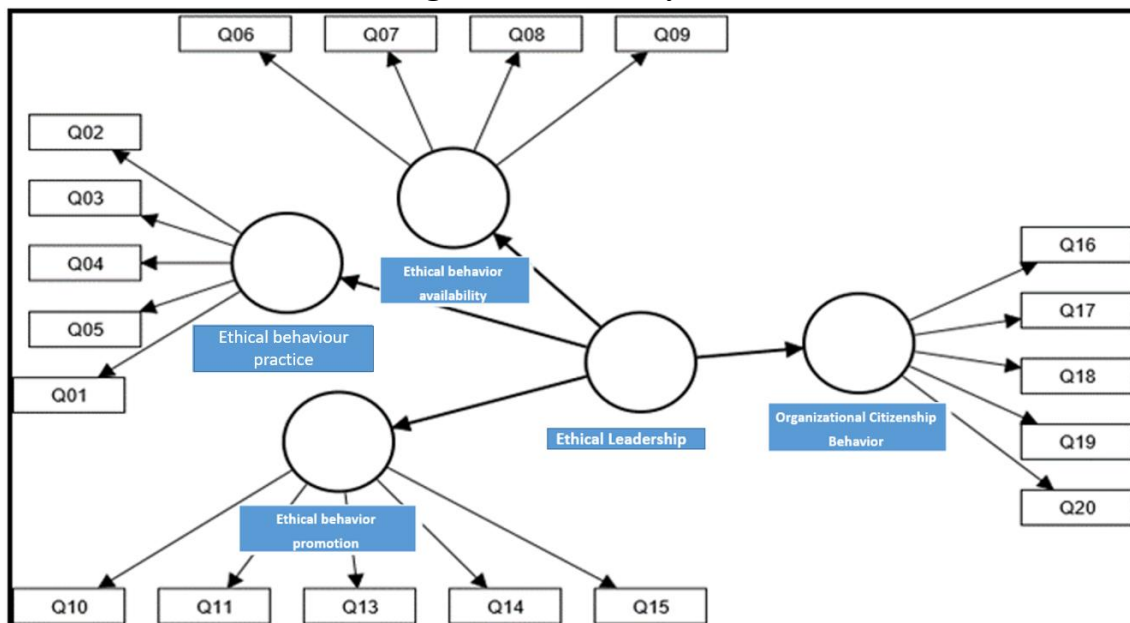
Ethical Behaviour Practice	0,818	0,844		
Organizational Citizenship Behavior	0,508	0,633	0,744	
Ethical behavior promotion	0,811	0,889	0,566	0,872

* The source based on the outputs of the SmartPLS 4 program

Table No. 06 indicates that correlation values are greater for all study variables' availability of ethical behavior, practice of ethical behavior, reinforcement of ethical behavior, and organizational citizenship behavior than with either of self dimension behaviors; thus, it can be normally stated that these variables are independent.

3.5.5 Study Structure after Applying Construct Validity and Convergent Validity Tools:

Figure No. 01: Study Structure



* The source based on the outputs of the SmartPLS 4 program

3.6 Hypothesis Testing:

- There is a statistically significant impact on organizational citizenship behavior among ALFA PIP people in Ghardaia by ethical leadership after hypothesizing a 5% level of significance.
- There is a statistically significant impact on organizational citizenship behavior among ALFA PIP people in Ghardaia by ethical behavior availability after hypothesizing a 5% level of significance.

- There is a statistically significant impact on organizational citizenship behavior among ALFA PIP people in Ghardaïa by ethical behavior practice after hypothesizing a **5%** level of significance.
- There is a statistically significant impact on organizational citizenship behavior among ALFA PIP people in Ghardaïa by ethical behavior promotion after hypothesizing a **5%** level of significance.

3.6.1 Hypothesis Testing Results:

Table No. (07): Hypothesis Testing Results

	Regression coefficient	Standard error	T-test	P-value	Note
Availability of ethical behavior --< Organizational citizenship behavior	0,176	0,029	6,060	0,000	Adequate
Practice of ethical behavior --< Organizational citizenship behavior	0,227	0,037	6,110	0,000	Adequate
Ethical behavior promotion --< Organizational citizenship behavior	0,233	0,036	6,550	0,000	Adequate
Ethical leadership --< Organizational citizenship behavior	0,589	0,087	6,759	0,000	Adequate

* The source based on the outputs of the SmartPLS 4 program

3.6.2 Coefficient of Determination Indicator:

The coefficient of determination (R^2)—the most widely used method of assessing the structural model—is defined as the unexplained sum of squares divided by the total sum of squares of the deviations from the mean (Asuero et al., 2006). In this sense, it indicates the amount of variance in the endogenous constructs that has been accounted for by all of the associated exogenous constructs.

Table No. (07): Coefficient of Determination and Correlation Indicator

	R^2
Ethical behavior availability	0,508

Ethical Behaviour Practice	0,633
Ethical behavior promotion	0,566
Ethical leadership	0,611

*** The source based on the outputs of the SmartPLS 4 program**

3.6.3 Predictive Ability Index Q^2 : To evaluate the global quality of the model for this study, the Q^2 index was used, which indicates the predictive relevance of the path model when forming the dependent variable (which must be **greater than 0**).

