

Organizational Politics, Ethical Leadership, and Organizational Citizenship Behavior of Faith-based Institutions in Northern Mindanao

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Abstract

Investigating political strategies, ethical concerns, and organizational citizenship is imperative for research. This study determined the level of organizational politics, ethical leadership, and organizational citizenship behavior at faith-based institutions in Northern Mindanao. The descriptive-correlational research design was used in the study, 132 employees as respondents and were selected through purposive and quota sampling techniques. Adapted and modified Organizational Politics, Ethical Leadership, and Organizational Citizenship Behavior Questionnaires were used in gathering the data that were analyzed using Mean and Standard Deviation as well as Pearson Product-Moment Correlation Coefficient to measure the levels of organizational politics, ethical leadership, and organizational citizenship behavior among respondents and explore the significant relationships between these variables. Results revealed that respondents have a low level of organizational politics, a high level of perceived ethical leadership, and a very high level of Organizational Citizenship behavior. Organizational politics was not associated with organizational citizenship behavior. However, ethical leadership was highly significant in organizational citizenship behavior. The study concluded that the ethical behavior and moral conduct of leaders influenced Organizational Citizenship Behavior. Thus, it is recommended that organizations cultivate a moral culture among leaders and managers to elevate Organizational Citizenship behavior in the workplace.

Keywords: organizational politics, ethical leadership, organizational citizenship behavior

1. Introduction

As organizations grow and diversify the competition for power and influence increases. Organizational politics, a multifaceted and dynamic phenomenon, influences almost every aspect of organizational existence. It involves the strategic use of influence to achieve objectives that may not be officially endorsed by the organization or to achieve approved objectives through unconventional methods (Jain, 2011). This intricate character of organizational politics is commonly depicted as a self-centered, often covert, and crafty endeavor that traps members of an organization in scenarios where individual advancement is attainable only at the cost of others' well-being (Gotsis & Kortezi, 2010).

Ethical leadership, characterized by behavior aligning with established norms in personal actions and interpersonal relationships, can be achieved through two-way communication involving reinforcement and decision-making (Brown, et al., 2005). This leadership style plays a crucial role in guiding institutions to fulfill their duties, serving as a pivotal element for achieving institutional excellence, enhancing efficiency, effectiveness, and productivity across diverse sectors, and promoting stability and ongoing growth (Alkhudari, et. al., 2022). According to (Pakizekho & Barkhordari-Sharifabad, 2022), ethical leadership is a predictor of conscientiousness and moral courage while also being linked to employee creativity (Li, et al., 2022). Furthermore, the combined efforts and ethical climate are crucial in inspiring workers to make effective commitments and offering support for organizational change (Ye et al., 2022).

Organizational Citizenship Behavior, defined as employees' voluntary activities contributing to positive organizational performance (Organ, 1997), is significant not only for enhancing workplace productivity and positivity but is also deemed crucial for fostering high-quality relationships with employees (Li & Shang, 2023). How the subordinates view the organizational citizenship behavior exhibited by their supervisors has notable consequences for the well-being of the subordinates, affecting aspects like job satisfaction, life satisfaction, and emotional exhaustion (Liang, et al., 2023). Understanding that organizational citizenship behavior significantly enhances both individual and team satisfaction and effectiveness underscores the importance of examining the factors that contribute to its emergence and development (Magdaleno, et al., 2023).

Many studies have been conducted on organizational politics, ethical leadership, and organizational citizenship behavior (Liang, et.al., 2023; Noori, et al., 2023; Freire & Pinto, 2022; Gonçalves, & Curado, 2023; Li, & Shang, 2023; Zhang, et. al., 2022). However, there were only a few research conducted in the context of faith-based institutions. Hence, this study investigates how political maneuvering, ethical leadership, and employee voluntary activities interact to affect an organization's performance in faith-based institutions.

