

Chapter 3

Ethical Leadership: Effect on Future of Organizational Citizenship Behavior by Mediation of Organizational Culture in Ethiopia

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ABSTRACT

This chapter is confirming all the relationship between behaviour of the organizational citizenship and leader's ethics within the cultural mediator for the organization in the Ethiopian context. The study involved 385 workers from different health organizations in Ethiopia. First of all, the Kaiser-Meyer-Olkin (KMO) coefficient is used to measure the sample adequacy coefficient for factor analysis. Subsequently, in order to confirm the measurement model and validate the components, confirmatory factor analysis (CFA) is conducted. The authors then assess the postulated relationships between behaviour of organizational citizenship, culture towards organization, and the ethics of leaders using structural equation modelling (SEM) using AMOS analysis tool. These outcomes showed that leader morale greatly increases citizenship behaviour in a firm and that culture of worker towards organization slightly moderates this relationship. The importance of leader morale in driving workplace culture is underlined in the study.

INTRODUCTION

It is important to emphasize that the noteworthiness of leader moral in workplace in the interconnected international business cannot be overstated. The leadership ethics are therefore characterized by fairness, morality and respect to moral values. It plays a central role in relation to culture acquisition of a

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firm and conformity of worker behavior. As pointed out by Taamneh, Alalawi, & Gharaibeh, (2024), this effect also include Behaviour of organisational citizenship, which refers to additional voluntary actions performed by organisational staff for the benefit of the business. More so in developing countries like Ethiopia where workplace face different opportunities and challenges, the link between leader ethical and transparency and corporate banking is crucial (Asefa et al., 2023). Leaders' ethics came up in the later years of the twentieth century as enterprises realised that leadership conduct influenced worker satisfaction and corporate management. Brown and Treviño (2006), cited by Ali et al. (2024), have begun this work of defining how moral leaders can build the culture, trust, and sense of affiliation with workers. Because of the dynamic nature of the Societal Economy and Environment of Ethiopia, the high purpose of the facets of ethics is to maximize leaders' effectiveness in organizations over time. There is still a lack of direct empirical studies, which prevents a detailed understanding of these processes at all, especially from an African perspective (Nemr & Liu, 2021).

There is a growing body of research done on OCB and leader moral, but there are many practical problems. Materialistic leadership behaviours that are characterised with leadership overly concentrating on immoral gains are a regular feature in the Ethiopian place of work (Birhane et al., 2024). This results in low worker commitment to their workplace and poor performance from the organization. Furthermore, again, having no proper way of measuring the OCB in the regional perspectives makes it challenging to test these links. To this end, this study will seek to fill these gaps by examining the mediating role of culture on the relation between leader ethics and OCB among organizations (Adawiyah et al., 2022). Since earlier research explored the relationship between OCB, culture towards the organization, and leader ethics, there are many research questions left unanswered especially within the Ethiopia context (Adawiyah et al., 2022). What had been urgently called for in the empirical science is to discover how these cultural factors influence these interactions and exactly how and in what ways the specified leader moral fosters commitment and accountable personality of employees. Additional study is also needed to fully understand the relationships between extrinsic factors such as cultural expectations, and cultural fluctuations in economic situations (Shinwari et al., 2024).

As a result, this chapter will also contribute to fill in existing gaps with the provision of a qualitative analysis of the culture- organization performance and of the relation between leader moral and ethical behaviour in the context of the organization of Ethiopia. In this regard, through the use of both quantitative and qualitative data, we aim at getting an elaborated picture of this relationship. The prescriptions, which provide late information on how to foster leader moral behaviors for increasing worker commitment and improving organisational effectiveness, will prove beneficial to future scholars and legislators. The research roadmap of the investigation is generated from the research question: *“how does leader’s ethics affect the behaviour of organisational citizenship in Ethiopian organisations, and what role does culture towards organisation play as a mediator?”* Such research is acutely important in order to understand the Ethiopian leadership behaviours.

BACKGROUND OF INVESTIGATION

Lately, leaders' ethics has emerged as an increasingly important concept mainly because much business worldwide is attempting to move up to a higher level of ethical standards and solutions to ethical issues Brown and Treviño (2006), cited by Ali et al. (2024). Both leaders' ethics address social responsibility and equity, and workers' morality to establish a benchmark they can emulating (Kant & Adula, 2023).

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