Table No. (09): Coefficient of Determination and Correlation Index

	SSO	SSE	Q^2
Ethical leadership	700,000	279,900	0,600
Ethical behavior promotion	250,000	92,964	0,628
Ethical behavior availability	200,000	80,115	0,599
Organizational citizenship behavior	300,000	188,783	0,371
Ethical Behaviour Practice	250,000	110,854	0,557

*** The source based on the outputs of the SmartPLS 4 program**

We notice from the table above that the Q^2 value for all study variables (i.e., availability of ethical behavior, promotion of ethical behavior, practice of ethical behavior, ethical leadership, and organizational citizenship behavior) was greater than 0, which showed that the model was effectively predicting and assessing the independent variable's strong impact on the dependent variable.

3.6.4 Goodness-of-Fit Index (GOF):

The GOF index demonstrates the reliability of the study model (the impact of ethical leadership on organizational citizenship behavior). GOF is calculated by taking the square root of the average of the squared correlation's associating each observed variable to the latent variable and the average variance extracted (Fritih & Dahmani, 2024) .

The interpretation of GOF values is as follows :

- **Less than 0.1:** Unacceptable
- **0.1 to 0.25:** Weak
- **0.25 to 0.36:** Moderate
- **Greater than 0.36:** High

It can be summarized to this relationship:

$$GOF = \sqrt{(R^2 * AVE)}$$

Table No. (10): Goodness-of-Fit (GOF) Index

Axis	AVE	R ²	GOF
Organizational citizenship behavior	0.700	0.569	0.631

* The source based on the outputs of the SmartPLS 4 program

4. Analysis and Findings

Based on the above table, the GOF index value is above 0 meaning that the model has good predictive ability and that it describes well the impact of the independent variable on the dependent variable.

4.1 Findings

Upon investigation into the linkage and impact of ethical leadership on organizational citizenship behavior, the study yielded the following conclusions:

4.2 First Sub-Hypothesis:

Based on Table 07, the regression coefficient associated with the impact of ethical behavior availability and its influence on organizational citizenship behavior is 0.176, and it is statistically significant where P-value is less than 0.05 (0.000). The T-value of 6.060 is greater than the critical value of 1.96, thus we can conclude there is a statistically significant impact of ethical behavior availability to organizational citizenship behavior in the studied institutions within 0.05 significant level.

Additionally, the correlation coefficient of 50.8 percent shows there is a medium and positive relationship between ethical behavior availability and organizational citizenship behavior in the studied institution. Thus, when ethical behavior availability increases, organizational citizenship behavior increases.

4.3 Second Sub-Hypothesis:

Based on Table 07, the regression coefficient associated with the impact of ethical behavior practice to organizational citizenship behavior is 0.227. The result is statistically significant in that there P-value is less than 0.05 (0.000). The T-value of 6.110 is also greater than the critical value of 1.96, thus we can conclude there is a statistically significant impact of ethical

behavior practice to organizational citizenship behavior in the studied institutions within 0.05 significant level.

Likewise, the correlation coefficient of 63.3 percent represents a large and positive relationship between ethical behavior practice and organizational citizenship behavior in the studied institution. When ethical behavior practice increases, organizational citizenship behavior increases.

4.4 Third Sub-Hypothesis:

Based on Table 07, the regression coefficient associated with the impact of ethical behavior reinforcement to the level of organizational citizenship behavior is 0.233. It is statistically significant in that there P-value is less than 0.05 (0.000). The T-value of 6.550 is greater than the critical value of 1.96, thus we can conclude there is a statistically significant impact of ethical behavior reinforcement to organizational citizenship behavior in the studied institutions within 0.05 significant level.

Additionally, the correlation coefficient of 56.6 percent represents a moderate and positive relationship between ethical leadership reinforcement and level of organizational citizenship behavior in the studied institution. Thus, when ethical behavior reinforcement increases, organizational citizenship behavior increases.

4.5 Main Hypothesis:

Based on Table 07, the regression coefficient associated with the impact of ethical leadership on organizational citizenship behavior is 0.589. The result is statistically significant in that there P-value is less than 0.05 (0.000). The T-value of 6.759 is greater than the critical value of 1.96, thus we can conclude there is a statistically significant impact of ethical leadership to organizational citizenship behavior in the studied institutions within 0.05 significant level. Moreover, the correlation coefficient of 61.1 percent represents a large and positive relationship between ethical leadership and the level of organizational citizenship behavior in the studied institution. As ethical leadership increases, the voluntary behavior of the individuals within the institution also increases.

5. Conclusion

The purpose of the study was to explore how ethical leadership influences organizational citizenship behavior. Ethical leadership represents the accepted values in an organization towards ethical behaviors such as justice, integrity, and respect that leaders display. The display and enactment of ethical behaviors helps to create an environment conducive to teamwork and volunteerism, as individuals are likely to adopt or be motivated by their leaders behaviors.

In addition, organizations have come to rely more on how employees behave voluntarily to accomplish organizational objectives rather than through formal behaviors. Organizational

citizenship behavior is therefore, one of the most important behavioral variables for organizations to thrive.

6. Recommendations

- Encourage ethical behaviors as they are a major driving force for promoting OC behavior.
- Develop a set of ethical values and principles for organizational leadership at the organization studied.
- Establish a working environment as support personnel for encouraging and promoting OC behavior.
- Engage all employees in activities that will promote OC behavior through seminars that promote the importance of OC behavior and the impact of important OC behavior.

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