Because faith-based institutions focus mainly on moral and spiritual values, beliefs, and religious teachings, they are supposed to stay away from getting involved in politics. These places, like churches, and religious groups, care more about religious practices, helping the community, and matters of faith than they do about taking part in politics. They want to avoid getting off track with political issues and stick to their main purpose by keeping the focus on spiritual matters. Also, leaders within faith-based organizations are expected to uphold moral standards, aligning with the moral principles and foundations that often require a commitment to ethical behavior. This expectation stems from the belief that individuals in positions of authority should embody the principles and teachings maintained by their respective faith communities. Leaders who adhere to ethical standards contribute to the credibility and reliability of the organization, fostering a positive and morally grounded environment for both themselves and the communities they serve. This expectation underscores the significance attributed to moral conduct as a key element in fulfilling the spiritual and moral missions of faith-based institutions. Further, employees in faith-based institutions are anticipated to demonstrate organizational citizenship behavior, involving voluntary actions or a heightened level of involvement beyond the basic job requirements. The influence of employees' religious beliefs is substantial, considering that faith-based organizations often endorse values like selflessness, service, and a sense of civic responsibility. As a result, employees are encouraged to surpass expectations in supporting the organization's mission and well-being, driven by their religious convictions.

2. Methodology

2.1. Research Design

This study utilized quantitative methods with a descriptive-correlational design. This approach aimed to explain phenomena, attitudes, views, behaviors, and other identified factors by collecting numerical data and analyzing it statistically.

2.2. Research Setting

The study was conducted across various faith-based educational facilities located in Northern Mindanao, specifically four elementary schools, three secondary institutions, and a college school. These research settings were owned and operated by a sectarian administration, so they are referred to as "faith-based institutions".

2.3. Respondents of the study

The respondents of the study were the 132 regular employees from eight (8) faith-based school establishments in Northern Mindanao. The respondents were chosen based on specific criteria: 1) employees who had served for a minimum tenure of half a year as either regular or contractual workers 2) employees who were identified as belonging to a specific religion 3) employees who had given their full consent to participate as a respondent in the study.

2.4. Instruments

The study used the following instruments.

- 1) Perceptions of Organizational Politics Questionnaire. This survey questionnaire assessed respondents' perceptions of organizational politics using a 4-point Likert scale comprising three (3) constructs and 15 statements. A pilot study was conducted among the non-respondents of the study and the survey questionnaire yielded a Cronbach's alpha of 0.868 signifying high reliability and validity.

In determining the level of Perceptions of Organizational Politics, the following scale was used:

Responses	Continuum	Interpretation
4 Strongly Agree (SA)	3.25-4.0	Very High (VH)
3 Agree (A)	2.50-3.24	High (H)

2 Disagree (DA)	1.75-2.49	Low (L)
1 Strongly Disagree (SDA)	1.0-1.74	Very Low

- 2) Ethical Leadership Questionnaire. This survey assessed respondents' perceptions of the ethical leadership level demonstrated by their leaders or superiors in their organization. Utilizing a 4-point Likert scale with two (2) constructs and 22 indicators. This questionnaire was also developed by the researcher. The questionnaire yielded a Cronbach's alpha test value of 0.986 demonstrating a high level of reliability for use by the respondents.

In determining the level of Ethical Leadership, the following scale was used:

Responses	Continuum	Interpretation
4 Strongly Agree (SA)	3.25-4.0	Very High (VH)
3 Agree (A)	2.50-3.24	High (H)
2 Disagree (DA)	1.75-2.49	Low (L)
1 Strongly Disagree (SDA)	1.0-1.74	Very Low

- 3) Organizational Citizenship Behavior questionnaire. This questionnaire measured the extent of Organizational politics among the respondents. Employing a 4-point Likert scale featuring two (2) constructs and 24 indicators was also developed by the researcher. The questionnaire yielded a Cronbach's alpha of 0.876 signifying its reliability for use by the respondents.

In determining the level of Organizational Citizenship Behavior, the following scale was used:

Responses	Continuum	Interpretation
4 Always (A)	3.25-4.0	Very High (VH)
3 Sometimes (S)	2.50-3.24	High (H)
2 Rarely (R)	1.75-2.49	Low (L)
1 Never (N)	1.0-1.74	Very Low

2.5. Data Collection

In gathering the data, the researcher obtained approval to conduct the study from the director of education at faith-based institutions. The data-gathering process involved face-to-face interactions in inaccessible locations. Questionnaires were sent via mail carriers to remote locations. Online data gathering was facilitated using Google Forms for those who could access the internet. The researcher then entered the response data into spreadsheets and tallied the result for statistical computation.

2.6. Ethical Considerations

During the conduct of the study, the researcher adhered to ethical considerations. The questionnaires were carefully crafted to uphold the privacy and confidentiality of the respondents avoiding questions about personal details like names or addresses. The questions were written in clear, simple language to avoid confusion or misinterpretations. Further, the researcher communicated transparently with participants and ensured that their responses would not affect their employment or relationship with their organization. Finally, the participants were informed that their responses to the survey were voluntary and that they could withdraw at any time without incurring any costs.

2.7. Data Analysis

The study used the following tools in analyzing the data gathered with the use of Minitab Software:

Mean and standard deviation. These were used to determine the respondents' level of Perceptions of Organizational politics, Ethical Leadership, and Organizational Citizenship Behavior.

Pearson r Product Moment Correlation Coefficient. This was used in determining the significant relationships between the respondents' level of Perceptions of Organizational politics, Ethical Leadership, and Organizational Citizenship Behavior.

3. Results and Discussions

3.1. Respondent’s Level of Organizational Politics

Data in Table 1 revealed that, in general, respondents have a low level of organizational politics (M=2.29; SD =0.69). The result is true for all the constructs, namely; General Political behavior (M=2.09; SD=0.78, Go along to get ahead (M=2.46; SD=0.55), Pay and promotion policies (M=2.43; SD=0.73). The findings imply that the respondents perceived a low level of organizational politics, indicating that personal interests are not used to influence decision-making. This characteristic can yield positive effects on organizations particularly in fostering a cooperative work environment and minimizing conflicts among employees.

When employees prioritize collective goals over individual power and self-interest, they can collaborate effectively and work towards shared objectives. This collaboration may lead to heightened job satisfaction, increased productivity, and improved overall organizational success. Also, a culture characterized by low political behavior may promote ethical conduct and accountability, discouraging manipulative or deceptive practices among employees. This sense of responsibility to uphold ethical standards and act with integrity can contribute to a positive work culture. Moreover, the organization may build a reputation as one that is trustworthy and operates with transparency.

Regarded as harmful, organizational politics is adversely affecting the morale of employees, creating discomfort and perpetuating a constant atmosphere of threat in the workplace (Gad & Elsayed, 2023). This challenging situation has prompted employees to contemplate departing from the organization as they grapple with the complexities of dealing with organizational politics ((Dhar, 2011). Furthermore, as emphasized by Lam & Xu, (2019), in a workplace with a high presence of organizational politics, abusive supervision has a stronger influence on how employees' willingness to tolerate authority is related to their tendency to remain silent. If these events transpire in the workplace, they are likely to hurt the success of organizations. On the contrary, organizations demonstrating low presence of engagement in politics, as with the results of this study among respondents in faith-based institutions, are likely to experience fewer conflicts arising from personal interests. Also, the low occurrence of politicking in the workplace is expected to lead to a lower intention among employees to leave.

For organizations to mitigate and prevent politicking within their workforce, leaders and employees should create a communication culture that is both transparent and inclusive. This ensures the open flow of information and reduces the potential for concealed motives or manipulation. Also, organizations should invest in leadership development programs aimed at instilling ethical values in leadership and dissuading manipulative practices at the managerial level. They should establish clear avenues for grievance resolution and provide platforms for employee feedback to proactively address concerns and prevent the emergence of dissatisfaction that may lead to organizational politics.

Table 1. Level of the Respondents’ Perceived Organizational Politics

Constructs	Mean	SD	Remarks
Dysfunctional Decision-Making	2.09	0.78	Low
Erosion of Trust and Morale	2.46	0.55	Low
Pay and Promotion Practices	2.43	0.73	Low
Overall Weighted Mean	2.29	0.69	Low

Note: Perceived Organizational Politics Scale: 3.26 – 4.00 (Very High); 2.51 - 3.25 (High); 1.76-2.50 (Low); 1.0-1.75 (Very Low)

3.2. Respondents level of ethical leadership

Data in Table 2 revealed that, in general, respondents have a high level of perceived ethical leadership (M=3.17; SD =0.51). The result is true for all the constructs, namely; empowerment (M=3.20; SD=0.28), motive, and character (M=3.13; SD=0.53). This suggests that the participants perceived their leaders and administrators as exemplifying high ethical leadership. They feel significantly impacted by their leaders and hold the belief that their leaders have genuine motives and excellence of character. The finding also implies that employees working in faith-based organizations perceive their leaders as motivated by ethical values and possessing a solid moral character. Empowered employees lead to increased motivation, productivity, and job satisfaction contributing to employee retention and overall satisfaction. The leaders' empowerment of employees within an organization holds substantial implications for its overall success. Moreover, empowered employees are inclined to show initiative, innovation, and creative problem-solving, resulting in increased work quality and efficiency. This heightened level of engagement among empowered employees not only positively impacts internal operations but also fosters greater customer satisfaction, thereby contributing significantly to the overall success of the organization.

As per Varner (2020), leaders and managers who model ethical behavior can anticipate reduced employee turnover and a more favorable organizational culture, ultimately resulting in enhanced customer satisfaction. Building on this, leaders who uphold ethical principles, as noted by (Yuan, et al.2023), are more inclined to instill virtuous qualities in organizations, both through their exemplary conduct and the clear moral standards they inspire in others. Leaders play a crucial role in practicing and promoting ethical leadership, which involves following their organization's rules about being good and doing the right thing, directly influencing how their subordinates feel (Peralta, et al., 2023). Prioritizing ethical principles creates a positive workplace, fostering trust, unity, and a shared commitment to values. This not only enhances the well-being of individual team members but also contributes to cultivating a strong organizational culture. Such ethical leadership serves as a fundamental building block for creating a resilient and flourishing work environment, impacting productivity, employee satisfaction, and long-term success. However, when leaders lack ethical behavior, it can result in numerous adverse consequences. Unethical leadership might create a harmful work environment, diminishing trust and morale among team members. Employees may experience disengagement or demotivation, leading to negative effects on productivity and overall job satisfaction. Legal consequences may follow if the unethical actions involve violations of laws or regulations.

As per Jian et al. (2022), to foster ethical leadership within the organization and ensure its success, policymakers should create specific training and development initiatives tailored for managers and supervisors. These programs should emphasize the significance of ethical leadership in achieving effective organizational management. Likewise, it is essential to extend such training to employees at all levels. Ethical leadership is crucial among leaders and managers as it establishes a positive model, nurturing a culture built on integrity and trust within the company. Leaders who demonstrate ethical behavior are more apt to earn the respect and allegiance of their teams, thereby improving overall morale and productivity. For employees, being exposed to ethical leadership offers a distinct ethical guideline, influencing their decision-making and conduct. This congruence of values between leaders and employees fosters a cohesive work environment and bolsters the organization's prospects for sustained success. Naeem, et al. (2020) also suggested that leaders should treat their team members with respect and kindness to boost their confidence and make them more engaged in their work. Moreover, organizations should prioritize the recognition and advancement of leaders who exhibit ethical behavior toward their followers, because, when leaders receive recognition for behaving ethically, it creates a positive impact that inspires employees to embrace similar principles in their respective roles. Furthermore, organizations should establish an environment where employees can cultivate high-quality relationships with their supervisors, yielding mutual benefits for individual and organizational performance.

Table 2. Level of the Respondents’ Perceived Ethical Leadership

Constructs	Mean	SD	Remarks
Empowerment	3.20	0.48	High
Motive and character	3.13	0.53	High
Overall Weighted Mean	3.17	0.51	High

Note: Perceived Ethical Leadership Scale: 3.26 – 4.00 (Very High); 2.51 - 3.25 (High); 1.76-2.50 (Low); 1.0-1.75 (Very Low)

3.3. Respondents level of organizational citizenship behavior

Data in Table 3 revealed that respondents have a very high level of organizational citizenship behavior across the four constructs, namely; Altruism (M=3.50; SD=0.49), Conscientiousness (M=3.67; SD=0.30), Courtesy (M=3.72; SD=0.39), Civic Virtue (3.55; SD=0.49). However, the data also shows a low level of OCB in the specific construct of sportsmanship (M=1.99; SD=0.63). In general, respondents have a very high level of Organizational citizenship behavior (M=3.29; SD=0.46) These results suggest that the respondents demonstrated behaviors and attitudes conducive to prompting effective organizational operations. An organization defined by a strong sense of altruism, propelled by a mission extending beyond profit and a dedication to societal contribution, promotes transparency and accountability. In this setting, employees experience a profound sense of pride and motivation, believing they positively impact the world while contributing to the organization's success. Similarly, an organization characterized by high conscientiousness showcases a commitment to accountability and transparency, establishing a secure and stable environment where employees acknowledge the dedication to integrity and responsibility. Additionally, an organization exhibiting high levels of courtesy cultivates an inclusive and diverse culture, valuing differences and reinforcing inclusivity through investments in training and education. This ensures employees possess the knowledge and skills for effective collaboration with individuals from diverse backgrounds. Moreover, an organization marked by high civic virtue fosters a culture of innovation and creativity, emphasizing risk-taking and environmental

responsibility, instilling purpose and pride among employees contributing to the success of the organization. On the contrary, an organization displaying low sportsmanship prioritizes victory over fair play, ethical conduct, and respect for co-workers. This can manifest in aggressive and confrontational behavior, seeking unfair advantages and exerting pressure on employees to achieve success at any cost, potentially compromising their values or integrity.

According to Ahlawat, et al. (2020), the performance of an organization is significantly influenced by the attitudes and actions of its employees. Managers are particularly interested in identifying behaviors that contribute to the organization's success. Organizational citizenship Behaviors (OCBs) represent a category of voluntary actions that employees engage in without expecting rewards or sanctions. These behaviors, while not incentivized, play a crucial role in enhancing the overall efficiency and effectiveness of the organization. In the study conducted by Widarko & Anwarodin (2022), they emphasize the noteworthy impact of work motivation and employee performance on Organizational Citizenship Behavior (OCB). This underscores the central role that work motivation and employee performance play in shaping OCB. Work motivation, characterized by individuals' drive and enthusiasm toward their tasks, acts as a catalyst, inspiring employees to surpass their formal job roles. When coupled with enhanced employee performance, indicating the successful completion of tasks and objectives at an advanced level, a synergistic effect becomes evident, fostering a positive work environment conducive to OCB. Employees, motivated by a sense of purpose and achievement, are more inclined to participate in discretionary actions that contribute to the overall well-being of the organization. The intricate interplay between work motivation and performance underscores the interconnected dynamics influencing OCB, emphasizing the importance of cultivating a motivated and high-performing workforce to promote positive organizational citizenship.

To promote Organizational Citizenship Behavior (OCB), it is imperative to underscore the importance of societal elements such as family, politics, and religion. These aspects play a crucial role in instilling in employees an understanding of the significance of relationships and mutual benefits that contribute to citizenship actions. Emphasizing the need for broader societal support, organizations should advocate for policies and initiatives from social institutions that strengthen connections and promote collective values. Building upon established norms, organizations can further encourage OCB within their workforce. Reminding employees of overarching goals can stimulate a sense of belonging and accomplishment, fostering a conducive environment for discretionary efforts. Moreover, providing leadership and management training to supervisors and managers is essential, enabling them to effectively blend socio-emotional support with career challenges to optimize both performance and citizenship behaviors. To fully comprehend OCB, a thorough examination of personal and contextual factors is required. Individual values, cultural influences, and institutional roles shape behavior, necessitating close analysis by management to maximize employee performance (Tuliao, et al., 2020). In integrating these strategies, organizations can create a holistic approach that not only nurtures a positive workplace culture but also acknowledges and leverages external societal factors to further enhance OCB and overall organizational success.

Table 3. Level of Respondents' Organizational Citizenship Behavior

Constructs	Mean	SD	Remarks
Altruism	3.50	0.49	Very High
Conscientiousness	3.67	0.30	Very High
Sportsmanship	1.99	0.63	Low
Courtesy	3.72	0.39	Very High
Civic Virtue	3.55	0.49	Very High
Overall Weighted Mean	3.29	0.46	Very High

Note: Organizational Citizenship Behavior Scale: 3.26 – 4.00 (Very High); 2.51 - 3.25 (High); 1.76-2.50 (Low); 1.0-1.75 (Very Low)

3.4. Relationship between Respondents’ Perceived Organizational Politics and Organizational Citizenship Behavior

The data in Table 4 reveal that there are no statistically significant correlations between perceived organizational politics and various dimensions of organizational citizenship behavior (OCB). Specifically, general political behavior, the "Go Along to Get Ahead" dimension, and pay and promotion policies do not exhibit significant associations with altruism, conscientiousness, sportsmanship, courtesy, or civic virtue. The absence of a significant correlation between perceived organizational politics and various facets of organizational citizenship behavior (OCB), as depicted in Table 4, may be attributed to multiple factors. It's crucial to recognize that organizational dynamics are intricate and contingent on context, and the findings in this study likely reflect the specific circumstances under which the research was carried out. One plausible interpretation is that the perceived organizational politics evaluated in this study might not have a direct impact on the observed dimensions of OCB. Additionally, the influence of other

contextual factors, organizational culture, or external elements could play a more pronounced role in shaping employee conduct. Human behavior within organizational contexts is complex and can be shaped by a myriad of factors, including individual perceptions, leadership approaches, and organizational frameworks. Furthermore, the study's sample size or characteristics may have affected the ability to detect subtle relationships.

Table 4. Relationship between Respondents’ Perceived Organizational Politics and Organizational Citizenship Behavior

Variables	r value	p-value	Remark
General Political Behavior and :			
Altruism	-.163	.062	Not Significant
Conscientiousness	-.091	.300	Not Significant
Sportsmanship	.100	.256	Not Significant
Courtesy	-.074	.400	Not Significant
Civic Virtue	-.157	.072	Not Significant
Go Along to Get Ahead			
Altruism	.000	.998	Not Significant
Conscientiousness	-.090	.305	Not Significant
Sportsmanship	.139	.111	Not Significant
Courtesy	-.078	.375	Not Significant
Civic Virtue	-.028	.747	Not Significant
Pay and Promotion Policies			
Altruism	-.010	.908	Not Significant
Conscientiousness	-.032	.718	Not Significant
Sportsmanship	.058	.509	Not Significant
Courtesy	-.039	.658	Not Significant
Civic Virtue	-.112	.200	Not Significant

Note: **Correlation is significant at the $p < 0.001$ level
 *Correlation is significant at the $p < 0.05$ level

3.5. Relationship between respondents’ perceived ethical leadership and organizational citizenship behavior

The data presented in Table 5 entails a correlation analysis investigating the connection between respondents' perceptions of ethical leadership and organizational citizenship behavior (OCB) across diverse variables. The outcomes reveal noteworthy associations in several aspects. Regarding empowerment, there is a highly significant positive correlation between altruism and conscientiousness, indicating that heightened perceptions of empowerment correspond to an increased likelihood of employees exhibiting altruistic and conscientious behaviors. Sportsmanship demonstrates a significant positive correlation with empowerment, suggesting a link between a sense of empowerment and heightened sportsmanship behaviors. Conversely, courtesy does not exhibit a significant correlation, implying that perceptions of empowerment may not strongly influence courteous behaviors. In contrast, civic virtue shows a highly significant positive correlation, indicating a robust relationship between perceptions of empowerment and civic virtue in employees. Similarly, in the context of motive and character, altruism, conscientiousness, and civic virtue all exhibit highly significant positive correlations, underscoring the substantial impact of perceived ethical leadership on these OCB dimensions. However, sportsmanship and courtesy do not reveal significant correlations, indicating a potential divergence in the influence of ethical leadership on these specific behaviors.

Organizational Citizenship Behavior (OCB) stands as a cornerstone for organizational triumph, symbolizing employees' voluntary efforts extending beyond their assigned roles, and fostering a positive workplace culture. Participating in OCB, exemplified by activities such as assisting colleagues and demonstrating conscientiousness, contributes to a collaborative atmosphere and shared accomplishments, elevating employee satisfaction, organizational cohesion, and overall effectiveness. The pivotal role of OCB in shaping a dynamic work environment is evident through its positive influence on organizational dynamics. Concurrently, ethical leadership plays a vital role in steering positive organizational changes by nurturing employees' emotional commitment to these modifications. The impact of ethical leadership on employees' adaptability to change is intricately tied to the broader ethical climate within the workplace, as emphasized by Ye et al. (2022). This connection underscores how the overall ethical context significantly holds the influence of ethical leadership on employees' attitudes and behaviors during organizational transitions. The synergy between ethical leadership and an ethical workplace environment becomes crucial in

fostering constructive responses to organizational shifts, exemplifying the interconnected dynamics of leadership, ethics, and organizational effectiveness. Additionally, ethical leadership, according to Sawitri et al. (2021), influences employees' organizational citizenship behavior through its effects on leader-member exchange and self-efficacy. The robust connections between leaders and team members, coupled with employees' confidence in their abilities, emerge as fundamental pathways through which ethical leadership plays a central role in nurturing positive organizational citizenship behaviors. This underscores the substantial impact of ethical leadership in cultivating a work environment where employees are not only inspired by ethical principles but also empowered and self-assured in their ability to contribute meaningfully to the organization, creating a holistic framework for organizational success.

To promote Organizational Citizenship Behavior (OCB), organizations can deploy a variety of strategies. Primary among these is the cultivation of a positive workplace culture, highlighting values like collaboration, respect, and integrity. It is imperative to foster open communication channels that empower employees to express their opinions and ideas. Recognition and rewards, both in formal and informal contexts, serve as potent motivators for instigating OCB. Providing avenues for skill development and career advancement not only enhances individual capabilities but also showcases the organization's commitment to its workforce. The significance of teamwork, shared values, and a supportive work environment should be emphasized, fostering a sense of belonging and dedication. Initiatives demonstrating the organization's dedication to social responsibility and community engagement are pivotal, as employees often feel more connected when their work contributes to a larger purpose. Ultimately, establishing a work environment that values and promotes discretionary efforts is crucial for OCB promotion, resulting in heightened employee satisfaction, increased productivity, and overall organizational success.

Table 5. Relationship between respondents’ perceived ethical leadership and organizational citizenship behavior

Variables	r value	p-value	Remark
Empowerment and			
Altruism	.500**	.000	Highly Significant
Conscientiousness	.195*	.025	Significant
Sportsmanship	.198*	.023	Significant
Courtesy	.100	.254	Not Significant
Civic Virtue	.289**	.001	Highly Significant
Motive character and			
Altruism	.419**	.000	Highly Significant
Conscientiousness	.207*	.017	Significant
Sportsmanship	.230	.137	Not Significant
Courtesy	.107	.223	Not Significant
Civic Virtue	.239**	.006	Highly Significant

Note: **Correlation is insignificant at $p < 0.001$ level

*Correlation is significant at $p < 0.05$ level

4. Conclusions and recommendations

The respondents perceived their leaders as exhibiting low levels of organizational politics, and high levels of ethical leadership, and it was revealed that respondents demonstrated very high levels of Organizational Citizenship Behavior (OCB). Furthermore, it was observed that there was no substantial correlation between organizational politics and Organizational Citizenship Behavior (OCB). However, a noteworthy association was identified between ethical leadership and OCB. While no significant correlation was identified between organizational politics and Organizational Citizenship Behavior (OCB), the notable emphasis on the substantial association between ethical leadership and OCB highlights the critical role that ethical leadership plays in encouraging positive workplace conduct. The participants perceived their leaders as exhibiting low levels of organizational politics, underscoring a positive leadership ethos. The noteworthy discovery of exceedingly high levels of OCB among respondents suggests the presence of a positive organizational culture, potentially influenced by ethical leadership practices. These findings underscore the imperative of fostering ethical leadership behaviors in organizations to cultivate a work environment characterized by elevated levels of Organizational Citizenship Behavior, ultimately contributing to overall organizational success and the well-being of employees.

Based on the findings and conclusion of the study, the following are the recommendations: Leaders need to prioritize the development of ethical leadership practices within the organizational framework. This entails nurturing a culture that is both transparent and ethical, placing emphasis on values such as integrity, fairness, and accountability. Leaders

should proactively engage in open communication, acknowledging the pivotal role they play in shaping employees' perceptions and behaviors. Investing in leadership development programs that underscore ethical decision-making and interpersonal skills can further enhance the overall ethical climate of the organization. Moreover, leaders should consistently emphasize the positive impact of Organizational Citizenship Behavior (OCB) on both organizational success and the well-being of employees. Employees should proactively engage in Organizational Citizenship Behavior, showcasing proactive actions like assisting colleagues, demonstrating conscientiousness in tasks, and actively contributing to initiatives that further the organization's goals. Team members must acknowledge the significance of ethical leadership and actively support and uphold ethical practices within the workplace. Employing open communication channels with leaders to express opinions and contribute ideas is essential for nurturing a collaborative and inclusive environment. By actively participating in positive workplace behaviors and aligning with ethical principles, team members assume a crucial role in fostering a robust organizational culture and contributing to overall success.

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